



Jordan Phosphate Mines Company P.L.C

Sustainability Report

2023

Embracing the Future With Confident Steps



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Message from our CEO

Mr. Abdel Wahab Al Rowwad

CEO, Jordan Phosphate Mines Company (JPMC)



JPMC is proud to release its second sustainability report, reflecting our unwavering commitment to environmental stewardship, social empowerment and transparent governance. At the core of our operations lies a firm belief in the principles of sustainability, which guides our efforts to shape a better future for generations to come. Our proactive approach to sustainability practices plays a critical role in the positive impact we have on our diverse stakeholders. This report highlights the strides we have made in these areas, underscoring our dedication to continual improvement and responsible corporate citizenship.

As the leading mining entity in Jordan and the 8th ranked industrial giant in the Middle East, we are aware of the impact our operations have on both the environment and the communities we serve. To optimize our positive contributions and reduce our environmental footprint effectively, we have identified 15 material topics that will steer our initiatives. These material topics have been carefully chosen based on leading best practices, the GRI 14 mining standard, and a deep understanding from our internal stakeholders of our operations and the Jordanian context. This strategic alignment ensures that our efforts are both targeted and impactful, allowing us to advance our commitment to sustainability while fostering economic and social development within our communities.

We are honored to announce that we have been awarded the Certificate of Recognition of Excellence (R4E) by the King Abdullah II Center for Excellence, the official representative of the European Foundation for Quality Management in Jordan. This prestigious certificate is one of the highest accolades in global excellence and is based on a rigorous evaluation model composed of world-class standards designed to assess organizational performance. This recognition is a testament to our commitment to maintaining the highest standards of quality and excellence in all aspects of our operations.

Our commitment to environmental stewardship is prominently demonstrated through our proactive carbon reduction initiatives, which enable us to fulfill our role as responsible guardians of the planet's resources. We are dedicated to implementing robