



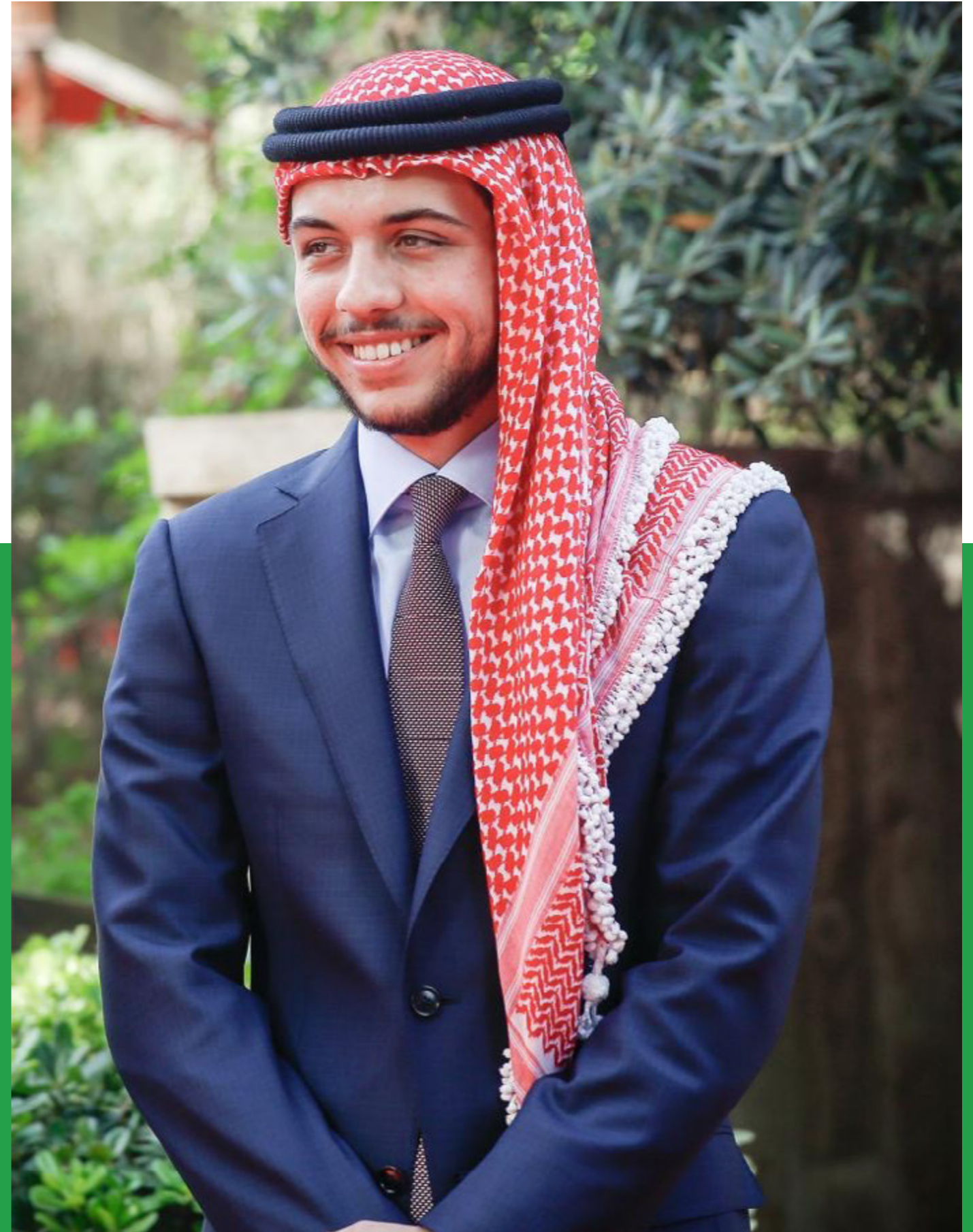
KEMAPCO[®]
ARAB FERTILIZERS & CHEMICALS INDUSTRIES LTD.

2023 – 2024

Sustainability Report



His Majesty
King Abdullah II Ibn Al Hussein



His Royal Highness Crown Prince
Al Hussein Bin Abdullah II

TABLE OF CONTENTS

09	INTRODUCTION
10	Chairman's Statement
12	General Manager Statement
14	Sustainability Highlights
16	About the Report
19	ABOUT KEMAPCO
20	About Kemapco
30	Corporate Strategy
32	Sustainability at Kemapco
41	LEADING WITH PURPOSE
43	Governance
48	Enterprise Risk Management
49	Excellence in Quality from Source to Farm
57	NURTURING THE ENVIRONMENT
59	Environmental Responsibility
61	Energy and GHG Optimization
64	Water Management
66	Circular Economy
71	EMBRACING SOCIAL RESPONSIBILITY
73	Empowered Workforce
79	Safety Culture
84	Prosperous Communities
86	GRI CONTENT INDEX



INTRODUCTION



Chairman's Statement



As Kemapco publishes its inaugural Sustainability Report, I am honored to present to you the Company's sustainability performance over the years 2023 and 2024. This report represents a defining milestone in Kemapco's journey, signaling new efforts in sustainability reporting rooted in transparency, accountability, and long-term value creation. It underscores Kemapco's dedication to strong governance, environmental stewardship, and social responsibility.

At the core of Kemapco's Corporate Strategy lies its mission to deliver sustainable value to its Stakeholders. Guided by a clear framework of objectives and principles centered on sustainability, the Company recognizes that sustainability is not a fixed destination but an ongoing journey of growth and responsibility. Accordingly, Kemapco is embedding sustainability as a foundational part of its upcoming Corporate Strategy, ensuring it is integrated into the Company's long-term vision and daily operations.

Kemapco acknowledges that strong governance is fundamental to sustainable business growth, serving as a critical enabler for achieving the Company's operational objectives while advancing its sustainability journey. In alignment with this commitment, Kemapco has upheld a robust governance system that promotes transparency, accountability, and ethical conduct. Notably, the Company reported zero cases of corruption since APC acquired all its shares in 2007, underscoring its commitment to integrity and ethical conduct as essential components of sustainable development.

Over the past years, Kemapco has demonstrated its commitment to growth and innovation through a series of bold and forward-looking initiatives. Following the successful expansion of its Potassium Nitrate (NOP) Unit, which now contributes to a (24%) increase in of Kemapco's daily production, the Company has significantly strengthened its capacity to meet growing customer demand while ensuring consistency in production and shipping performance.

Kemapco also continues to promote inclusive economic growth by supporting local supply chains. In 2023 and 2024, the Company allocated (95%) and (93%) of its procurement budget to local suppliers, respectively. This translated to over (79 million Jordanian Dinar) in local procurement in 2023 and more than (57 million Jordanian Dinar) in 2024, reinforcing its role in creating shared value across the national economy.

The past two years have also been characterized by transformational partnerships that are pivotal to advancing the Company's sustainability agenda. In 2023, Kemapco entered into a landmark grant agreement with the Nitric Acid Climate Action Group (NACAG) funded by the German Government and implemented by German Agency for International Cooperation (GIZ) to install an N₂O abatement system at its Nitric Acid Unit in Aqaba. This initiative is expected to reduce Kemapco's carbon footprint by approximately (1.0 tCO₂e/ton NOP), underscoring the Company's contribution to global climate efforts and industry decarbonization.

In 2024, Kemapco also accelerated its energy transition efforts through strategic agreements with Tanmiah for Natural Gas and the Jordanian Egyptian Fajr for Natural Gas Transmission and Supply Company, facilitated under the patronage of the Minister of Energy and Mineral Resources. This collaboration is instrumental to Kemapco's shift from heavy fuel oil towards cleaner, more efficient natural gas, which is a critical step toward reducing emissions and building a lower-carbon future.

In line with the Company's efforts in responsible resource management, Kemapco's seawater desalination plant stands as a pioneering achievement as the first of its kind to be established by a private entity in Jordan. Utilizing reverse osmosis technology, the facility transforms a portion of the withdrawn seawater into usable water, with an annual production capacity of (4.5 million cubic meters).

Further aligning with global best practices, Kemapco has embraced the "Responsible Care" initiative of the International Council of Chemical Associations (ICCA). This voluntary initiative reflects the Company's commitment to continuous improvement in chemical safety management and overall sustainability performance.

The health and safety of Kemapco's employees and contractors remain non-negotiable priorities for the Company. As an integral component of the Company's Corporate Strategy, Kemapco has been recognized with several accolades, including the Occupational Health and Safety Excellence Award in the chemical materials and products manufacturers category, as well as second place in the Social Security Award for Excellence in Occupational Health and Safety for the 2023–2024 cycle.

While we take pride in the progress achieved, Kemapco recognizes that the road ahead demands ambition, discipline, and purpose. With sustainability set to become a core element of the Company's Corporate Strategy for 2025, I am confident that Kemapco is building a resilient, forward-looking organization capable of not only adapting to the future but actively shaping it.

In closing, and on behalf of the Board of Directors, I extend my deepest gratitude to Kemapco's valued Stakeholders for their continued trust, to all Kemapco employees for their dedication and unwavering commitment, and to Kemapco's partners for their ongoing collaboration and support. Together, we move forward with responsibility, determination, and a shared vision for a sustainable future.

**Eng. Shehadah Abu Hdaib
Chairman of the Board of Directors**



General Manager Statement



I am pleased to present Kemapco's inaugural Sustainability Report, covering the Company's performance for the years 2023 and 2024. This report serves as a reflection of Kemapco's continued efforts to identify, manage, and disclose the sustainability issues that are most material to its operations and most relevant to its Stakeholders.

The report has been developed with reference to the GRI Sustainability Reporting Standards and considers the Sustainability Accounting Standards Board (SASB) standards for the chemicals sector. Additionally, it demonstrates Kemapco's contribution to the United Nations Sustainable Development Goals (UN SDGs) and as informed by the Amman Stock Exchange (ASE) Guidance on Sustainability Reporting, ensuring alignment with both international and national sustainability frameworks.

This report introduces Kemapco's material topics, which significantly influence the Company's business operations and reflect its most important impacts on the environment, economy, and society. The prioritization of the material topics was guided by leading standards, including the GRI Standards, the SASB chemicals sector standard, the ASE Guidance, and leading practices from industry peers.

In parallel with this materiality-driven approach, Kemapco has reinforced its commitment to sustainability through key certifications, including ISO 9001, 14001, 45001, and 31000, aligning the Company to global standards when it comes to environmental management, occupational health and safety management, as well as risk management.

As part of its approach to emissions monitoring and reduction, Kemapco monitors its Scope 1, 2, and 3 greenhouse gas emissions in line with globally recognized methodologies, including guidance from the Intergovernmental Panel on Climate Change (IPCC) and the Carbon Border Adjustment Mechanism (CBAM). In addition, Kemapco advanced its energy transition efforts by completing the installation and commissioning of two solar energy systems with a combined installed capacity of (350 kWp). These systems contribute to a more sustainable and diversified energy portfolio, enhancing the Company's operational resilience and environmental performance. In 2024, Kemapco reduced emissions intensity across Scope 1 and Scope 2 by (1%), and Scope 3 by (3%) compared to 2022 values.

To further enhance emissions monitoring and compliance with evolving environmental standards, Kemapco will be installing a Continuous Emissions Monitoring System (CEMS) at its Nitric Acid Unit; to ensure real-time emissions reporting and regulatory alignment. This initiative will form part of the Company's N₂O abatement project sponsored by the NACAG.

Through the Company's talent retention and attraction efforts, Kemapco continued to maintain a stable workforce and focused its hiring on young professionals, who comprised (71%) of new hires in 2023, and (50%) in 2024; reflecting Kemapco's investment in the next generation of talent.

Beyond the boundaries of its operations, Kemapco is invested in supporting the communities in which it operates. Through its annual donations budget, the Company contributed over (2.7 million Jordanian Dinar) toward local community development initiatives since 2020.

To reinforce its commitment to excellence, Kemapco ensures the high-quality of its products. The Company has received the Jordan Quality Mark for its Nitric Acid, NOP, NK, and NPK products, and conducts rigorous testing of raw materials, intermediate products, final products, and packaging materials through its on-site Quality Assurance Laboratory.

To maintain a continuous feedback loop with its customers and ensure that product quality meets customer expectations and evolving needs, Kemapco conducts a biennial Customer Satisfaction Survey. In 2023, the Company achieved an overall customer satisfaction rate of (85.6%), exceeding its target of (81%) and affirming its strong customer relationships and responsiveness.

The achievements outlined in this report would not have been possible without the dedication and trust of the Company's employees. Kemapco expresses its sincere appreciation to all its Stakeholders, including our employees, customers, and partners, for their continued support and shared commitment to sustainable progress.

Bassam Al Zoumot
General Manager



Sustainability Highlights

2023 HIGHLIGHTS

Environment

- Recorded **zero** cases of environmental non-compliance
- Maintained stable **Scope 1, Scope 2, and Scope 3** emissions intensity values
- Entered into a grant agreement to install an **N₂O abatement** system and a Continuous Emissions Monitoring System

Social

- Cultivated a workforce of **(278)** dedicated employees
- Increased young talent participation by having **(71%)** of new hires aged between (18) to (30) years old
- Logged **(+900)** hours of employees' training
- Covered **(100%)** of employees and contractors in its OHSMS
- Delivered specialized **OHS training** to employees
- Donated **(+220 thousand Jordanian Dinar)** to the local community

Governance

- Zero** cases of corruption
- Recorded **zero** legal actions regarding anti-competitive and anti-trust behaviors
- Allocated **(95%)** of its procurement budget to local suppliers
- Provided **(56)** employees with quality assurance training
- Recorded **zero** complaints related to customer privacy breaches
- Achieved **(85.6%)** as an overall customer satisfaction level
- Initiated the registration of its trademark in **(65)** countries

2024 HIGHLIGHTS

Environment

- Installed two solar energy systems with an installed capacity of **(350 kWp)**
- Recorded **zero** cases of environmental non-compliance
- Maintained stable **Scope 1, Scope 2, and Scope 3** emissions intensity values

Social

- Cultivated a workforce of **(281)** dedicated employees
- Increased young talent participation by having **(50%)** of new hires aged between (18) to (30) years old
- Logged **(+1,100)** hours of employees' training
- Covered **(100%)** of employees and contractors in its OHSMS
- Donated **(+355 thousand Jordanian Dinar)** to the local community

Governance

- Zero** cases of corruption
- Recorded **zero** legal actions regarding anti-competitive and anti-trust behaviors
- Allocated **(93%)** of its procurement budget to local suppliers
- Provided **(47)** employees with quality assurance training
- Recorded **zero** complaints related to customer privacy breaches
- Registered its trademark successfully in **(35)** countries



About the Report

KEMAPCO* is proud to present its first Sustainability Report for the years 2023 and 2024, marking a steppingstone for its upcoming sustainability reporting journey.

For Kemapco's first Sustainability Report, the Company has decided to consolidate both its 2023 and 2024 data into one report. This decision allowed for proper data collection, integrated stakeholders' feedback, and provided a holistic view of initiatives that occurred over the two-year period. Kemapco will continue to periodically publish its sustainability reporting, providing frequent updates to its stakeholders.

This report introduces Kemapco's material topics that significantly influence its business activities and represent impact areas that matter the most to its Stakeholders. The commitment to managing its impacts reflects Kemapco's efforts to embrace change and incubate development and sustainability within its operations.

Kemapco's inaugural Sustainability Report showcases its dedication to strong governance practices, environmental stewardship, and social responsibility in Jordan.



Reporting Cycle

This Sustainability Report discloses Kemapco's sustainability performance data for the period between 1 January, 2023, and 31 December, 2024. Comparative data from previous years are provided when relevant.



Reporting Scope and Boundary

This report covers environmental, social, economic, and governance data concerning Kemapco's operations in Jordan and does not include data relating to clients, suppliers, or contractors unless mentioned otherwise.



Reporting Framework

The report was developed with reference to the Global Reporting Initiative 2021 Sustainability Reporting Standards (GRI Standards)¹. It also aligns with the Sustainability Accounting Standards Board (SASB) standards, and it highlights Kemapco's contributions to the United Nations Sustainable Development Goals (UN SDGs). Furthermore, on a national level, the Company's sustainability reporting practices are guided by the Amman Stock Exchange (ASE) Guidance on Sustainability Reporting.



Internal Controls and Data Validation

All the data presented in this report reflect the most up-to-date, internally reviewed information unless stated otherwise. Some of the totals presented may reflect the rounding-down or rounding-up of subtotals. All data has been subject to internal validation, including data reviews by the Sustainability Report team and internal subject matter experts.



Feedback Channels

Kemapco values feedback and views it as an opportunity for continuous improvement. Therefore, Kemapco welcomes your suggestions, inquiries, and comments on its Sustainability Report and sustainability-related initiatives through the following channels:

Email: sustainability@kemapco.com

LinkedIn: [KEMAPCO - Arab Fertilizers and Chemicals Ltd.](#)

Phone: +962 3 2017174

Fax: +962 3 2017181



¹ Please refer to the GRI Content Index for full details.



ABOUT KEMAPCO



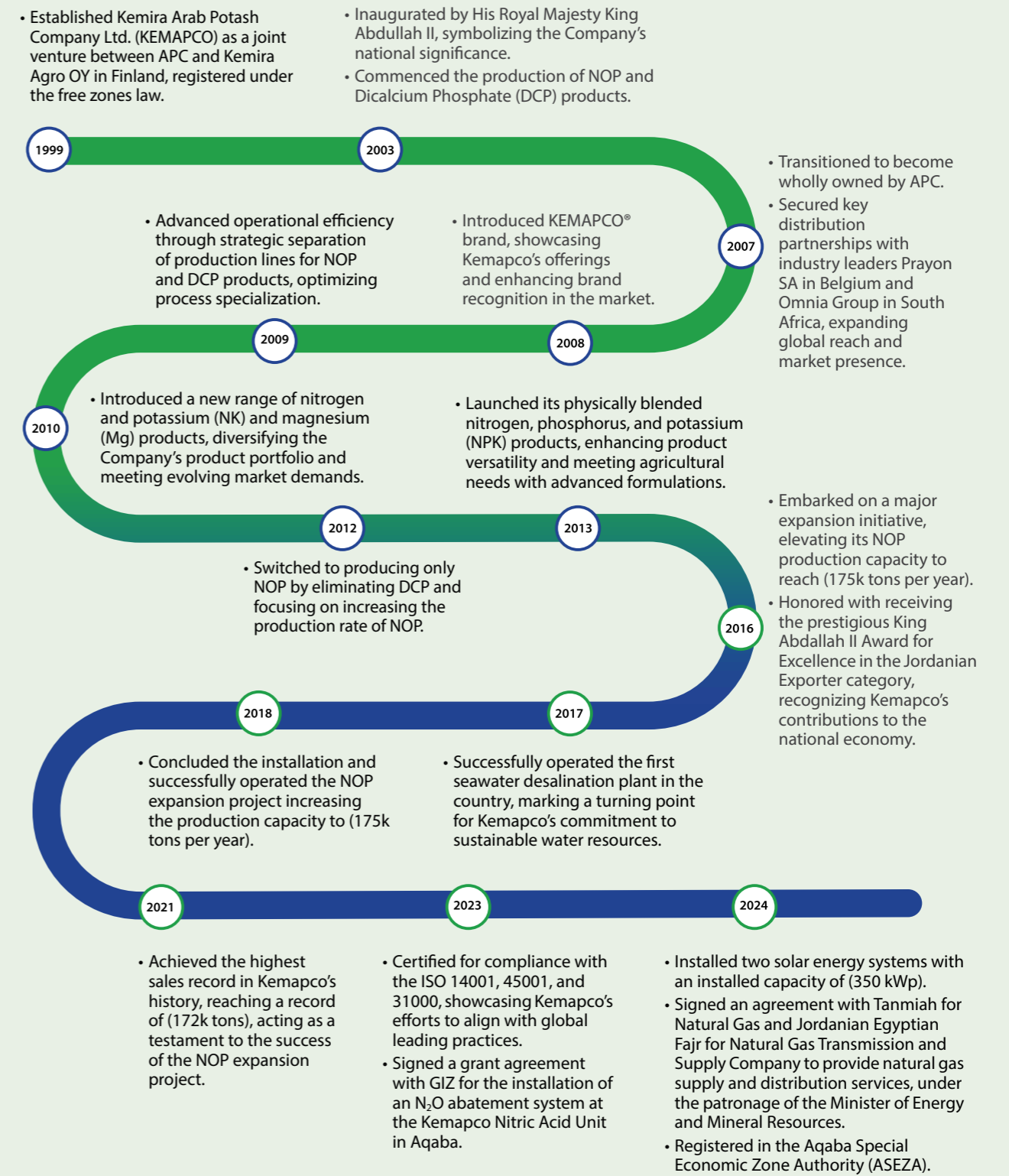
About Kemapco

GRI 2-1, 2-6, 201-1, 2-28, 2-30

Arab Fertilizers and Chemicals Industries Ltd (hereinafter referred to as Kemapco) was established in 1999. Operating under the full ownership of the Arab Potash Company (APC) since 2007, Kemapco has distinguished itself as the third-largest exporter of Potassium Nitrate (NOP) fertilizers on the global level, meeting (12%) of the world's total demand for NOP water soluble fertilizers.

Located in the Governate of Aqaba in the south of Jordan, Kemapco's production facilities are strategically placed near Jordan's only port, Port of Aqaba. This prime location is not only a logistical asset; it conveniently enables Kemapco to efficiently deliver and distribute its products to over (85) countries, ensuring that customers across the globe receive the high-quality fertilizers essential for agricultural productivity.

Since its inception, the Company has consistently pursued excellence and innovation, leveraging its strategic location to maximize global reach and operational efficiency. Kemapco's journey is characterized by significant milestones, reflecting its growth and commitment to delivering top-tier products to a diverse portfolio of local and global customers



Operations and Presence

At its essence, Kemapco is a substantial player in fertilizer production, being the 3rd largest exporter of NOP globally. By supplying essential fertilizers and nutrients, Kemapco plays a significant role in enhancing global food security, as mineral fertilizers are integral to half of the world's food production. Through its services, Kemapco is actively fostering a more promising and prosperous future for communities across Jordan and the globe. As the Company continues to expand its local and global footprint, Kemapco remains dedicated to fostering innovation and sustainability, empowering its customers to navigate and thrive amidst the challenges of tomorrow.

NOP lies at the core of Kemapco's product offering, serving as a key fertilizer essential for achieving agricultural productivity. This product provides vital nutrients that boost crop yields and promote healthy plant growth. To cater to the diverse needs of its customers, Kemapco offers a range of NOP grades including standard, acidic, limited additives, and without additives options. This varied selection ensures that each product is tailored to meet different agricultural requirements and optimize performance under different growing conditions.

In addition to its core offerings, Kemapco also produces NK and NPK specialty fertilizers to provide for the niche requirements of some of its patrons. Such fertilizers include six NPK fertilizers and four NK fertilizers with varying compositions. Each composition is formulated to address specific agricultural needs, ensuring optimal nutrient balance for different crops and soil types, reflecting Kemapco's commitment to supporting sustainable and efficient agricultural practices locally and worldwide.

Product	Description	Benefits
NOP Grades Fertilizers Standard Acidic Limited or Without Additives	Kemapco's NOP is a high-purity fertilizer made using Ion Exchange technology, ensuring rapid nutrient absorption and sustained plant health. Its composition is chlorine and perchlorate-free, with a low salt index, promoting plant growth and resilience.	Kemapco's NOP increases root growth, enhances drought and pest resistance, and improves water retention. It boosts winter hardiness and enhances fruit quality, increasing size, color, flavor, and shelf life, helping farmers achieve higher yields and better-quality crops.
NPK Fertilizers NPK (13-2-44) NPK (13-3-43) NPK (13-5-42) NPK (13-8-40) NPK (13-15-35) NPK (13-16-34)	Kemapco's NPK products are NOP-based fertilizers that help restore key nutrients to the soil, replacing those lost during harvesting. Kemapco's NPK fertilizers' different grades support the long-term health of the soil by providing a balanced mix of nitrogen (N), phosphorus (P), and potassium (K).	Each nutrient in the NPK fertilizer plays an important role in crop development, focusing on supporting healthy growth, increasing yield, enhancing drought resistance, helping with fruit ripening, and improving crop quality and overall resistance.
NK Fertilizers NK (13-0-43+1%Mg) NK (13-0-44+1%S) NK (13-0-45+0.5%Mg) NK (13-0-44+1%Mg)	Kemapco's NK products are also NOP-based fertilizers available in different variants, each tailored to meet the specific needs of customers. These products are enriched with varying concentrations of secondary nutrients, such as magnesium (Mg) and sulfur (S), to provide targeted support for optimal crop growth.	The inclusion of magnesium (Mg) and sulfur (S) boosts photosynthesis in crops, improves enzyme activation, and enhances carbohydrate metabolism, as well as the production of amino acids and proteins, which are essential for better yield and crop quality.



Production

Kemapco's dedication to providing quality products to its customers is demonstrated in its advanced manufacturing plant, which has been a cornerstone of its operations since the Company's inception. The dedication to using advanced production technology with a focus on quality control has placed Kemapco on the global stage of the industry.

During 2023, Kemapco's total production amounted to around (128k tons) meanwhile in 2024, this value increased to around (158k tons). This (24%) change can be attributed to Kemapco optimizing its production schedule to align with sales demand and its long-term operational improvements. During these temporary annual adjustments, the quality of the products remained consistently high. Additionally, Kemapco ensured that the integrity, performance, and standards of its products were not compromised, reinforcing its reputation for excellence in the industry.

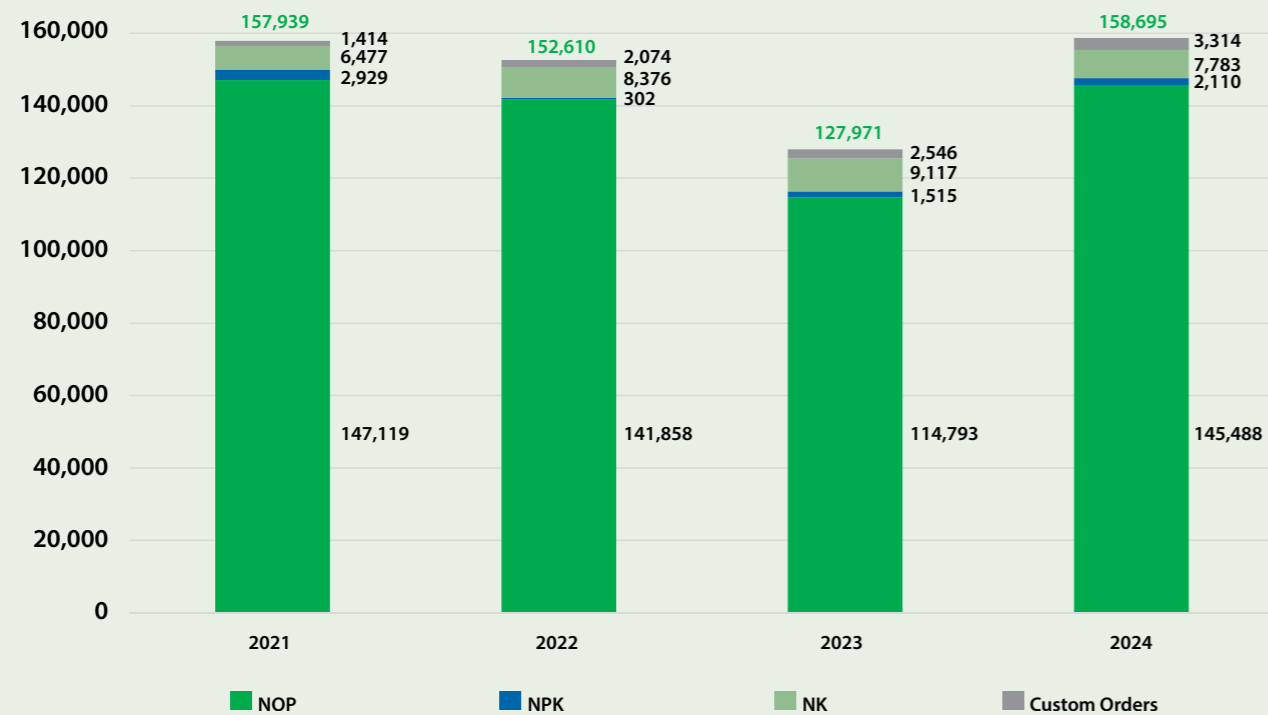
Looking ahead, Kemapco is set to further enhance its production capabilities through a series of operational enhancement initiatives². By aligning production more closely with customer demand, these projects aim to stabilize year-on-year output and further strengthen Kemapco's operational resilience.

² For further information on Kemapco's operational enhancement initiatives, please refer to the 'Maintaining Efficiency in Kemapco's Operations' sub-section of this report.



In terms of product type, Kemapco's NOP production includes four different grades, that constitute (90%) of the total production value in 2023 and (92%) in 2024. These notable figures in NOP production underscore Kemapco's significant contribution to advancing these products both locally and globally. They also reflect the continued trust that Kemapco's customers place in its advanced production processes to meet their demands.

Production by Product Category (tons)

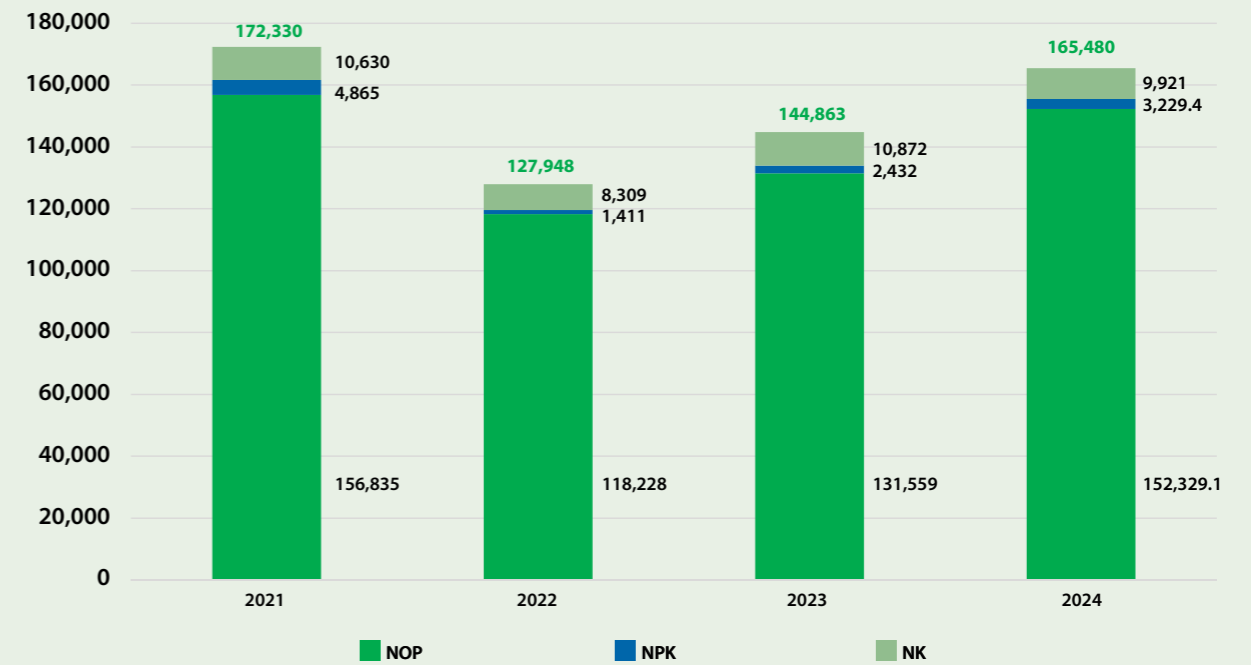


Sales

In a world where global agricultural demands continue to rise, driven by population growth and the need for sustainable food production, Kemapco is actively addressing these challenges by supplying high-quality, reliable fertilizers. The Company's focus on delivering cost-competitive products simultaneously supports agricultural growth and showcases dedication to advancing agricultural innovation and promoting responsible resource management.

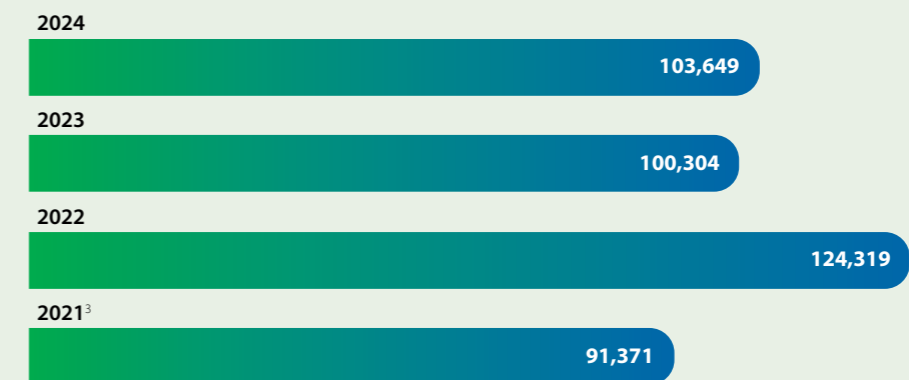
Reflecting this commitment, Kemapco's operational efforts have translated into significant achievements in sales and market reach. Notably, in 2023, Kemapco's production of NOP fertilizers has achieved sales of (144k tons), followed by (165k tons) in 2024. This increase in sales from 2023 to 2024, is enabled by the Company's production capacity increase, demonstrating Kemapco's resilience and ability to adapt to sales demand.

Sales by Product Category (tons) [GRI 2-6]



The Company's sales revenue in 2023 was (100,304 thousand Jordanian Dinar), reflecting strong performance. In 2024, this figure increased to (103,649 thousand Jordanian Dinar) as Kemapco continued to adapt to market conditions and leverage emerging opportunities.

Sales Revenue (thousand Jordanian Dinar) [GRI 201-1]



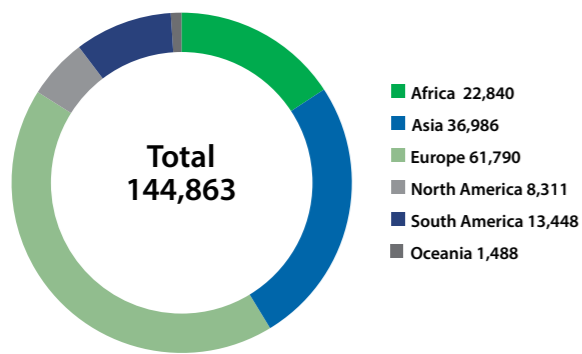
³ In 2021, the fertilizers industry faced increased demand due to the repercussions of the coronavirus pandemic, however, supply chain disruptions and geopolitical tensions led to higher raw materials costs. Therefore, NOP production and sales were abnormally high, though revenue declined due to higher raw materials and shipping costs.

Furthermore, the Company's continuous focus on delivering premium products has well-positioned it to enhance its market footprint over the years. Notably, Kemapco's market reach includes countries in Europe, Asia, Africa, North America, South America, and Australia.

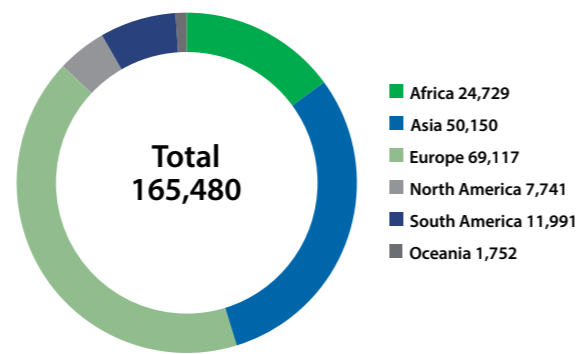
As depicted, Kemapco's highest sales for 2023 and 2024 were recorded in Europe, reflecting a robust market demand coupled with the Company's established ties with trusted partners internationally.

Sales by Geographic Area

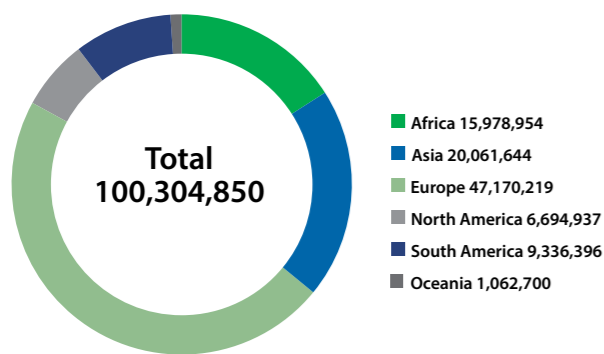
Sales (tons) 2023



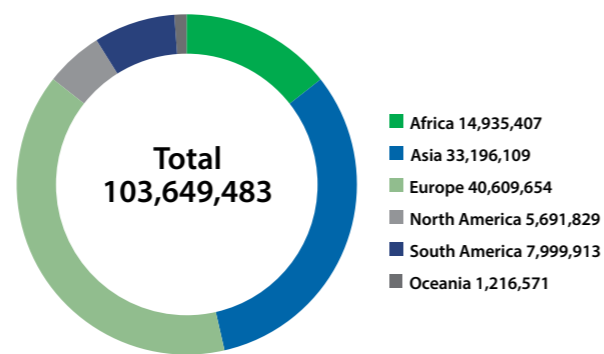
Sales (tons) 2024



Sales (Jordanian Dinar) 2023



Sales (Jordanian Dinar) 2024



Maintaining Efficiency in Kemapco's Operations

Kemapco recognizes that improving operational efficiency allows it to capitalize on opportunities for greater reliability, higher performance, and more sustainable practices that benefit both the environment and society. In line with this, Kemapco is consistently focusing on initiatives and projects that will support it in reaching optimal operational efficiencies.

Aiming to seize opportunities to strengthen its alignment with global sustainability efforts, Kemapco embraces the "Responsible Care" initiative of the International Council of Chemical Associations (ICCA). This prestigious voluntary initiative is dedicated to advancing the chemical industry's efforts and maintaining continuous improvement in safe chemical management and excellence in sustainability performance. Notably, Kemapco's commitment to this initiative underscores its dedication to sustainable practices and safety within the chemical industry. Through this initiative, Kemapco ensures that its operations uphold standards of environmental protection, health, and safety, thereby actively contributing to societal and environmental wellbeing.



Enhancing Operational Efficiency

Over the years, Kemapco's commitment to expanding operations has been evident in several strategic initiatives. For instance, in 2016, the Company initiated the expansion of its NOP production. Regarding the NOP Unit as a key operational area, Kemapco has enhanced the unit with advanced technology, including a new centrifuge and product drying-cooling system. This expansion in the NOP Unit accommodates (24%) of Kemapco's daily production, meeting the increasing customer demand and allowing for adherence with production and shipping schedules. Additionally, the implementation of a monitoring system ensures consistently meeting customer demand while safeguarding stringent product quality control.

Kemapco is planning to launch additional initiatives that focus not only on enhancing operational efficiency but also on reducing its environmental impact⁴. These decarbonization efforts include transitioning from heavy fuel oil to natural gas for steam generation in addition to the installation of a nitrous oxide abatement technology and monitoring equipment at Kemapco's Nitric Acid Unit in Aqaba as part of the grant agreement with GIZ..

⁴ For further information on Kemapco's environmental impacts and initiatives, please refer to the 'Nurturing the Environment' chapter in this report.

Certifications and Awards

Through its continued dedication to excellence, Kemapco has received numerous awards and certificates over the years in recognition of its efforts.



Jordan Standards and Metrology Organization (JSMO) Quality Mark Certificate

Kemapco's high-quality products have resulted in the Company receiving the 'Jordan Quality Mark' certificate from JSMO in 2013 and has consistently maintained compliance with its standards since then.



King Abdullah II Award for Excellence - Jordanian Exporter Award

Kemapco's exceptional performance was recognized with the prestigious 'His Majesty King Abdullah II for Excellence - Jordanian Exporter Award' in 2016, as the first medium-sized manufacturing enterprise to receive this prestigious honor.



Social Security Award for Excellence in Occupational Health and Safety

Kemapco's remarkable performance in occupational health and safety has earned the Company the Occupational Health and Safety Excellence Award in the chemical materials and products manufacturers category. Additionally, Kemapco was granted second place in the Social Security Award for Excellence in Occupational Health and Safety for the 2023 - 2024 cycle.



ISO 9001:2015 - Quality Management Systems Certificate

Kemapco's commitment to quality management and its continuous efforts to maintain and enhance its operational procedures have led to the achievement of the ISO 9001:2015 certification in 2012.



ISO 14001:2015 - Environmental Management Systems Certificate

Kemapco's dedication to managing its environmental impacts has directed it to implement an Environmental Management System and achieved the ISO 14001:2015 certification in 2023.



ISO 45001:2018 - Occupational Health and Safety Management Systems Certificate

Kemapco's dedication to the health and safety of its workforce resulted in an Occupational Health and Safety Management System compliant with ISO 45001:2018 which it has received certification in 2023.



ISO 31000:2018 - Risk Management Certificate

Kemapco's commitment to managing its enterprise risks through thorough risk assessment and mitigation has contributed to acquiring the ISO 31000:2018 certification in 2023.



Registration, Evaluation, Authorisation and Restriction of Chemicals (REACH) Registered

Kemapco's dedication to growing the market it serves with safe-to-use products has led to its REACH registration since 2011 as a chemicals manufacturer that exports to the European Economic Area.



Jordan Engineers Association (JEA) Product Award

Kemapco's NOP product was awarded by JEA as the 'Best Product Award' in the Jordanian Petrochemicals Sector in 2021.

Memberships

Believing in the strength of partnerships and collaboration at both national and international scales, Kemapco actively engages with multiple organizations. These partnerships enhance the company's capacity for innovation and improve the effectiveness of its fertilizers, ultimately benefiting global agricultural practices.



International Fertilizer Association (IFA)

Kemapco is a member of the IFA, an association that aims to promote efficient and responsible production, distribution, and use of plant nutrients.



Arab Fertilizer Association (AFA)

Kemapco is a member of the AFA. One of the association's missions is to provide support to the global food system to achieve a healthy future.



EDAMA

Kemapco is a member of EDAMA, a Jordanian nongovernmental organization that is concerned with fostering innovative solutions for energy, water, and the environment in relation to sustainability.



Jordan Strategy Forum (JSF)

Kemapco is a member of JSF, actively participating in dialogues within the private sector to address local economic issues and promote comprehensive economic development.



Amman Chamber of Industry

Kemapco is a member of the Amman Chamber of Industry. The Chamber aims to enhance the competitiveness of the industrial sector and Jordanian products.

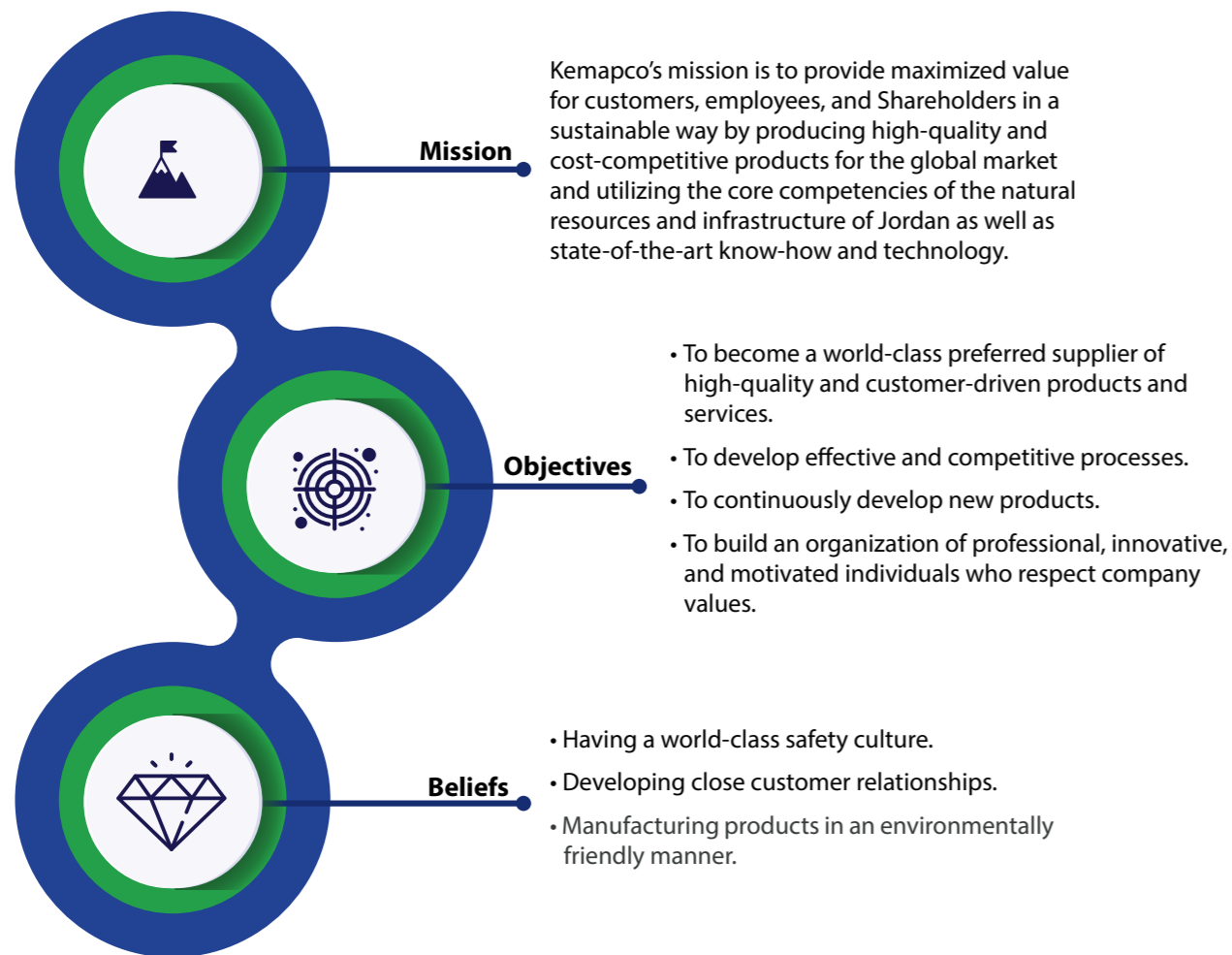


Corporate Strategy

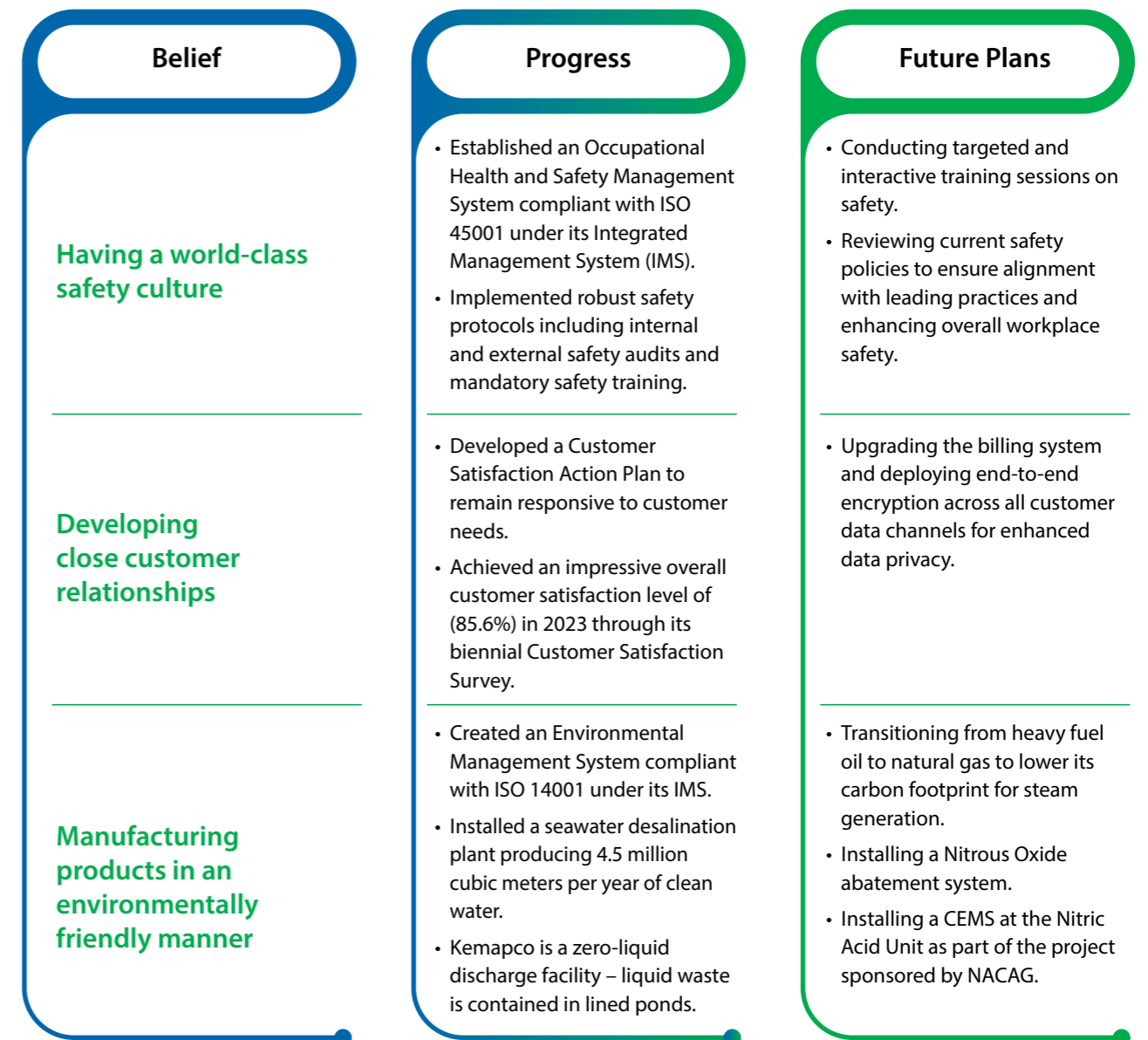
As Kemapco embarks on its sustainability journey, it is committed to establishing a robust and forward-looking approach within the fertilizer and chemical industry. Recognizing its pivotal role in global food security, Kemapco has crafted a Corporate Strategy spanning 2018 to 2024, that values sustainability – viewing it as a driver for continued success.

This commitment is embodied in Kemapco’s mission to provide maximized value for Stakeholders in a sustainable manner. Guided by a clear set of objectives and beliefs centered on sustainability, the Company is dedicated to ensuring a world-class safety culture, advancing environmentally responsible methods, and continuously refining its operations to make a meaningful and positive impact on the industry, environment, employees, and community.

Kemapco’s Corporate Strategy serves as a strategic framework to enhance the adaptability of its business model, positioning the Company to stand out and excel in the global market for years to come.



Under its Corporate Strategy, Kemapco has set ambitious targets and initiatives that align closely with its beliefs. The Company is committed to fostering a world-class safety culture, with goals designed to continuously enhance workplace safety and ensure the well-being of its employees. Emphasizing the importance of building strong customer relationships, Kemapco has implemented strategies aimed at delivering exceptional value to its customers. Additionally, the Company is dedicated to manufacturing its products in an environmentally friendly manner, setting targets for minimizing environmental impact. These initiatives reflect Kemapco’s core values and support its efforts to achieve long-term growth and success through strategic expansion⁵ and a commitment to global market leadership.



Believing that sustainability is a journey of growth rather than a static goal, Kemapco is set to deepen its sustainability maturity by incorporating it formally into its business model.

⁵ For further information on Kemapco’s operational enhancement initiatives, please refer to the ‘Maintaining Efficiency in Kemapco’s Operations’ subsection of this report.



Sustainability at Kemapco

GRI 2-29, 3-1, 3-2, 3-3

Drawing from the Company's Corporate Strategy, Kemapco's commitment to sustainability is integral to fulfilling its mission of delivering exceptional value not only to its customers but also to its diverse set of Stakeholders.

Stakeholders Engagement

To bring Kemapco's Corporate Strategy to life, the Company is committed to involving its valued Stakeholders in the improvement of its business practices. By following through on this commitment, Kemapco ensures that it continuously understands and responds to their needs and expectations through fostering meaningful conversations and open dialogues with them.

Aiming at actualizing this approach, Kemapco has identified a wide spectrum of Stakeholders integral to its operations. With a clear breakdown, spanning from employees and Shareholders to its customers and regulating bodies, Kemapco designates suitable communication channels for each Stakeholder group. As illustrated hereinafter, these channels include digital methods, in-person and virtual meetings, surveys, reports, among others, ensuring effective and tailored engagement with all Stakeholders.

Stakeholders	Stakeholders Expectations	Engagement Channels
<p>Employees</p>	<ul style="list-style-type: none"> • Remuneration and benefits. • Health and safety in the workplace. • Career advancement. • Training and development. • Diversity and equal opportunity. • Collaboration and teamwork. • Corporate governance and business ethics. 	<ul style="list-style-type: none"> • Intranet portal. • Emails. • Newsletters. • Regular meetings. • Performance reviews. • Code of Ethics. • Training sessions. • Website and social media. • Sustainability Report. • Materiality Assessment.
<p>Customers</p>	<ul style="list-style-type: none"> • High quality products that meet customers' needs. • Exceptional customer service and satisfaction. • Reliability and promptness. • Open and transparent communication channels. • Customers' data security. 	<ul style="list-style-type: none"> • Emails. • In-person and virtual meetings. • Conferences and exhibitions. • Customer satisfaction survey. • Customers' complaints form. • Website and social media. • Sustainability Report.
<p>Regulators</p>	<ul style="list-style-type: none"> • Corporate governance and business ethics. • Legal and regulatory compliance. 	<ul style="list-style-type: none"> • Emails. • Meetings. • Regular reports on corporate performance. • Website and social media. • Sustainability Report.
<p>Suppliers</p>	<ul style="list-style-type: none"> • Fair and transparent bidding and contracting procedures. • Open communication channels. • Local procurement opportunities. • On-time payments. 	<ul style="list-style-type: none"> • Suppliers' evaluation. • Emails. • In-person and virtual meetings. • Suppliers' portal. • Sustainability Report.
<p>Shareholders</p>	<ul style="list-style-type: none"> • Corporate governance and business ethics. • Business continuity and risk management. • Financial performance. • Strong market position and increased market share. • Cost-effective operations. • Reputation and brand image. 	<ul style="list-style-type: none"> • Board of Directors meetings. • Website and social media. • Performance Summary. • Sustainability Report.
<p>Associations</p>	<ul style="list-style-type: none"> • Partnerships and collaboration opportunities. • Sectorial updates. 	<ul style="list-style-type: none"> • Events and conferences. • Website and social media. • Sustainability Report.
<p>Local Community</p>	<ul style="list-style-type: none"> • Local community employment opportunities. • Positive economic and social impacts. • Investment in local community development. • Environment preservation and protection. 	<ul style="list-style-type: none"> • Donations. • Training opportunities. • Website and social media. • Sustainability Report.

Focusing on the inclusion of its Stakeholders in sustainability-related discussions, Kemapco has actively engaged its internal Stakeholders through a comprehensive materiality assessment exercise⁶. Under this engagement, Kemapco empowered them to share their viewpoints on what they consider material to Kemapco from a sustainability perspective. By doing so, the Company ensures that its efforts are not only relevant to its Stakeholders, but also resonant with their values and concerns, fostering a sense of shared responsibility and collaboration.

⁶ For further information on Kemapco's materiality assessment approach, please refer to the 'Materiality Assessment' section of this report.

Materiality Assessment

Kemapco recognizes that integrating Stakeholders' expectations into its sustainability commitments and aspirations is crucial for driving meaningful progress and key to shaping the sustainable future of the Company. Therefore, Kemapco has conducted its first materiality assessment in 2024, involving its internal Stakeholders.

With the kick-off of its sustainability transformation journey, this assessment has become crucial for the Company to pinpoint the key sustainability impacts that are most material to Kemapco and its Stakeholders. The identification of the material impacts has notably allowed Kemapco to gain a thorough understanding of its sustainability priorities. This insight will also enable Kemapco to consider these material impacts in its upcoming business plans and sustainability initiatives, ensuring alignment with the sustainability issues that matter most to Kemapco.

The assessment followed a four-step approach: identification, assessment, analysis, and validation.

STEP 1

Identification

Kemapco started the assessment by considering international sustainability frameworks such as the GRI Standards, the SASB Chemicals sector standard, the ASE Guidance on Sustainability Reporting, and leading practices from peers within the industry.

As a result, Kemapco was able to identify a wide array of sustainability topics which included (32) topics with actual and potential environmental, social, and governance impacts relevant to Kemapco's operations.

STEP 2

Assessment

Following the identification of the long list of topics, the Company assessed their significance using a materiality assessment tool. This assessment considered the actual and potential impacts, whether positive or negative and the cause of impact in relevance to Kemapco's activities and business relations.

Through this tool, Kemapco evaluated the significance of each topic by assigning unique scores according to specific criteria, enabling the Company to identify the most important sustainability issues with the highest potential impact on Kemapco and its Stakeholders.

After having a holistic understanding of the sustainability impacts on Kemapco's activities, the Company conducted a thorough benchmarking exercise against industry peers to ensure that the impacts were aligned with leading practices and challenges in the sector. Through this step, Kemapco ensures alignment with sustainability developments in the industry.

STEP 3

Analysis and Prioritization

Kemapco integrated the expectations of Stakeholders by conducting a materiality assessment exercise with key internal Stakeholders. The internal Stakeholders provided their input on the (32) impacts by rating them according to their significance to Kemapco.

By integrating the feedback from the internal Stakeholders into the materiality assessment tool, Kemapco prioritized the impacts based on their assessed significance, and a materiality matrix was developed accordingly.

Utilizing the scoring system, Kemapco was able to prioritize a final list of (14) material topics that Kemapco plans to incorporate into its sustainability reporting and future sustainability endeavors.




STEP 4

Validation

The (14) prioritized topics were presented to Kemapco's top management for their review and validation and have been deemed as the key material issues that most align with Kemapco's Corporate Strategy.

Notably, the demonstrated list of Kemapco's material topics laid the foundation for the development of Kemapco's first Sustainability Report. Moving forward, these topics will shape the Company's reporting journey, guiding its efforts and resources toward understanding the impacts of its business operations and controlling the impacts these operations have. Moreover, the identified material topics will serve as a strategic compass, directing Kemapco's sustainability initiatives, ensuring that the Company remains focused on addressing its most critical sustainability issues.



Category	Material Topics	Definition	Initiatives
Environment 	Climate Change	This topic is concerned with Kemapco's energy consumption and greenhouse gas (GHG) emissions levels; in recognition of the energy-intensive nature of the sector Kemapco operates within.	<ul style="list-style-type: none"> • Installation of two solar energy systems in 2024. • Signing of a grant agreement with GIZ for the installation of an N₂O abatement system and a CEMS at the Nitric Acid Unit as part of the project sponsored by NACAG. • Transitioning from heavy fuel oil to natural gas.
	Water	This topic addresses Kemapco's water consumption, withdrawal, and discharge levels as an integral part of Kemapco's operations. This is especially relevant to Kemapco as it is regarded as a zero-liquid discharge facility.	<ul style="list-style-type: none"> • Establishment of a water desalination plant with a capacity to produce (4.5 million cubic meters) of potable water annually.
	Waste	This topic refers to Kemapco's waste generation resulting from its operations. As a manufacturing facility, Kemapco produces several types of waste such as solid waste, process effluents, and hazardous waste.	<ul style="list-style-type: none"> • Segregation of waste by type at the source to ensure proper disposal and compliance with standards and regulations.
	Materials	This topic considers Kemapco's use of renewable and non-renewable materials used for its manufacturing and packaging processes, and the safety and environmental considerations of using such materials.	<ul style="list-style-type: none"> • Transitioned from using phosphate rock to limestone to optimize resource utilization.
Social 	Occupational Health and Safety	This topic refers to Kemapco's consideration for its employees' occupational health and safety in the workplace; aiming to have a world-class safety culture for its employees through the prevention of harm and promotion of health.	<ul style="list-style-type: none"> • Delivering specialized health and safety training. • Establishment of a dedicated Health and Safety Committee.
	Training and Education	This topic discusses Kemapco's management approach to employee training and skills development including an On Job Training program that ensures employees are equipped with the skills necessary to excel in their roles.	<ul style="list-style-type: none"> • Appointment of a Training Coordinator in 2024 to design and deliver tailored training programs to employees.
	Local Communities	This topic addresses Kemapco's impacts on the local communities including its Corporate Social Responsibility (CSR) initiatives to contribute to the flourishing of the surrounding communities.	<ul style="list-style-type: none"> • Donated more than (355 thousand Jordanian Dinar) to the local community through the Donations Committee in 2024.
	Diversity and Equal Opportunity	This topic encompasses Kemapco's approach to treating people equally and based on individual merit regardless of gender or age.	<ul style="list-style-type: none"> • Retaining female employees by upholding a zero tolerance for discrimination policy upheld through the Code of Ethics.
	Employment	This topic covers Kemapco's approach to employment, recruitment, and retention, with a focus on ensuring decent employment standards for its employees. It also addresses Kemapco's approach to communicating significant operational changes and supports the freedom of association for both Kemapco and its employees.	<ul style="list-style-type: none"> • Established dedicated committees to oversee employees' benefits including the Housing Fund Committee and the Scholarship Committee.
	Customer Satisfaction	This topic addresses Kemapco's efforts to ensure the safety of its customers by providing safe products that adhere to codes and regulations. Additionally, it also addresses Kemapco's attention to safeguarding its customers' data.	<ul style="list-style-type: none"> • Development of a biennial Customer Satisfaction Survey to gain insights into customers' contentment of the products and overall experience.
Governance 	Marketing and Labeling	This topic is concerned with the marketing and labeling of Kemapco's products, and the access of its customers to sufficient product information.	<ul style="list-style-type: none"> • Providing product labels in (31) languages, ensuring accessibility across (124) countries and compliance with market requirements and legislations.
	Economic Performance	This topic discusses Kemapco's economic performance and the Company's approach to generating value for its Stakeholders.	<ul style="list-style-type: none"> • Preparation to launch initiatives that will enhance its operational efficiency, resilience, and responsiveness to market requirements.
	Business Ethics	This topic examines Kemapco's commitment to solid and transparent governance, including its measures against corruption and anti-competitive practices, highlighting the Company's efforts to ensure ethical conduct and fairness in its operations.	<ul style="list-style-type: none"> • Establishment of a robust Code of Ethics that extends to all employees.
	Sustainable Supply Chain	This topic is focused on Kemapco's sustainable procurement practices, and its efforts to support local suppliers to contribute to Jordan's economic growth. Additionally, it sheds light on Kemapco's attention to its suppliers' social and environmental impacts.	<ul style="list-style-type: none"> • Prioritization of local suppliers by providing them with a competitive advantage in suppliers' evaluations.

Recognizing the dynamic market Kemapco operates in, the Company intends to regularly review and reassess its material topics moving ahead. By following up on this dedication, Kemapco ensures effective sustainability reporting that is consistently aligned with the rapidly evolving sustainability landscape.

National and International Alignment

Kemapco acknowledges that its operations have an impact that goes beyond its organizational boundaries starting from the local community to Jordan's economy, with an influence reaching its customers globally. Therefore, the alignment of the Company's material topics to both national and international sustainability frameworks has become essential.

Building on this understanding, Kemapco has mapped its material topics to the Jordan 2025 Vision and the Jordan Economic Modernization Vision. By aligning with these aspirational national visions, Kemapco is contributing to the growth of Jordan's economy, while placing sustainability at the heart of its efforts.

Furthermore, Kemapco has mapped its material topics with the United Nations Sustainable Development Goals, ensuring it remains aligned with established global sustainability agendas.

	Material Topics	UN SDGs	Jordan 2025 Vision	Jordan Economic Modernization Vision
Environment	Climate Change	3, 7, 8, 12, 13, 14, 15	• Resource Security.	• Sustainable Resources. • Green Jordan.
	Water	6, 12, 14	• Resource Security.	• Sustainable Resources. • Green Jordan.
	Waste	3, 6, 12, 15	• Resource Security.	• Sustainable Resources. • Green Jordan.
	Materials	8, 12	• Resource Security.	• Green Jordan.
Social	Occupational Health and Safety	3, 8, 16	• Health. • Safety and Security.	• High Value Industries.
	Training and Education	4, 5, 8, 10	• Education.	• Vibrant Jordan. • Smart Jordan.
	Local Communities	1, 2	• Poverty and Social Protection. • Families and Communities.	• Invest Jordan. • Vibrant Jordan.
	Diversity and Equal Opportunity	5, 8, 10	• Workforce Participation. • Active Citizenship.	• Vibrant Jordan.
	Employment	3, 5, 8, 10	• Workforce Participation. • Employment.	• High Value Industries.
	Customer Satisfaction	16	• Trade and Competitiveness.	• High Value Industries. • Future Services.
	Marketing and Labeling	12, 16	• Trade and Competitiveness.	• High Value Industries. • Future Services.
Governance	Economic Performance	8, 9, 13	• Trade and Competitiveness. • Capital for Growth.	• Invest Jordan.
	Business Ethics	8, 10, 16	• Business Environment.	• Invest Jordan.
	Sustainable Supply Chain	5, 8, 17	• Clusters' Contribution in Growth.	• Sustainable Resources. • Green Jordan.





LEADING WITH PURPOSE



Kemapco takes pride in its industry position, with a mission that extends beyond mere growth. The Company is committed to maximizing the shared value it creates for its Stakeholders, both now and in the future. In line with this, Kemapco recognizes the crucial role of effective, robust governance and visionary leadership in achieving this goal. Therefore, it places emphasis on maintaining the highest standards of business ethics while effectively managing the risks and impacts it may pose to its Stakeholders, the surrounding environment, and the communities in which it operates.

Upholding these high standards at Kemapco is a comprehensive endeavor that spans from internal operations to the broader production and delivery stages, reflecting the Company's dedication to responsible practices. This commitment begins with the careful selection of suppliers that meet Kemapco's stringent selection criteria. It then continues through rigorous product testing and quality assurance processes to ensure conformity with both internal and international standards. Kemapco's focus on quality continues right up to the moment the product reaches the customers, with every effort made to deliver not just a product, but an experience that meets, and even exceeds, their expectations.

Governance

GRI 2-9, 2-10, 2-12, 2-13, 205-2, 205-3, 206-1

Kemapco acknowledges that strong governance is fundamental to sustainable business growth, being a critical aspect of meeting the Company's operational objectives while simultaneously advancing its sustainability journey. By adhering to robust governance principles and effectively managing its operations and impacts, Kemapco is committed to fulfilling its responsibilities to Stakeholders and ensuring long-term, sustainable success. As such, the Company's rigorous oversight and well-defined standards ensure that every stage of its production process meets high-quality benchmarks. Therefore, this advances Kemapco's commitment to meeting customer expectations and thus sustaining its industry leadership.

The Company further reinforces this standing by aligning its corporate governance with the frameworks set by the regulatory bodies in Jordan. In 1999, Kemapco was established as a limited liability Company and registered under the free zones law and Jordanian Companies law. Kemapco signed an agreement with Free Zones Corporation whereby the Company adheres to the Jordanian Investment Environment Law and free-zone privileges. In July of 2024, Kemapco registered under ASEZA, and all operations have continued under ASEZA registration since then. Abiding by this local mandate is key to maintaining high standards of governance that reinforce the Company's commitment to excellence and regulatory compliance. Notably, Kemapco continually reviews and updates its governance mechanisms, demonstrating its commitment to aligning with industry best practices and adapting to evolving regulatory landscapes.

Having established its governance ethos on trust, integrity, and ethical conduct, Kemapco views these as fundamental components of its governance framework. With this robust foundation in place, the Company has seamlessly embedded these values into its organizational structure and decision-making processes. This integration ensures a high level of transparency, accountability, and ethical practices.

2023 HIGHLIGHTS

- Zero** cases of Corruption
- Recorded **zero** legal actions regarding anti-competitive and anti-trust behaviors
- Allocated **(95%)** of its procurement budget to local suppliers
- Provided **(56)** employees with quality assurance training
- Recorded **zero** complaints related to customer privacy breaches
- Achieved **(85.6%)** as an overall customer satisfaction level
- Initiated the registration of its trademark in **(65)** countries

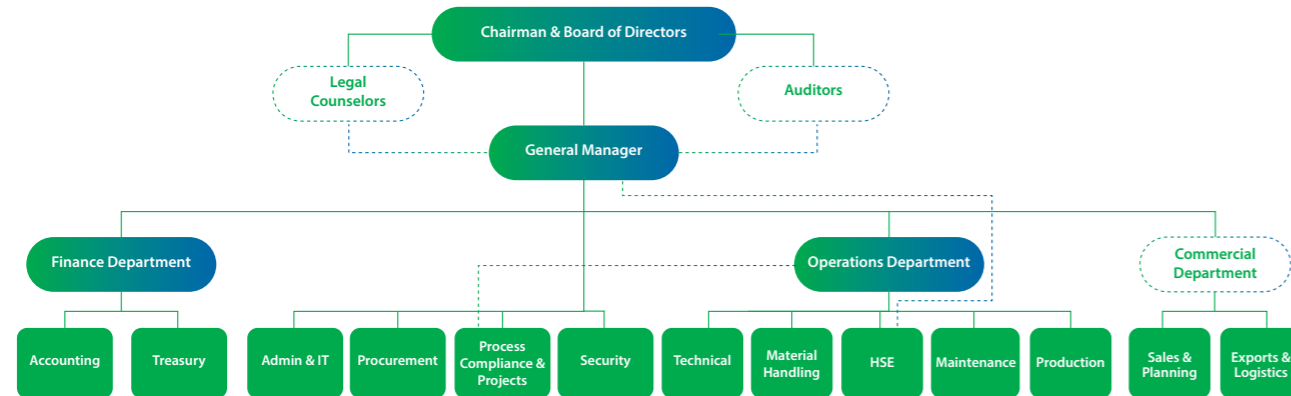
2024 HIGHLIGHTS

- Zero** cases of Corruption
- Recorded **zero** legal actions regarding anti-competitive and anti-trust behaviors
- Allocated **(93%)** of its procurement budget to local suppliers
- Provided **(47)** employees with quality assurance training
- Recorded **zero** complaints related to customer privacy breaches
- Registered its trademark successfully in **(35)** countries



Kemapco's Strategic Organizational Structure

Kemapco embraces a clear organizational structure that resonates with its strategic objective to become a world-class preferred supplier of high-quality and customer-driven fertilizers. This structure provides clear distinctions of the roles and responsibilities at Kemapco. Therefore, attaining effective management and communication at every level across the Company – facilitated by the well-defined departments and sectors.



Residing at the top of Kemapco's organizational structure is Kemapco's Board of Directors, consisting of six esteemed non-executive members. Each member brings their extensive experience from varying backgrounds to Kemapco; providing holistic insights and guidance that steer the Company to realize its full potential.

The Board holds the overarching responsibility of shaping and guiding the Company's strategic direction, ensuring that all initiatives align with its long-term strategic objectives. Along with this crucial role, the Board supervises the Executive Team and ensures the Stakeholders' interests are guaranteed. In addition to this, the Board leverages its oversight toward continued growth and navigating its path to sustainability, all while adhering to the highest standards of business ethics and integrity. For instance, the Board ensures the consideration of sustainability within the Company's Corporate Strategy, fostering a culture where sustainability is integrated into decision-making processes and long-term objectives.

Moreover, a key responsibility of the Board is to ensure transparent reporting of both Kemapco's financial and non-financial information, including sustainability-related data such as environmental performance and employee health, safety, and well-being. To achieve this, the Board periodically appoints an internal auditor that conducts financial and non-financial audits, in addition to appointing an external auditor that conducts an annual audit of Kemapco's financial statements as well as quarterly reviews of interim financial statements.

To ensure the alignment of the Board of Directors with Kemapco's strategic mission, the Board is appointed by the General Assembly with the term lasting four years. By doing so, Kemapco ensures that the Board's composition is periodically adapted to the Company's needs.

Board of Directors

At the time of issuing this report, the Board of Directors is composed of the following five members:

Eng. Shehadah Abu Hdaib

Chairman
Arab Potash Company

Dr. Maen Nsour

Board Member
Arab Potash Company

Dr. Samer Al Mofleh

Board Member
Arab Potash Company

Eng. Rashid Lubani

Board Member
Arab Potash Company

Mr. Zaidoun Abu Hassan

Board Member
Arab Potash Company

Having the Board of Directors steer Kemapco's strategic direction, it is the Executive Team led by the General Manager that holds the responsibility of driving the Company's operations to fulfill its strategic mission and bring it to life. Kemapco has defined who is responsible, accountable, consulted, and informed (RACI) for each task under its RACI Matrix, ensuring that the Company's Executive Team is able to facilitate decision-making and optimize resources efficiently.

Executive Team

Bassam Al Zoumot

General Manager (GM)

Raid Almomany

Operations Department
Manager

Ali Abudelleh

Finance Department Manager

Bishara Sayegh

Sales and Planning Sector
Manager

Zaid Zaben

Exports and Logistics Sector
Manager

Business Ethics and Integrity

As a fundamental aspect of its corporate governance, Kemapco is committed to upholding the highest standards of business ethics and integrity. To reinforce this commitment, the Company has established its trusted Code of Ethics, which serves as a cornerstone for guiding conduct across all levels of the Company. The Code of Ethics highlights Kemapco's strict stance on ethical issues including the rejection of fraudulent activities, bribes, and harassment. Moreover, the Code of Ethics encompasses vital sustainability-related principles such as environmental protection and occupational health and safety.

To ensure the effective implementation of our Code of Ethics, Kemapco mandates that all employees thoroughly read, understand, and comply with its provisions. Upon joining the Company, employees are required to sign a "Compliance and Acknowledgement Form" to confirm their receipt, understanding, and commitment to the Code of Ethics. This requirement extends to full-time and part-time employees and trainees.

Business Ethics Checklist

Aimed at further supporting ethical decision-making, Kemapco has introduced a Business Ethics Checklist, which is distributed to all employees through the Code of Ethics. The Checklist serves as a practical tool to guide them in assessing whether their actions align with Kemapco's ethical standards, and it helps evaluate whether a situation may potentially violate the Code of Ethics. Notably, the checklist focuses on key themes, including:

- Compliance with Policies and Regulations.
- Alignment with Core Principles.
- Ethical Decision-Making.
- Conflict of Interest and Restrictions.
- Consistency with the Code of Ethics.

To effectively apply these themes, employees at Kemapco are encouraged to stay alert and informed about relevant standards, seek guidance when uncertain, raise concerns, and ask for help when needed. This approach reinforces Kemapco's commitment to ethical behavior and supports a strong culture of integrity throughout the Company.

As part of Kemapco's Code of Ethics, Kemapco has devised a whistleblower and human resources (HR) complaints policy to empower employees to report any observed breaches of the Code of Ethics. The employee can raise a flag on the suspected behavior by contacting the concerned supervisor or the HR Sector and providing evidence of the suspected violation. Kemapco ensures that the report is handled within a reasonable time while preserving the anonymity of the reporting individual throughout the process.

A cornerstone of Kemapco's business ethics and integrity governance is its dedication to combating corruption. To effectively draw the line on this critical issue, the Company ensures that all employees are well-versed in anti-corruption practices, from the moment they join the Company. This is achieved by requiring all new hires to review and accept the Code of Ethics, which includes detailed information on anti-corruption, as part of their induction process. In addition to this, Kemapco mandates periodic renewals of their understanding of the Code of Ethics to keep ethical expectations front of mind.

As such, Kemapco's proactive efforts have been instrumental in enabling the company to record zero confirmed cases of corruption since APC acquired all its shares in 2007, highlighting Kemapco's adherence to high ethical standards.

Looking ahead, Kemapco has set plans to conduct periodic refresher courses designed to reinforce the Company's anti-corruption stance and ensure ongoing compliance.

Kemapco's rigorous approach to ethics and transparency is further mirrored in the Company's financial practices, believing in maintaining accountability and upholding ethical standards in all its business operations. Therefore, the Company has set in place Accounting and Financial Control policies and procedures to support this principle. Accompanying these measures, Kemapco performs quarterly financial audits that include investigating suspicious activities.



Fostering Ethical Competition

As part of Kemapco's belief in fair competition, the Company adheres to anti-competition and anti-trust laws in all its business activities. Moreover, these principles are embedded in Kemapco's Code of Ethics, guiding its employees in the proper behavior to avoid participating in practices that breach its anti-competitive beliefs.

Complementing these efforts, Kemapco is an active member of leading fertilizer associations, such as the IFA and the AFA. These memberships provide valuable platforms for Kemapco to align with industry peers on common interests, collaborate on joint actions, and uphold collective industry standards. This engagement helps Kemapco maintain ethical and competitive norms and supports collaborative solutions to industry challenges. For instance, Kemapco follows the anti-trust guidelines set by the IFA, which outline members' responsibilities to ensure fair competition and ethical conduct in the industry. This steadfast adherence to these principles and industry-wide commitment has been reflected in Kemapco's track record of having zero legal actions regarding anti-competitive and anti-trust behaviors since 2021.





Enterprise Risk Management

Integral to Kemapco's strong presence in the global fertilizers market is its risk management processes, essential for safeguarding the Company's assets and ensuring its long-term success. This proactive approach serves as a foundation for ensuring operational resilience, protecting its business, and enabling strategic decision-making across the Company.

Building on this effort, Kemapco has achieved the ISO 31000 certification, showcasing its adherence to internationally recognized risk management standards. This certification underscores the Company's dedication to a structured and systematic approach to risk assessment and mitigation. Under the ISO 31000 certification, Kemapco has also established an Enterprise Risk Management (ERM) Framework to ensure effective risk management.

The Health, Safety, and Environment (HSE) Sector has been tasked with overseeing the implementation of the ERM Framework, fostering a risk-aware culture, and enhancing the Company's ability to navigate complexities in the global fertilizers market with confidence and adaptability.

Supporting these efforts is Kemapco's Risk Assessment Committee, comprising from (10) members supported by additional HSE representatives. The Committee meets regularly to discuss potential risks in operations, review updated risk assessments, and ensure that existing controls are still effective. As part of its duties, the Committee continuously updates the Company's risk register based on new developments, incidents, or changes in operations. All findings, updates, and recommendations are formally reported to the General Manager to support informed decision-making and ensure that risks are addressed in a timely and effective manner. This ongoing process helps maintain a strong culture of safety, responsibility, and continuous improvement within Kemapco.

Business Continuity

In an ever-evolving business environment, coupled with the geo-political uncertainties the world has been witnessing in the past few years, Kemapco realizes the need to adopt a proactive business continuity approach to remain competitive. The Company's focus remains on ensuring the uninterrupted flow of its business operations while prioritizing the protection of its people, brand image, reputation, and assets.

A notable example of Kemapco's proactive business continuity efforts in 2023 was its decision to initiate registering its trademark in (65) countries as part of a five-year-long project. This strategic decision came to establish a unique identity for Kemapco's products, thereby reinforcing its brand presence and protecting its intellectual property on an international scale. Following this decision, Kemapco successfully registered its trademark in (35) countries in 2024.

Furthermore, in 2023, the region faced geo-political tensions that extended to 2024. As a result, shipping through the Red Sea has become increasingly challenging. This posed a financial and insurance burden for Kemapco, as the Company relies on the Port of Aqaba for maritime shipments. In response, Kemapco diversified its shipping methods by utilizing land transportation to deliver products to certain markets, including the Gulf Cooperation Council (GCC) countries, where the Company has also actively boosted its sales. As a direct result of Kemapco's efforts in facing these logistical challenges, the Company's sales volume and revenue increased in 2024 compared to 2023.

By doing so, Kemapco remained agile in the face of emerging risks, safeguarded its brand presence, ensured an uninterrupted flow of its products, and proved its resilience in the face of challenges.

Excellence in Quality from Source to Farm

GRI 204-1, 417-1, 418-1

Kemapco understands that every product it delivers is an opportunity to enrich its customers' experiences. The Company strives to offer more than just fertilizers; it aims to be a partner in sustainable agriculture, transforming interactions into meaningful steps towards healthier crops, improved soil quality, and more productive harvests.

In line with this, Kemapco's commitment to operational excellence represents a journey that spans every aspect of its operations — from the raw materials it sources, and suppliers it engages with, to the delivery of its final products to farms locally and around the globe. By implementing best practices throughout this journey, Kemapco strives to optimize its processes and ensure high-quality standards for its products.

Stringent Procurement Practices

Kemapco recognizes that the success of its operations is intertwined with the effectiveness of its supply chain. A well-functioning and reliable supply chain ensures the seamless flow of materials and resources that are critical to Kemapco's production. This enables the Company to meet its operational targets while also advancing its growing sustainability ambitions through ensuring products' high quality, satisfying customer demands, and encouraging local procurement.

In line with this, Kemapco's journey toward operational excellence begins with a commitment to sourcing high-quality raw materials and a thorough evaluation of its suppliers. This attention to detail not only ensures the quality and integrity of Kemapco's products but also fortifies the robustness and resilience of its supply chain, thereby safeguarding its reputation and reducing operational risks.

To formalize and streamline these efforts, Kemapco has implemented comprehensive purchasing policies and procedures that govern its sourcing activities and supplier evaluations. At the core of these endeavors is Kemapco's Supplier Evaluation and Selection Procedure manual, which establishes a structured approach to vetting potential suppliers. Each supplier is thoroughly evaluated against consistent criteria before being approved and added to Kemapco's suppliers list. These criteria encompass material cost, payment terms, delivery reliability, lead times, and most critically, the quality of materials supplied along with adherence to Kemapco's stringent specifications. Notably, this procedure applies to suppliers and subcontractors providing raw materials, packaging, and essential services that directly impact the quality of Kemapco's products, ensuring high standards across the entire supply chain.





Advancing Internal Supply Chain Management at Kemapco

Kemapco's commitment to operational excellence extends beyond securing top-tier raw materials and services from trusted suppliers; it also emphasizes the importance of refining its internal procurement processes.

To drive continuous improvement, Kemapco rigorously implements both external and internal audits annually to monitor its procurement practices and performance throughout the year. These audits are crucial in maintaining high standards of transparency, accountability, and integrity within the Company's procurement processes. Notably, external audits focus on verifying compliance with industry regulations, assessing risks such as fraud and non-compliance, and benchmarking Kemapco's practices against industry best standards. Detailed reports from these audits provide actionable recommendations for process enhancements. Moreover, internal audits concentrate on assessing the efficiency and effectiveness of Kemapco's procurement processes and internal controls. They ensure adherence to established policies and processes, review performance against procurement objectives, and identify areas for process improvements.

Further complementing these endeavors and acknowledging the key role of technology in elevating Kemapco's procurement efficiency, precision, and overall effectiveness, the Company is committed to always enhancing its efforts in automation and digital transformation. Notably, Kemapco leverages digital platforms to monitor and manage its supply chain and utilizes the capabilities of advanced data analytics to efficiently gather and analyze procurement-related data. Such platforms include the Apteon API Pro certified system for data collection and monitoring and the System Analysis Program Development (SAP) software utilized to facilitate collaboration between departments by sharing common data. These tools enhance the Company's ability to track adherence to its procurement guidelines, thereby streamlining the performance of its audits. By digitalizing the Company's processes and employing collaborative supply chain solutions, Kemapco aims to work more efficiently and effectively with its business partners.

As Kemapco looks into the future, the Company is focused on further advancing this digital transformation journey to build and sustain a more robust and sustainable supply chain ecosystem. By doing so, Kemapco aims to meet current market demands in addition to anticipating and adapting swiftly to evolving market conditions and customer expectations, ensuring a supply chain that supports its broader strategic goals and sustainability ambitions.

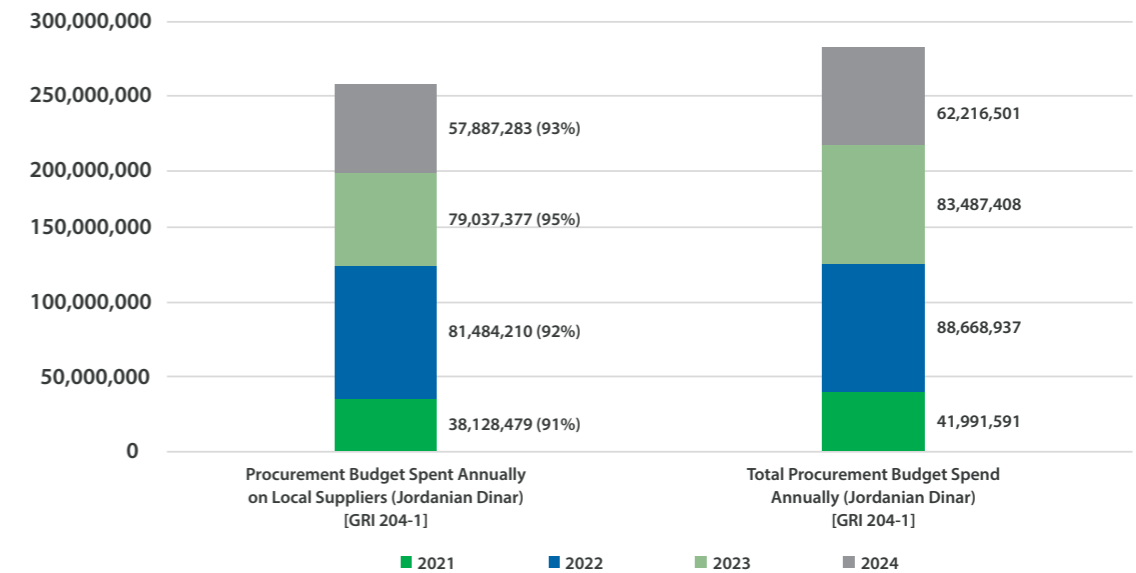
Local Sourcing

Kemapco's commitment to cultivating a supply chain network that aligns with its material topic, Sustainable Supply Chain, is reinforced through its approach to prioritizing local procurement and contracting opportunities.

In line with Jordan's Economic Modernization Vision and the Jordan 2025 Vision that was prepared in 2024, the Company has placed emphasis on supporting Jordan's economic growth. Kemapco actively supports this commitment by enhancing its focus on local sourcing, strengthening the domestic supply chain, stimulating the local industries, and ultimately ensuring a positive impact on the community. By incorporating "price of material" and "delivery and lead time" as criteria in the Supplier Evaluation and Selection Procedure, Kemapco provides local suppliers with a competitive advantage, enabling them to excel in these categories compared to their regional and global counterparts.

Bringing this commitment to life, Kemapco allocated (95%) and (93%) of its procurement budget to local suppliers in 2023 and 2024, respectively, marking an increase from the previous years. Kemapco consistently allocated more than (90%) of its procurement budget to local suppliers since 2021, underscoring the Company's ongoing dedication to supporting local businesses and Jordan's economy. By prioritizing local procurement, Kemapco demonstrates its dedication to fostering economic growth while also enhancing its sustainability impact.

Local Procurement



Building on its responsible procurement practices, Kemapco also champions the growth of local Small and Medium Enterprises (SMEs). The Company leverages its expertise by reviewing samples from SMEs and providing them with valuable and constructive feedback. Through these measures, the SMEs are empowered to improve product quality and increase their competitiveness within the supply chain.

Quality Assurance

As the production journey unfolds, and raw materials reach Kemapco's production units, the Company sharpens its focus on delivering its customers with the peace of mind and assurance of the highest quality products. By rigorously validating the specifications of its raw materials through a precise procurement process, the Company is committed to maintaining the same premium standards throughout its production processes, transforming raw inputs into products that consistently meet customer expectations.

To fortify this ambition, Kemapco has achieved the ISO 9001 quality management certification as part of its IMS, a mark of adherence to global quality benchmarks. This certification subjects Kemapco to annual third-party audits in which the Company ensures systematic quality control across its production units.

Building on these efforts, Kemapco has also formulated under its Quality Management System (QMS) policy its attention to guaranteeing a consistent quality of its products. The HSE Sector, Quality Assurance and Quality Control (QA/QC) Section, and top management provide oversight to ensure that quality risk management activities are effectively executed across Kemapco's operations. Additionally, compliance and performance are monitored through regular internal audits, ensuring that the entire process remains transparent and effective.

At Kemapco, the QA/QC Inspector plays a critical role in daily quality assessments, performing thorough evaluations of the chemical and physical qualities of final products. This involves collecting samples of the final products and conducting tests in Kemapco's Quality Assurance Laboratory⁷ to ensure conformity to Kemapco's stringent production specifications.

⁷ For further information on Kemapco's Quality Assurance Laboratory, please refer to the 'Testing for Quality' Case Study in this report.



To ensure consistent product integrity, the Company has established a procedure to systematically address any possible visual, physical, or chemical deviations observed during testing. This procedure is aligned with the principles of the Corrective and Preventive Approach (CAPA) and the Management of Change (MoC) system. It outlines a clear sequence of actions, including retesting, confirmation, tracking, isolation, and non-conformity reporting, designed to prevent the recurrence of similar incidents.

Moreover, the QA/QC Section at Kemapco performs internal audits on the Production Sector and the Material Handling Sector on a daily basis. Through these audits, the Technical Sector ensures that the quality of the final products and their respective packaging comply with specifications.

Further demonstrating its commitment to quality, Kemapco has also received the Jordan Quality Mark for its Nitric Acid, NOP, and NK and NPK products. This prestigious certificate was duly received after undergoing an audit carried out by JSMO and successfully fulfilling the requirements. Notably, earning this certificate stands as a testament to the national trust in Kemapco to consistently deliver superior products.



Testing for Quality

Adding an extra layer of quality assurance before dispatching products to customers, Kemapco has established a Quality Assurance Laboratory since its inception. Developed in the early years of inaugurating the Company in 2003, the laboratory is strategically placed on site, thereby enabling timely product testing and reducing dependence on external testing facilities.

A key aspect of the testing is ensuring that Kemapco's lab analysis complies with international standards such as the Standard Methods for the Examination of Water and Wastewater, Certificate of Analysis, and other relevant standards released by ASTM International and AOAC International. Currently, Kemapco is undergoing the process of becoming ISO/IEC 1,7025 certified, a certificate that will further demonstrate the Company's lab testing validity.

Through the laboratory's testing protocols, Kemapco guarantees that its products are free from organic contaminants, heavy metals, radioactive materials, chlorite, or biuret. Furthermore, Kemapco ensures certification of its lab instruments by certified third-parties.



Given the strategic importance of product testing and quality assurance processes within Kemapco's core business activities, the Company has developed a comprehensive set of Key Performance Indicators (KPIs) to monitor and optimize these processes. The KPIs serve as measurable benchmarks that help ensure Kemapco's commitment to delivering high-quality products.

To support its commitment to upholding these critical KPIs, Kemapco places a strong emphasis on continuous employee development on this topic. During 2023, the Company provided comprehensive training to (56) employees on essential quality assurance topics, and to (47) employees for the following year. This included tailored training on its Quality Manual, its Quality Risk Management Policy, and control of non-conforming materials, among other topics. By equipping its employees with this knowledge, Kemapco ensures that its team is well-prepared to meet and exceed the standards required to achieve its quality-centric KPIs and overall production goals.

Strategic Marketing and Labeling

As Kemapco's high-quality products approach the final stages of their journey to customers, the Company understands that the true story of operational excellence does not end with production. Kemapco recognizes the pivotal role its marketing and labeling practices play, extending beyond mere business objectives to significantly impact its Stakeholders' relationships. As such, responsible marketing and accurate labeling are considered paramount at Kemapco – ensuring informed decision-making and preserving customers' trust.

Kemapco governs its material topic, Marketing and Labeling, by having developed manuals that cover Sales Marketing Dispatching Policy and the Layout Check Communication. Overseen and executed by the Sales and Planning Sector, these manuals cover the entire process from order planning to delivery, ensuring coordination between teams to clearly communicate order specifications. This includes accommodating customer requests, such as special prints on bags, and ensuring that all preparations are completed in time for delivery.

These policies guide the implementation and oversight of marketing and labeling practices, ensuring that required management processes are consistently applied and communicated across the Company.

Transparent Marketing

Transparency is a cornerstone of Kemapco's marketing efforts, demonstrated through its approach to customer engagement. The Company's website serves as a comprehensive resource for its operational and sustainability endeavors. Notably, the website features key sustainability areas such as health and safety, seawater desalination, stringent quality standards, CSR initiatives, and ongoing environmental efforts. By openly sharing information about its sustainability goals and achievements, Kemapco empowers customers to make informed choices, aligning their purchasing decisions with their values. This openness builds trust with Kemapco's customers and fosters a deeper connection with those who are increasingly seeking products from companies that promote sustainability.

Industry Events

Kemapco actively participates in trade shows and industry events to showcase its products and connect with industry professionals. These include attending events and conferences organized by Jordan Engineers Association, Argus Media, and CRU, as well as those conducted by the IFA and AFA, in which we are active members. Such events provide valuable opportunities for networking, exploring new business prospects, and staying updated on industry developments. Kemapco's presence at these events helps the Company build relationships with potential customers, partners, and Stakeholders, further enhancing its market presence.

Customer Relationship Building

Building and maintaining strong relationships with its customers is a priority for Kemapco. The Company thus prioritizes keeping customers updated on best practices through multiple channels, including sales calls, meetings, and product labeling. The Company's goal is to understand its customers' needs and preferences, ensuring that its products align with their expectations and contribute to their success.

Social Media Presence and Content Marketing

Kemapco plans to enhance its social media presence to further strengthen its brand visibility and foster more dynamic interactions with its customer base. The Company plans to produce and share a range of content on social media that showcases its expertise and insights on industry trends, sustainability practices, and operational excellence. By leveraging social media platforms, Kemapco intends to engage with customers in real time, share updates and insights more effectively, and build a more interactive and responsive brand presence.

Responsible Labeling

Supporting the Company's marketing endeavors, Kemapco has effectively integrated responsible labeling practices into its operations, showcasing its commitment to sustainability and ethical business conduct.

Sustainable Packaging

The Company's commitment to environmental sustainability is evident in its use of recyclable and certified packaging materials by ensuring that its packaging materials suppliers comply with the required standards such as those set by the UN. This not only benefits end users but also contributes to fostering a positive environmental impact.

Comprehensive Product Information

Kemapco's product line features items that are specifically designed for unique applications and must be used correctly to fully realize their benefits. Therefore, Kemapco ensures that its customers can gain a comprehensive overview of the products used without having to refer to other resources. For instance, the Company has included through standard and customized labels detailed information on the product's purpose, composition percentages of the main ingredients, particle size, water solubility, product use instructions, application rates, storage conditions, and net weight of the product. By following this practice, Kemapco is providing clear communication to customers, facilitating proper use of its products, while simultaneously complying with national and international regulations.

Moreover, Kemapco provides customers with personalized packaging in response to their requirements. This process involves a tracking sheet to closely monitor customer requirements, containing details on customer orders that minimize printing errors. Notably, this tracking sheet has proven to be a valuable tool, providing essential data that can be utilized for a feasibility study on transitioning Kemapco's printing needs from third-party vendors to in-house capabilities. By doing so, the Company is offering enhanced customization options, faster turnaround times, and cost savings, thereby delivering greater value to its customers.

Further complementing these practices, the Company encourages the safe use of its products by including precautionary and warning statements as well as informative symbols on the labels. Recognizing that safety is essential to a positive customer experience, the Company also ensures that every shipped product is accompanied by a comprehensive technical specifications sheet and a Material Safety Data Sheet (MSDS). Through these sheets, customers are provided with essential information such as the product's properties, instructions on proper storage, and safety precautions for proper customer use. This commitment is further reinforced by Kemapco being a REACH registered manufacturer – which entails providing its customers with appropriate safety information. By offering this critical guidance, Kemapco helps customers use its products safely and effectively.

Multilingual Labeling

With Kemapco's sales covering multiple geographic areas globally, the Company places emphasis on providing labels that are accessible to the diverse customer base it caters to. To solidify this commitment, Kemapco provides its labels in (31) languages. This ensures that customers receive their products with labels attached in their native language thereby minimizing potential confusion. By doing so, Kemapco has found that its products are now linguistically accessible to a market of (124) countries worldwide. These labels not only inform consumers but also ensure compliance with regulatory requirements of importing countries, the International Maritime for Dangerous Goods Code (IMDG), and the Agreement concerning the International Carriage of Dangerous Goods by Road (ADR). Looking ahead, Kemapco is planning to further expand the list of languages it provides its labels in, enhancing the customers' experience by making the products accessible in their language.



Elevating Packaging Quality by Leveraging Customer Feedback

Kemapco's customer engagement channels⁸ have been instrumental in identifying gaps within Kemapco's packaging processes. In 2022, Kemapco assembled a cross-functional team, drawing expertise from the Material Handling Sector, the QA/QC Section, and the Maintenance Sector, to address recurring customer claims about the packaging.

The cross-functional team undertook a Root Cause Analysis exercise and identified that the primary issue behind the customers' packaging claims. In response, Kemapco retrofitted its bagging lines and invested in a high-tech automated wrapping machine. These improvements significantly enhanced packing quality and boosted the safety and reliability of Kemapco's products during transportation and unloading at customer sites.

Following the implementation of these upgrades in 2022, the number of customer claims remained relatively low in 2023 and 2024. Nevertheless, all claims were promptly addressed with corrective actions taken to prevent recurrence. Kemapco is committed to actively addressing customer claims to further streamline its processes and ensure higher levels of customer satisfaction.

Customer Satisfaction

Kemapco's production journey culminates in the delivery of its high-quality products to its customers. Every product from its production units reflects Kemapco's commitment to operational excellence. The Company's ultimate goal is to craft an unforgettable experience for its customers, creating a positive impact on their operations and contributing to global agricultural success.

To deliver on this promise, the Company actively seeks and values customers' feedback. Through its biennial Customer Satisfaction Survey, Kemapco gathers insights on product quality and packaging, gaining a holistic understanding of customers' opinions as well as experiences.

In 2023, Kemapco achieved an impressive overall customer satisfaction level of (85.6%) exceeding its goal of achieving (81%).

Moreover, the Company plans to further boost this figure by following its Customer Satisfaction Action Plan. The plan consolidates insights collected from inspection rounds, maintenance activities, and other tasks within the Operations Department as feedback to continuously optimize the Company's operations. This plan reflects Kemapco's focus on continuous improvement and proactive customer needs responsiveness.

The Company also encourages customers to share any concerns through a structured Complaints Form. Through this form, customers can communicate issues relating to product quality, packing material, transportation, delivery date, or documentation. To better understand these concerns, Kemapco requests that the customer elaborates on the storage conditions and suspected damage causes. This approach allows prompt resolution of concerns while simultaneously providing a positive customer experience.

Through Kemapco's proactive and responsive customer engagement methods, safeguarding customer data remains a top priority. The Information Technology (IT) Sector has implemented a range of measures to ensure customers' data remains confidential. These measures include restricting access to sensitive information to authorized personnel only, collecting only necessary customer data, and performing regular audits on its IT systems.

As a result of these efforts, Kemapco has successfully recorded four years with zero complaints related to customer privacy breaches. Looking ahead, the Company plans to modernize its billing system, train employees on data privacy, and deploy end-to-end encryption across all customer data channels.

⁸ For further information on Kemapco's customer engagement channels, please refer to the 'Customer Satisfaction' section of this report.



**NURTURING
THE ENVIRONMENT**



Operating in the fertilizers industry, Kemapco recognizes the critical role its operations play in ensuring global food security, while also acknowledging the environmental impacts associated with its activities. With this understanding, the Company has established a comprehensive management system underpinned by a set of policies and procedures designed to monitor, assess, and mitigate its environmental footprint across key areas such as energy consumption, GHG emissions, water usage, materials management, and waste.

Through a combination of ongoing, current, and future initiatives, Kemapco is committed to meeting environmental standards and regulatory requirements.

2023 HIGHLIGHTS

- Recorded **zero** cases of environmental non-compliance
- Maintained stable **Scope 1, Scope 2, and Scope 3** emissions intensity values
- Entered into a grant agreement to install an **N₂O abatement** system and a Continuous Emissions Monitoring System

2024 HIGHLIGHTS

- Installed two solar energy systems with an installed capacity of **(350 kWp)**
- Recorded **zero** cases of environmental non-compliance
- Maintained stable **Scope 1, Scope 2, and Scope 3** emissions intensity values

Environmental Responsibility

GRI 2-23, 2-27, 3-3

Understanding its responsibility towards the environment, Kemapco has placed manufacturing products in an environmentally friendly manner as one of its beliefs. Therefore, the Company solidifies this belief with thorough compliance with environmental regulations and a robust management of its environmental impacts, as outlined in the upcoming pages of this chapter.

The proper adherence to regulations and management of these impacts necessitates a structured framework, which Kemapco has established through its ISO 14001 environmental management certification under its IMS. This framework clearly outlines the Company's objective of protecting the environment by minimizing pollution, reducing the depletion of natural resources, and ensuring the effective management of waste.

With the ISO 14001 certification in place, Kemapco ensures the ongoing compliance of its Environmental Management System (EMS) through regular internal audits. Additionally, the Company undergoes annual external audits conducted by certification bodies to ensure that its practices and management strategies continue to align with the requirements set by its IMS.

Building on these efforts, Kemapco ensures compliance with all relevant local and national environmental regulations governing its operations. This includes adherence to the Environment Protection Law set forth by the Ministry of Environment, which holistically covers environmental impacts. It also includes the radiation protection instructions set by the Ministry of Energy and Mineral Resources. The Company follows ASEZA's environmental policies, especially concerning seawater withdrawal, and the pollutants-limiting standards established by JSMO. This ensures that the Company's operations align with leading environmental standards.

In 2023 and 2024, Kemapco recorded zero cases of environmental non-compliance.





Real-Time Environmental Monitoring and Resource Management

In order to remain compliant with environmental standards and regulations, Kemapco employs digital solutions for real-time monitoring and data collection of environmental performance metrics. These systems enable the Company to continuously track and manage its energy, water, and material usage efficiently, ensuring adherence to established limits and requirements.

Monitoring Energy

Kemapco employs the ASPEN real-time monitoring system that provides valuable insights into its energy consumption⁹, including electricity, fuel, and steam. By installing advanced meters and sensors throughout Kemapco's facilities, the Company is able to track energy usage precisely, identify inefficiencies, and optimize consumption. Kemapco analyzes this data to uncover trends that inform operational adjustments, ensuring efficient energy management and promoting environmental responsibility.

Tracking Water

Kemapco closely tracks water consumption and discharge¹⁰ through its INFO and ASPEN systems for real-time monitoring. These systems provide insights on key parameters such as water flow, usage, and quality, among others. The systems also issue alerts for excessive water use while also producing regular reports on water consumption trends to support the identification of areas for conservation.

Managing Materials

Kemapco employs multiple systems to track and manage data concerning its materials usage across its operations¹¹. These systems enable precise monitoring of materials' quantity. The Company utilizes the collected data to optimize industrial processes to ensure efficient material use.

Through these digital solutions, Kemapco ensures efficient resource management and ongoing compliance with environmental regulations, supporting its broader sustainability efforts.

⁹ For further information on Kemapco's energy management efforts, please refer to the 'Energy and GHG Optimization' sub-section of this report.

¹⁰ For further information on Kemapco's water management efforts, please refer to the 'Water Management' sub-section of this report.

¹¹ For further information on Kemapco's material and waste management efforts, please refer to the 'Circular Economy' sub-section of this report.

Energy and GHG Optimization

GRI 2-23, 2-27, 3-3, 302-1, 305-1, 305-2, 305-3, 305-4

Operating within an energy-intensive sector, where high energy consumption and GHG emissions are typical, Kemapco recognizes Climate Change as a material topic. Aware of its environmental impacts, the Company aims to consistently pursue climate action through strategic initiatives aimed at reducing both energy consumption and its carbon footprint. Furthermore, Kemapco is dedicated to exploring and integrating innovative solutions, such as renewable energy and GHG abatement technologies, to reduce dependence on conventional fossil fuels and decrease GHG emissions released to the atmosphere.

Energy Stewardship

Kemapco leverages its ISO 14001 certification for environmental management to guide its energy management practices, ensuring oversight and continuous improvement of its energy practices. In alignment with this, Kemapco follows a set of structured best practices for energy management, which include energy monitoring, benchmarking performance against peers, the selection of energy-efficient equipment, and making strategic energy-related investments. These initiatives are designed to properly manage the Company's energy consumption and drive its efficiency initiatives.

Kemapco believes that a diversified energy mix strengthens its resilience. Therefore, the Company is actively transitioning towards a cleaner, more sustainable energy mix. This strategic approach ensures greater stability and long-term sustainability in an ever-changing energy landscape.

1. Renewable Energy

While Kemapco sources electricity from the national grid as a primary energy supply to power various operational processes and machinery, the Company is also taking proactive steps to integrate renewable energy into its operations. In 2024, Kemapco made significant progress in its energy stewardship journey by installing two Photovoltaic (PV) systems. The first system, connected to the power grid, has an installed capacity of (275 kWp), while the second, operating independently from the grid, has an installed capacity of (75 kWp).

2. Heat Utilization

Kemapco efficiently harnesses the high temperatures produced during ammonia oxidation in the Nitric Acid Unit. By repurposing heat that would have been otherwise wasted, Kemapco meets the overall energy requirements of the facility while supporting its commitment to sustainability by reducing energy waste and minimizing its environmental impact.

Kemapco actively monitors the effectiveness of its energy consumption and the efficiency of the various energy sources – including electricity, fuel oils, and steam – by conducting energy audits. Taking into account the data from the real-time energy monitoring, the Company then conducts monthly reviews of energy data to help identify inefficiencies and misalignments between energy consumption and operational goals as well as KPIs.

Viewing energy audits as a valuable tool to enhance the Company's energy efficiency practices, Kemapco also seeks independent evaluation of its energy performance. By engaging third-party consultants for energy audits, the Company assesses overall operational efficiency and verifies compliance with environmental regulations.

Kemapco's energy audit approach is also combined with the tracking of its energy-related KPIs, such as energy consumption per unit of production. These measures provide valuable insights that drive strategic decisions at Kemapco and strengthen its ability to optimize energy use, reduce costs, and further improve its sustainability performance.

Through these efforts, Kemapco effectively manages its energy consumption in alignment with operational needs. It can be noted that Kemapco's energy consumption is closely linked to production values. Given that 2024 was a year of heightened production, energy consumption during that period mirrored this trend.

Energy Consumption	2021	2022	2023	2024
Breakdown by Source [GRI 302-1]				
Total consumption of heavy fuel oil (tons)	8,677	8,244	7,415	8,816
Total consumption from renewable energy (GJ)*	N/A	N/A	N/A	1,224
Total consumption from the grid (GJ)	105,606	101,351	90,840	105,656

* Monitoring of the energy yield from the PV systems at Kemapco began in 2024 for its on-grid solar system, which marked an important step in tracking and optimizing energy performance.



Advancing Energy Efficiency

Amid global energy challenges and uncertainties, Kemapco is taking proactive measures to refine its operational strategies and enhance energy efficiency. The Company is embarking on two key projects aimed at optimizing energy use and reducing environmental impact.

One of Kemapco's initiatives is the conversion of its boiler to be fueled by natural gas instead of heavy fuel oil. This boiler, generating the Company's steam, is crucial to its operations and is widely used at the plant. Therefore, this transition will enhance energy efficiency while also leading to a marked reduction in GHG emissions. This initiative has commenced through the signing of a strategic agreement with Tanmiah for Natural Gas and the Jordanian Egyptian Fajr for Natural Gas Transmission and Supply Company. This agreement covers the procurement, supply, and distribution of natural gas and was signed under the esteemed patronage of the Minister of Energy and Mineral Resources.

In addition to the natural gas transition, Kemapco is also focusing on enhancing energy efficiency at its seawater desalination plant. Desalination is an energy-intensive process, and Kemapco is exploring new technologies that can help reduce its energy demand while maintaining water production capacity.

Carbon Footprint Responsibility

Kemapco recognizes that its operations in fertilizer production are associated with GHG emissions. These direct emissions are primarily produced from four key sources: the auxiliary boiler stack, Nitric Acid Unit, Ion Exchange Unit, and the NOP Unit.

Kemapco manages these emissions by adhering to established scientific and engineering principles, ensuring that gas outputs do not exceed the permissible limits defined by Jordanian standards, such as the JS 1189/2006, and international specifications. The Company also implements a monitoring system and uses KPIs to track and manage emissions. This approach enables the measurement and control of Scope 1, 2, and 3 emissions. These include the guidance set by the Intergovernmental Panel on Climate Change (IPCC) and the Carbon Border Adjustment Mechanism (CBAM).

Specifically, Kemapco's Scope 3 emissions have been calculated using the default values set forth by the European Commission's CBAM guidance. The Company's Scope 3 emissions calculations account for the purchased ammonia consumed by Kemapco from a supplier located outside of Jordan, which is considered under category one as defined by the GHG Protocol.

Emissions intensity for Scope 1 and Scope 2 saw a slight increase in 2023, Scope 3 emissions intensity remained stable between 2022 and 2023. However, emissions intensity values decreased again in 2024. Looking ahead, the Company has planned several initiatives¹² aimed at further reducing its carbon footprint in the coming years, ensuring a continued focus on minimizing environmental impact despite fluctuations in production.

GHG Emissions	2021	2022	2023	2024
Total direct (Scope 1) GHG emissions (tCO ₂ e) [GRI 305-1]	230,581	226,520	190,119	233,827
Total energy indirect (Scope 2) GHG emissions (tCO ₂ e) [GRI 305-2]	11,851	11,374	10,194	11,857
Total other indirect (Scope 3) GHG emissions (tCO ₂ e) [GRI 305-3]	92,668	93,458	78,603	94,052

GHG Emissions Intensity	2021	2022	2023	2024
Total Production (tons)	157,939	152,610	127,971	158,695
Scope 1 and Scope 2 emissions intensity (tCO ₂ e/tons) [GRI 305-4]	1.53	1.56	1.57	1.55
Scope 3 emissions intensity (tCO ₂ e/tons) [GRI 305-4]	0.59	0.61	0.61	0.59



Driving Emissions Reduction

As part of its commitment to reducing its carbon footprint and contributing to global climate action, Kemapco is undertaking several initiatives to mitigate its environmental impact.

One key project, initiated through a grant agreement funded by the German Government and implemented by German Agency for International Cooperation (GIZ), involves the installation of an N₂O abatement system at the Company's Nitric Acid Unit in Aqaba. This project is sponsored by the global Nitric Acid Climate Action Group (NACAG) initiative, which aims to mitigate N₂O emissions from nitric acid production in specific countries globally, including Jordan. This system is expected to significantly reduce the plant's GHG emissions, with an estimated impact of lowering the carbon footprint by (1.0 tCO₂e/ton NOP).

Additionally, the project includes the installation of a Continuous Emission Monitoring System (CEMS) at the nitric acid plant as part of the project sponsored by NACAG. This system will be connected to ASEZA's Environment Directorate, allowing real-time monitoring and ensuring compliance with emerging local environmental regulations.

Expected to be completed beginning of 2027, this project marks a crucial step in Kemapco's ongoing efforts to reduce GHG emissions and enhance sustainability. By adopting advanced technologies for N₂O abatement and emissions monitoring, the Company is advancing its environmental performance and reaffirming its efforts to achieve responsible and sustainable industrial operations.

¹² For more information on Kemapco's carbon reduction efforts, please refer to the case study titled 'Driving Emissions Reduction'.



Water Management

GRI 2-27, 3-3, 303-1, 303-2, 303-3, 303-4, 303-5

Given Jordan's arid climate and its position as one of the most water-stressed countries globally, Kemapco has long recognized the critical importance of water conservation. Aware of the country's limited freshwater resources and the water required for cooling its production plant, the Company made the strategic decision to leverage seawater desalination as an alternative.

At Kemapco, interacting with water starts from the Red Sea. Initially, the Company used seawater solely for plant cooling purposes, returning it to the sea after use. In 2017, Kemapco leveraged this infrastructure further by establishing a seawater desalination plant to produce potable water. Additionally, the Company ensures a supply of traditional water sourced from the Aqaba Water Company (AWC) remains available at its facilities as an alternative water source ready to be tapped into when needed.



Desalinating Water through Reverse Osmosis

The Company's seawater desalination plant was established by Kemapco in cooperation with AWC, under the umbrella of the Ministry of Water and Irrigation. This plant employs reverse osmosis technology to desalinate a portion of the withdrawn seawater, transforming it into clean, usable water, with a capacity to produce (4.5 million cubic meters) of potable water annually.

Of the (4.5 million cubic meters) of desalinated water produced annually at Kemapco, the major capacity, which is (3.5 million cubic meters), is made available to the local community in Aqaba through collaboration with the Ministry of Water and Irrigation. This initiative supports local water needs and alleviates pressure on national water resources.

Notably, Kemapco ensures that it is in full adherence to Jordanian regulations governing key discharge parameters, which are designed to protect marine biology or ecosystems.

Kemapco is proud to have transformed seawater into a valuable resource that not only fulfills its production requirements but also benefits the public, contributing to a more sustainable future for Jordan by saving more than (one million cubic meters) of the clean aquifer water to other consumers in addition to the (3.5 million cubic meters) of the desalination water.

In 2023, seawater withdrawal amounted to (26,287,136 cubic meters) and increased in 2024 to (30,984,007 cubic meters), proportional to Kemapco's production values in those respective years. Meanwhile, water withdrawal from third-party sources, specifically from the AWC has deviated over the years. This is primarily due to the third-party water being a secondary water supply that is utilized only when needed.

To responsibly manage its discharge, Kemapco follows a careful and controlled process. The saline brine produced during desalination is mixed with seawater before being returned to the sea, alongside the seawater used for cooling. This dilution ensures that the discharged water does not have a harmful impact on the marine environment. As such, Kemapco conducted an Environmental Impact Assessment (EIA), aligned with national environmental protection laws and ASEZA's regulations for marine environment protection and development. The findings of the EIA affirmed that the discharge from the desalination plant is deemed safe for return to the Red Sea.

To maintain continuous compliance, Kemapco has also collaborated with the Royal Scientific Society to collect monthly samples of both the seawater intake and discharge from the desalination unit. This thorough monitoring approach has enabled the Company to maintain a record of zero non-compliance incidents regarding water discharge.

Water Withdrawal	2021	2022	2023	2024
Total withdrawal from seawater sources (cubic meters) [GRI 303-3]	31,012,877	27,788,698	26,287,136	30,984,007

Water Consumption	2021	2022	2023	2024
Total consumption from the desalination plant (cubic meters) [GRI 303-5]	946,723	983,366	915,712	1,092,043
Consumption from third-party water sources (cubic meters) [GRI 303-5]	45,501	1,368	10,972	961

Water Discharge	2021	2022	2023	2024
Total discharge to seawater (cubic meters) [GRI 303-4]	29,432,318	26,805,332	25,371,424	29,891,964



Treating Effluent Discharge Responsibly

In line with the Company's prioritization of its water impacts, Kemapco operates a total of nine evaporation ponds with a combined capacity of (5.26 million cubic meters). The purpose of these lined evaporation ponds is to ensure that no liquid waste or effluents from the production processes are discharged into the environment – making Kemapco a Zero-Liquid Discharge facility.

Once byproduct effluent is directed to evaporation ponds, the water naturally evaporates, which reduces the volume of byproducts by (70%). This sustainable approach to water management allows Kemapco to effectively manage liquid waste and further underscores its commitment to environmental responsibility.

Looking ahead and taking into consideration the repercussions of climate change, Kemapco is taking proactive steps to ensure the continued safety and functionality of its evaporation ponds against flash floods. As a result, Kemapco has budgeted for assessing flash flood risks and designing effective mitigation solutions, to construct flood protection structures such as trenches and drainage systems to protect the ponds and safeguard production continuity.

Circular Economy

GRI 2-23, 2-27, 3-3, 301-1, 306-1, 306-2, 306-3, 306-4, 306-5

At Kemapco, the principles of circular economy are important to its sustainability efforts, ensuring that both environmental and operational efficiency are prioritized. The Company recognizes the importance of responsible material handling as a key factor in reducing waste generation throughout its production processes. By focusing on efficient sourcing, handling, and recycling, Kemapco aims to maximize resource utilization while minimizing environmental impact.

Material Handling

Kemapco is careful when choosing the materials it uses, as they are integral to both the quality of its products and the sustainability of its operations. The Company takes pride in sourcing high-purity indigenous raw materials, including locally sourced potash and limestone, which are essential to the production of high-quality fertilizers. By relying on these locally sourced materials, Kemapco reduces its dependence on external suppliers, supports the local economy, and ensures that its operations are aligned with its environmental goals.

The management of materials at Kemapco is guided by a comprehensive set of policies designed to ensure efficient, safe, and responsible practices across all stages of material handling.

Materials from the Source

- **Purchasing Quality Control of Goods Directly Affecting the Quality of Finished Products Policy:** This policy governs the procurement of raw materials, ensuring that they meet the required quality standards.
- **Lab Quality Manual:** This manual outlines the guidelines for testing and quality control of materials, ensuring that only materials meeting Kemapco's quality standards are used in production.

Material Handling in Production

- **Overall Process Manual:** This manual defines the production processes, including the management of materials, ensuring that materials are utilized efficiently, and that waste is minimized at every stage of production.
- **Control of Process in the Material Handling Sector Policy:** This policy governs the storage, transportation, and handling of materials, ensuring that they are managed in a controlled, efficient manner to reduce material loss and waste.

Material Handling in Packaging

- **Commercial - Layout Check Procedure:** This procedure ensures that packaging materials, such as various bag types, are stored and managed to meet forecasted customer demands, supporting efficient operations while reducing unnecessary packaging waste.



By following these policies, Kemapco ensures that materials are handled responsibly throughout their lifecycle. Ensuring the effective implementation of these policies as well as to monitor and improve material handling processes, the Company also established a set of KPIs to measure the efficiency and effectiveness of material handling, ensuring that materials are stored, transported, and used in a manner that minimizes waste and maximizes efficiency.



Strategic Switching of Raw Materials

As a strategic decision, Kemapco has successfully transitioned from using phosphate rock to limestone and suspended DCP production as a result. This shift has optimized resource utilization and reduced the need for frequent replacements of equipment and minimizing spare part purchases, which has led to lower maintenance costs.

Additionally, the change has driven a notable reduction in chemical additives, effectively minimizing the Company's chemical footprint. As a result, this initiative has achieved an impressive (90%) reduction in solid waste generated per ton of NOP produced since the implementation of the initiative in 2009, reinforcing Kemapco's commitment to operational excellence and sustainability.

Kemapco's efforts to reduce material use are evident in 2023 values as material use across all categories for production and packaging has decreased compared to previous years. In 2024, packaging material consumption increased again due to higher sales and production values.

Material Used to Produce or Package Products	2021	2022	2023	2024
Breakdown by Source [GRI 301-1]				
Packaging bags (kg)	518,241	505,942	450,057	528,564
Pallets (kg)	1,827,688	1,960,545	1,626,298	1,872,324
Filmhood (meters)	153,755	173,722	168,013	171,900
Potash (ton)	147,015	142,803	115,427	144,615
Ammonia (ton)	32,680	33,416	27,663	33,606

Notably, Kemapco works with certified packaging material suppliers to ensure that all packaging complies with the required standards, including the required standards set by the UN as well as the IMDG Code. By doing so, Kemapco contributes to reducing waste and promoting the responsible use of materials throughout the product's lifecycle.

Waste Management

Responsible waste management is a priority at Kemapco, as the Company remains focused on minimizing its environmental impact. With a clear understanding of the importance of proper waste handling, Kemapco implemented a detailed approach to ensure safe and effective disposal in line with local regulations and best practices.

The Industrial Waste Management Manual at Kemapco governs the management of industrial wastes across its operations. This manual outlines the processes for the disposal of solid, liquid, and particulate waste emissions by directing solid waste to an adjacent landfill near the evaporation ponds, while liquid waste and effluents are directed to the evaporation ponds. Particulate waste emissions are captured and reintroduced into the process through bag filters, reducing waste and enhancing resource efficiency.

To further strengthen its waste management efforts, Kemapco has a Waste Management and Disposal Procedure in place as part of its ISO 14001, which details the methodology for waste management, storage, transportation, and disposal, assigning clear responsibilities for each task.

Building on these efforts and believing that these governance practices are only effective with the proper training of employees – Kemapco has put in place a comprehensive waste management awareness plan regarding responsible waste disposal practices. The plan, scheduled for implementation in the upcoming years includes raising awareness on the disposal of medical waste, wood, packaging bags, raw materials, spare parts, industrial waste, and wastewater.

Notably, each team receives targeted training on the relevant cleaning, storage, and disposal procedures for materials based on their type and hazard level. This training ensures that all employees are well-informed and equipped to manage waste in an environmentally responsible manner, helping to minimize environmental impact while complying with safety standards.

In 2023, the total weight of non-hazardous waste generated was (1,293 tons) and (1,304 tons) in 2024, and all were disposed of in Kemapco’s landfill. As for hazardous waste, Kemapco’s production process does not result in or generate hazardous waste. However, certain hazardous waste is generated from supplementary production activities, such as electronics, chemical containers, used oils and filters, and spilled chemicals. Kemapco ensures to store them separately in designated areas with proper labeling until the time for disposal, ensuring that hazardous chemicals are first neutralized. At their disposal, legal requirements and instructions are followed. To manage the generated oil waste responsibly, Kemapco engages an authorized third-party service provider that collects the used oil and repurposes it.

Waste Generated, Disposed, and Diverted	2021	2022	2023	2024
Total weight of non-hazardous waste generated (tons) [GRI 306-3]	988	980	1,293	1,304
Total weight of hazardous waste generated (tons) [GRI 306-3]	6.42	1.84	0.76	3.18
Total weight of non-hazardous waste directed to disposal (tons) [GRI 306-5]	988	980	1,293	1,304
Total weight of hazardous waste diverted from disposal (tons) [GRI 306-4]	6.42	1.84	0.76	3.18





**EMBRACING SOCIAL
RESPONSIBILITY**



Kemapco acknowledges that its employees are fundamental to its success, as such, the Company is dedicated to attracting and retaining top talent by prioritizing employee well-being, professional development, and creating an empowering, supportive, and motivating work environment.

A key aspect of creating that environment is prioritizing the health and safety of its workforce, which is crucial to both operational success and employee satisfaction. The Company's comprehensive approach to health and safety encompasses structured security practices, health initiatives, and training programs, all designed to cultivate a culture of occupational health, safety, and well-being.

Additionally, Kemapco acknowledges its responsibility to the communities where it operates, striving to make a positive and lasting impact by targeting these communities in its donation endeavors – ensuring that its operations contribute to their social and economic well-being.

Empowered Workforce







GRI 2-7, 2-27, 3-3, 401-1, 401-2, 401-3, 404-1, 405-1, 406-1, 407-1

The Company recognizes that its employees are the backbone of its success and a key driver of its continued growth and innovation. Kemapco acknowledges that an empowered and engaged workforce is essential to fostering a culture of continuous improvement while simultaneously enhancing sustainability performance. By prioritizing the well-being and professional development of its employees, the Company ensures that its employees feel valued, supported, and motivated.






At the core of these efforts lies Kemapco's Code of Conduct, which guides the Company's leadership to cultivate a work environment where every employee's contribution is appreciated and ethical practices guide all interactions across the Company.



2023 HIGHLIGHTS

-  Cultivated a workforce of **(278)** dedicated employees
-  Increased young talent participation by having **(71%)** of new hires aged between (18) to (30) years old
-  Logged **(+900)** hours of employees' training
-  Covered **(100%)** of employees and contractors in its OHSMS
-  Delivered specialized **OHS training** to employees
-  Donated **(+220 thousand Jordanian Dinar)** to the local community

2024 HIGHLIGHTS

-  Cultivated a workforce of **(281)** dedicated employees
-  Increased young talent participation by having **(50%)** of new hires aged between (18) to (30) years old
-  Logged **(+1,100)** hours of employees' training
-  Covered **(100%)** of employees and contractors in its OHSMS
-  Donated **(+355 thousand Jordanian Dinar)** to the local community

Employee Management

As a company that produces fertilizers distributed on the global scale, Kemapco's operations rely heavily on the expertise and dedication of its dynamic workforce. In 2023, the Company united (278) employees from different ages and levels, and (281) employees in 2024.

A notable (74%) of Kemapco's workforce consists of experienced professionals between the ages of (30) and (50) in 2023 and a consistent (74%) in 2024, bringing a wealth of knowledge and industry expertise to the Company. Kemapco takes great pride in the contributions of each team member, recognizing their critical role in helping the Company achieve its strategic and sustainability goals and maintain its industry position in the global marketplace.

Total Employees	2021	2022	2023	2024
Breakdown by Gender [GRI 405-1]				
Males	251	256	257	261
Females	18	18	21	20
Breakdown by Employee Category [GRI 405-1]				
Senior Management	11	11	11	11
Middle Management	21	23	23	22
Staff	237	240	244	248
Breakdown by Age Group [GRI 405-1]				
Age group 18 – 30 years old	27	31	36	32
Age group 30 – 50 years old	206	207	206	207
Age group +50 years old	31	31	31	37
Total Number of People of Determination (PoD) Employees [GRI 405-1]	5	5	5	5
Total Number of Employees	269	274	278	281

Kemapco's employee management and governance are guided by a comprehensive HR Policy, which covers essential aspects of employee relations, including manpower planning, recruitment, working hours, compensation, and employee benefits¹³.

In addition to this, Kemapco's Code of Ethics establishes a strong framework for managing employees while upholding the highest standards of fairness and integrity. It ensures compliance with all applicable laws, including the Jordanian Labor Law. Notably, the Code of Ethics upholds zero tolerance for discrimination based on race, gender, origin, disability, age, religion, or educational and cultural background. Moreover, any incidents of harassment are addressed as outlined in the Code of Ethics, ensuring that appropriate corrective or preventive measures are implemented in line with the Company's HR Complaints Policy.

Since its inception, and over the past four years in particular, Kemapco recorded zero cases of discrimination among its workforce.

¹³ For more information on Kemapco's employee benefits, please refer to the 'Employee Engagement' sub-section.



Talent Retention and Attraction

To enable the successful achievement of the objectives outlined in Kemapco's Corporate Strategy, the Company is steadfast in its dedication to attracting professional, innovative, and motivated individuals. In line with this, Kemapco seeks to hire individuals who not only meet its professional standards but also share its objectives.

In order to facilitate this, Kemapco's Human Resources Section utilizes a diverse range of methods aimed at identifying and engaging the best candidates for open positions including targeted media advertisements and employee referrals and recommendations. Additionally, Kemapco places emphasis on promoting from within the Company, filling vacancies with qualified personnel. During 2023 and 2024, a total of (16) employees have been promoted, ensuring employees' efforts are valued and their professional progression is realized.

Through the effective application of the aforementioned methods, Kemapco welcomed a total of (25) employees in 2023 and 2024. Of these, (16%) were women, reflecting Kemapco's ongoing efforts to increase female participation in its workforce.

New Hires	2021	2022	2023	2024
Breakdown by Gender [GRI 401-1]				
Males	20	13	13	8
Females	0	0	3	1
Breakdown by Age Group [GRI 401-1]				
Age group 18 – 30 years old	15	8	12	5
Age group 30 – 50 years old	5	5	4	3
Age group +50 years old	0	0	0	1
Total Number of New Hires	20	13	16	9

In 2023, Kemapco witnessed the departure of twelve employees, and six employees leaving in 2024. These values present a turnover rate of less than (3%) in 2023 and 2024, underscoring the Company's focus on employee retention¹⁴.

¹⁴ For further information on Kemapco's employee retention efforts, please refer to the 'Employee Engagement' sub-section of this report.

Employee Turnover	2021	2022	2023	2024
Breakdown by Gender [GRI 401-1]				
Males	3	8	12	4
Females	1	0	0	2
Breakdown by Age Group [GRI 401-1]				
Age group 18 – 30 years old	0	1	5	0
Age group 30 – 50 years old	2	3	1	3
Age group +50 years old	2	4	6	3
Total Number of Employees who Left the Company	4	8	12	6

Employee Engagement

Kemapco is committed to retaining its innovative and driven workforce, recognizing their essential contribution to the Company's success and sustainable growth. To do so, Kemapco first focuses on matching roles to employees' unique skills and career ambitions, ensuring strong alignment between professional development¹⁵ and organizational needs.

Furthermore, recognizing the significance of a holistic approach to employee well-being, the Company offers a comprehensive benefits package that extends beyond basic offerings, prioritizing employee satisfaction, engagement, and long-term loyalty. To manage and oversee these benefits, Kemapco has established several committees that work collaboratively to ensure a structured and effective approach to supporting the well-being of its workforce.

- Sick Leave Committee: Responsible for overseeing the Company's sick leave policies. It works to ensure that sick leave benefits are provided in accordance with established guidelines, prioritizing the health and well-being of employees.
- Savings Fund Committee (Independent): Oversees the Company's employee savings program, where a portion of each employee's salary is deducted monthly towards the fund and twice the amount is matched by Kemapco. The Committee ensures the fund is managed and invested responsibly to support short-term and long-term financial well-being and generate shared value for employees.
- Housing Fund Committee: Oversees the Housing Fund Scheme that aims to provide employees with financial assistance to acquire their own homes. Since the fund's establishment in 2011 until 2024, almost (7.2 million Jordanian Dinar) of the fund's budget was spent to assist (185) beneficiaries and their families own homes.
- Scholarship Committee: Dedicated to managing educational support programs for employees and their families. The Company fully covers the educational expenses of one child per employee. This benefit also extends to former employees who have completed (12) or more years of service.

At Kemapco, employee performance is assessed annually based on criteria such as productivity, effectiveness, communication, job administration skills, and other key abilities. These evaluations are directly linked to salary increases, providing clear incentives for employees to excel in their roles.

To further support its workforce, the Company provides round-trip daily transportation services between Aqaba City and the worksite for all employees. Additionally, certain roles receive company-provided vehicles, ensuring employees have the necessary tools to fulfill their job responsibilities efficiently.

¹⁵ For further information on Kemapco's employee learning and development efforts, please refer to the 'Employee Development' sub-section of this report.

The Company ensures that relocation of employees or changes in their roles are only carried out with explicit contractual consent as well as discussions with employees. This guarantees employees are engaged in decisions determining their role at the Company.

Complementing these efforts, Kemapco expands on its commitment to caring for its employees by offering comprehensive medical insurance for (100%) of its employees and their families. Moreover, Kemapco's benefits extend to provide (100%) of employees with the benefits of disability and invalidity coverage and retirement provisions. With respect to life insurance, Kemapco offers a voluntary plan, which all of its full-time employees choose to subscribe to.

Employee Benefits	2021	2022	2023	2024
Number of full-time employees who are provided the benefit of life insurance [GRI 401-2]	269	274	278	281
Number of full-time employees who are provided the benefit of health care [GRI 401-2]	269	274	278	281
Number of full-time employees who are provided the benefit of disability and invalidity coverage [GRI 401-2]	269	274	278	281
Number of full-time employees who are provided the benefit of retirement provisions [GRI 401-2]	269	274	278	281

Kemapco believes in supporting employees to spend quality time with their families, particularly when it comes to new parents. As such, the Company offers parental leave benefits in compliance with the Jordanian Labor Law. Notably, all employees who took parental leave in 2023 and 2024 returned to work.

This reflects Kemapco's commitment to supporting parents' work-life balance and ensuring a smooth transition back to their roles after parental leave.

Parental Leaves	2021	2022	2023	2024
Number of full-time employees who are provided the benefit of parental leave [GRI 401-2]	269	274	278	281
Number of employees entitled to parental leave by gender [GRI 401-3]				
Males	251	256	257	260
Females	18	18	21	21
Number of employees who took parental leave by gender [GRI 401-3]				
Males	35	36	28	38
Females	1	1	2	1
Number of employees who returned to work in the reporting period after their parental leave by gender [GRI 401-3]				
Males	35	36	28	38
Females	1	1	2	1
Retention rate of employees who availed parental leave by gender [GRI 401-3]				
Males	100%	100%	100%	100%
Females	100%	100%	100%	100%

Moreover, Kemapco ensures employee engagement and communication through supporting the coverage of its employees by labor union agreements. Notably, in 2024, Kemapco signed an agreement with the General Syndicate of Petroleum and Chemicals to facilitate communication between employees and management, provide resources for union activities, uphold the right of employees to form and join unions, and review internal policies for internal labor standards alignment periodically, fostering a fair and transparent work environment.

Employee Development

Once Kemapco attracts top talent, the Company goes beyond employee engagement and care by ensuring that its workforce has access to the necessary resources, training, and support to succeed. To achieve this, Kemapco allocates an annual budget for training set to cultivate a competent and expanding workforce capable of meeting its long-term objectives and adapting to the dynamics of the business environment.

Employees' learning journey at Kemapco starts upon joining the Company, with new hires exploring Kemapco's plant through a guided tour of the facilities. This helps new employees gain a deeper understanding of the Company's operations, while also benefiting from the insights shared by experienced employees who lead the tours. This experience facilitates the onboarding of new joiners, helping them settle into their new roles.

Following this, employees embark on the 'On Job Training' program at Kemapco, an internal training program governed by the On Job Training Procedure. This program focuses on developing the technical skills employees require to excel in their specific roles. The training spans a period of three months, with the possibility of extension if required to further support new hires settling into their role. Additionally, it exposes the employees to Kemapco's procedures relevant to their role, with guidance on implementing these procedures as part of their day-to-day tasks. Upon the successful completion of the training, the employee's manager assesses their learning and performance to conclude the probation period and determine their readiness to perform the required tasks.

Additionally, job rotation opportunities allow employees to move across various roles and departments. This helps them build up a wide range of skills, gain diverse experience, and develop a comprehensive understanding of the Company.

To effectively plan and monitor employees' skills development, Kemapco leverages its Skill Matrix system that tracks employee learning and development progress at any given time. The Skill Matrix lists all Kemapco's employees, detailing the skills required for each role, their competency in those skills, and whether the necessary skill training has been completed. To ensure that the Skill Matrix is continuously aligned to Kemapco's evolving training needs, it is regularly reviewed by the QA/QC Section to track employees' progress in relation to training.

Kemapco's commitment to investing in its employees is reflected in the continuous increase of training hours logged over the years. In 2023, the total training hours reached (916 hours) and increased to (1,122 hours) per year in 2024, marking an enhancement compared to previous years.

As such, Kemapco's average training hours per employee tripled in 2023 compared to those recorded in 2021. As for 2024 values, the Company also witnessed a rise compared to 2021, further underscoring its ongoing commitment to fostering employee development and enhancing skillsets across the Company. This notable growth in average training hours can be attributed to Kemapco's focus on increasing employee participation in training courses, conferences, seminars, and workshops. By encouraging such participation, the Company empowers its employees to broaden their expertise, create valuable industry connections, and bring back actionable insights that drive continuous improvement within Kemapco.

Average Training Hours	2021	2022	2023	2024
Breakdown by Employee Gender [GRI 404-1]				
Males	0.90	1.89	3.35	3.93
Females	0	0	2.67	4.64
Breakdown by Employee Category [GRI 404-1]				
Middle Management	3.05	2.43	30.00	11.78
Staff	0.66	1.75	0.90	3.46
Average Training Hours per Employee	0.84	1.74	3.29	3.99

At Kemapco, efforts are put into place to ensure that the Company is building a workforce that is competent and seeks continuous growth. To support this, Kemapco provides relevant reading materials that encourage self-paced learning, keeping employees up to date on industry trends and best practices.

Safety Culture

GRI 2-8, 2-23, 2-27, 3-3, 403-1, 403-5, 403-6, 403-7, 403-8, 403-9, 416-2

Kemapco places the utmost importance on the health, safety, and security of its workforce, recognizing that a safe and healthy work environment is integral to operational success and employee satisfaction. The Company's approach to these areas is comprehensive, incorporating well-structured security practices, health initiatives, and training programs, all aimed at fostering a culture of Occupational Health and Safety (OHS) and well-being in line with its corporate belief of 'Having a world-class safety culture.'

OHS Management

Kemapco's Occupational Health and Safety Management System (OHSMS) aligns with the ISO 45001, which is part of the Company's IMS, as well as local regulations. Under the OHSMS, Kemapco's Health, Safety, and Environment (HSE) Sector implements rigorous safety protocols and risk assessments to minimize hazards and prevent workplace injuries and illnesses. The system is comprehensive and designed to encompass all areas where health and safety risks might arise, ensuring complete protection and adherence to legal and regulatory standards. The Company's OHSMS covers (100%) of Kemapco's workers and contractors at all of its sites.

OHSMS Coverage	2021	2022	2023	2024
Number of full-time employees who are covered by the OHSMS [GRI 403-8]	269	274	278	281
Coverage percentage of all employees and contractors	100%	100%	100%	100%

Kemapco takes a proactive approach to health and safety through regular audits, both internal and external. The OHSMS undergoes annual internal audits diligently conducted by the QA/QC Section. These audits focus on identifying gaps in the implementation of the OHSMS, evaluating risk controls, and ensuring adherence to safety protocols. In addition to these internal audits, daily quality checks and safety inspections are carried out by the QA/QC Section and safety staff, ensuring continuous compliance with safety protocols and addressing emerging issues.

Externally, Kemapco's OHSMS undergoes annual audits by recognized certification bodies for ISO 45001 or regulatory organizations such as JSMO. These audits assess the Company's compliance with both local and international safety standards and provide an external perspective on Kemapco's safety practices. Kemapco utilizes the findings of these audits to continuously refine its health and safety system, ensuring that if any non-conformities are found during audits, they are addressed through a corrective action process. The process includes identifying root causes, implementing corrective measures, and re-evaluating risks, ensuring the Company maintains a secure, healthy, and resilient workplace for its employees.



Collaborating on Safety Management

To ensure engagement on health and safety issues across all levels of the Company, Kemapco established a Health and Safety Committee. With participation from management and employees, the Committee includes representatives from various sectors and levels, ensuring that the safety concerns of all employees are considered in health and safety decisions.

The Committee meets periodically to review and update safety policies and procedures as well as ensure adherence to both regulatory and internal safety standards. The Committee is also tasked with monitoring and assessing workplace safety incidents in order to propose improvements or corrective actions, in addition to initiating safety awareness campaigns and developing interactive training programs.

Health and Safety Measures

Due to the intricate nature of Kemapco's operations, and the close interactions with chemicals, the Company pays close attention to providing its employees with comprehensive guidance on safety. Through the Company's Safety Systems and Procedures for Handling Hazardous Raw Materials and Potassium Nitrate (NOP) document, Kemapco has laid out four pillars to establish the required safety standards.

1. Providing Awareness Enablers

Kemapco starts off by providing its employees with its Safety Guide, offering them the guidance they need to understand Kemapco's safety protocols in relation to its operations. In addition to training employees on safety procedures, firefighting, emergency and evacuation plans, as well as sending frequent safety notices through internal communication channels. This safety awareness is extended to contractors and visitors, who are provided with safety booklets to ensure their safety while on Kemapco's premises.

2. Providing Preventive Enablers

Kemapco also ensures that employees are provided with the Personal Protective Equipment (PPE) and are trained on their usage. In addition to this, the Company established a comprehensive control system that encompasses smoke, heat, and flame sensors, which are distributed across all company facilities, including warehouses, tanks, and production units to provide early warnings in case of emergencies. Notably, Kemapco's Aqaba site has an airtight evacuation room that is equipped with oxygen tanks in case of emergencies or urgent evacuations.

3. Providing Application Enablers

For the application of Kemapco's safety protocols, the Company ensures the distribution of fire extinguishers throughout its sites as well as a comprehensive firefighting system through water, redundant gas (FM200), or foam, depending on the location of the fire.

4. Providing Development and Improvement Enablers

Throughout this process, Kemapco ensures it implements lessons learned and remains aligned with best practices, while also allocating the necessary resources to support continuous improvement. Looking ahead, Kemapco remains committed to refining its safety practices to uphold the highest standards and foster a secure work environment for all.



In preparation for unfortunate cases of an identified work-related hazard, Kemapco has provided its employees with multiple channels to easily report such hazards, which include:

01

Incident Reporting

A formal incident reporting mechanism is in place, enabling workers to report hazards, near-misses, and unsafe conditions directly to the HSE Manager.

02

Anonymous Reporting

A confidential mechanism for employees to report hazards through suggestion boxes.

03

Open Communication

Engineers, supervisors, and safety personnel conduct regular safety walks, actively encouraging workers to openly share concerns and identify potential hazards. Additionally, any hazards or safety issues are thoroughly discussed and addressed during the daily morning meetings.

To encourage employees to report hazards with no fear of retaliation, Kemapco has strict policies and procedures in place that prohibit retaliation or reprisal, ensure reporters' anonymity, and provide follow-up by informing employees of remediation actions taken.

As a result of Kemapco's OHS measures, out of more than (580,000) hours worked by employees both in 2023 and 2024, respectively, only (2) recordable employee work-related injuries were reported with a Lost Time Injury (LTI) rate of (0.69) in 2023, and (5) injuries in 2024, resulting in an LTI rate of (1.72) in that year. Following these incidents, Kemapco's regular hazard identification process was followed, and corrective actions were implemented to mitigate the risk of recurrence. Additionally, to further enhance preventive measures, Kemapco strengthened its hazard identification process and increased training efforts to better equip employees in recognizing and addressing potential hazards.

Health and Safety Performance	2021	2022	2023	2024
Total number of employee fatalities as a result of work-related injury [GRI 403-9]	0	0	0	0
Total number of work-related injuries (excluding fatalities) to employees [GRI 403-9]	1	2	2	5
Total number of recordable employee work-related injuries or LTI [GRI 403-9]	1	2	2	5
Rate of employee work-related injuries or LTI (per 200,000 hours) [GRI 403-9]	0.36	0.70	0.69	1.72
Total number of hours worked by employees [GRI 403-9]	552,816	571,296	581,320	585,560

Since its inception, and over the past four years in particular, Kemapco recorded zero incidents of work-related fatalities.



Offering Employees a Comprehensive Support System

Beyond occupational health and safety, Kemapco is equally dedicated to promoting the overall physical and mental well-being of its employees. The Company offers a set of health benefits, ensuring its employees have access to the care they need, both for work-related and general health concerns.

In addition to the comprehensive health insurance provided to all employees, the Company also ensures that annual health checkups are conducted, enabling early detection of any potential health issues. Furthermore, Kemapco offers on-site medical facilities, an accessible and convenient method available for employees to immediately address health concerns or provide first aid.

Health and Safety Awareness

To ensure that employees are aware of potential risks and are also capable of mitigating them effectively, Kemapco has designed a holistic OHS training program designed to equip its workforce with the knowledge and skills required to navigate hazards.

The training program begins with induction training for all new hires, which covers the Company's OHS policies, emergency procedures, and the correct use of PPE. This foundational training is followed by ongoing awareness sessions that keep all employees updated on safety protocols, changes in company procedures, and company-wide safety campaigns. Additionally, selected employees undergo first aid training for emergencies, further enhancing the safety practices within the Company.

Acknowledging the fact that some employees' job descriptions might require specialized training, Kemapco organizes specific work-related hazards training sessions. Such sessions include topics on safe handling of hazardous materials for employees working with chemicals, mechanical and electrical safety for employees working with machinery, and confined space training for employees working in such conditions, in addition to fall protection training for employees who work at heights. These specialized training topics ensure that workers are prepared for the specific hazards they face in their respective roles.

In an effort to confirm the effectiveness of its safety programs, Kemapco continuously evaluates its training efforts through regular assessments and feedback from employees. This commitment to continuous improvement allows the company to enhance its safety practices and proactively mitigate potential hazards.

Customer Health and Safety

Beyond its organizational boundaries, Kemapco is committed to ensuring the health and safety of its customers through manufacturing and delivering safe, high-quality products. Therefore, the Company maintains strict quality control measures and adheres to international safety standards to ensure its products are safe for use and handling.

To promote safe product use, Kemapco provides detailed MSDS to guarantee customers are equipped with the necessary information to minimize risks and provides product labels in (31) languages¹⁶. The Company also plans to enhance product labeling by increasing the number of informative symbols to further guide safe handling practices.

Additionally, Kemapco monitors customer claims to identify any issues related to health and safety. Kemapco's objective is to provide high quality products and therefore consistently record zero claims concerning health and safety through its customers' Complaints Form, underscoring the Company's goal of maintaining the highest standards of customer well-being and safety.

Through these efforts, Kemapco strives to deliver products that meet regulatory requirements while also prioritizing the health and safety of its customers globally.

¹⁶ For further information on Kemapco's marketing and labelling initiatives, please refer to the 'Strategic Marketing and Labeling' sub-section of this report.

Prosperous Communities

GRI 3-3, 413-1

Kemapco is committed to creating positive social value for the communities in which it operates. The Company recognizes that its role extends beyond providing jobs and economic opportunities, and that lasting success depends on supporting the well-being and resilience of local communities, particularly those closest to its operations.

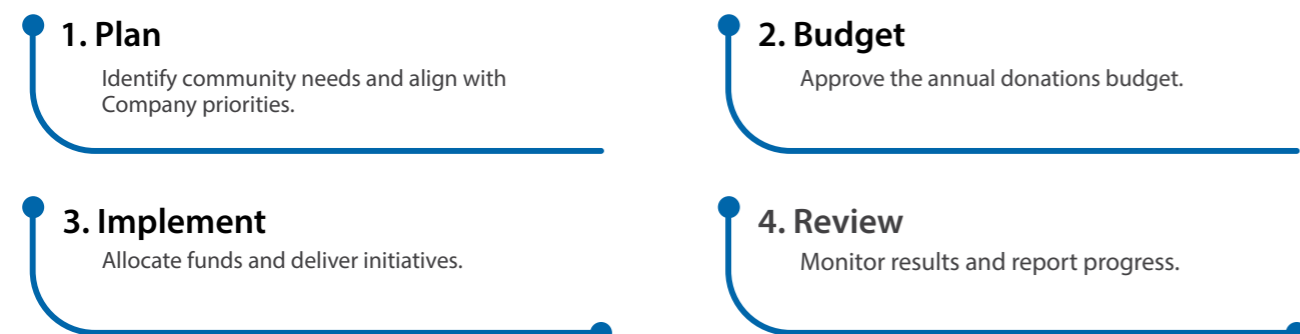
To fulfill this commitment, Kemapco has established a Donations Committee, chaired by the General Manager and supported by four members. The Committee ensures that all community contributions are made in a transparent and accountable manner, and that these efforts deliver measurable benefits. The Committee sets an annual donations budget, which is divided into independent initiatives managed directly by Kemapco and joint initiatives with APC.

Priority is given to areas where contributions can make the greatest impact, including support for People of Determination (PoD), education and learning initiative, health and medical services, places of worship and cultural support, as well as charitable and community organizations with different focus areas.

In line with its commitment to local impact, Kemapco places particular focus on the Aqaba Governorate, where its main operations are based, followed by the wider southern governorates.

Community Engagement Framework

Kemapco follows a simple four-step process to guide its community investments:



Donations (Jordanian Dinar)	2023	2024
Ramadan Coupons (Local Community)	38,675	50,300
Public Health Sector	1,245	155,208
Charitable Centers and Associations	46,543	30,225
Sports and Cultural Clubs	14,450	14,150
Places of Worship	7,300	4,296
Surrounding Official Agencies	57,030	34,386
Cultural Activities (Theaters, Books, and Educational Courses)	39,410	32,600
Public Universities and Schools	6,740	25,025
General Syndicate of Petroleum and Chemicals	9,000	9,000
Total Donations	220,394	355,190

Since 2020, Kemapco has contributed over (2.7 million Jordanian Dinar) toward local community development initiatives.



GRI Content Index

Statement of Use	Kemapco has reported the information cited in this GRI content index for the period between 1 January, 2023 and 31 December, 2024 with reference to the GRI Standards.
GRI 1 Used	GRI 1: Foundation 2021

GRI Standard	Disclosure	Location
GRI 2: General Disclosures 2021	2-1 Organizational details	20
	2-2 Entities included in the organization's sustainability reporting	16
	2-3 Reporting period, frequency and contact point	16
	2-5 External assurance	Kemapco did not seek external assurance for its Sustainability Report.
	2-6 Activities, value chain and other business relationships	22 - 25
	2-7 Employees	74
	2-8 Workers who are not employees	79
	2-9 Governance structure and composition	43 - 45
	2-10 Nomination and selection of the highest governance body	44
	2-12 Role of the highest governance body in overseeing the management of impacts	44
	2-13 Delegation of responsibility for managing impacts	44
	2-22 Statement on sustainable development strategy	10 - 11, 12 - 13
	2-23 Policy commitments	59, 61, 66, 68, 73, 74, 79, 80
	2-24 Embedding policy commitments	59, 61, 66, 68, 73, 74, 79, 80
	2-27 Compliance with laws and regulations	59, 61, 63, 65, 67, 68, 77, 79
	2-28 Membership associations	29
	2-29 Approach to stakeholder engagement	32 - 33
	2-30 Collective bargaining agreements	77

GRI Standard	Disclosure	Location
GRI 3: Material Topics 2021	3-1 Process to determine material topics	32 - 38
	3-2 List of material topics	36 - 37
	3-3 Management of material topics	36 - 37, 61 - 63, 64 - 65, 66 - 68, 72 - 78, 79 - 83, 84
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	25
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	51
GRI 205: Anti-corruption 2016	205-2 Communication and training about anti-corruption policies and procedures	46
	205-3 Confirmed incidents of corruption and actions taken	47
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	47
GRI 301: Materials 2016	301-1 Materials used by weight or volume	67
GRI 302: Energy 2016	302-1 Energy consumption within the organization	62
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	65
	303-2 Management of water discharge-related impacts	65
	303-3 Water withdrawal	65
	303-4 Water discharge	65
	303-5 Water consumption	65
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	63
	305-2 Energy indirect (Scope 2) GHG emissions	63
	305-3 Other indirect (Scope 3) GHG emissions	63
	305-4 GHG emissions intensity	63
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	68
	306-2 Management of significant waste-related impacts	68
	306-3 Waste generated	68
	306-4 Waste diverted from disposal	68
	306-5 Waste directed to disposal	68

GRI Standard	Disclosure	Location
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	75 - 76
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	77
	401-3 Parental leave	77
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	79
	403-2 Hazard identification, risk assessment, and incident investigation	80
	403-5 Worker training on occupational health and safety	83
	403-6 Promotion of worker health	82
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	83
	403-8 Workers covered by an occupational health and safety management system	79
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	78
	404-1 Average hours of training per year per employee	78
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	74
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	74
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	77
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	84
GRI 416: Customer Health and Safety 2016	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	83
GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling	53 - 54
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	55

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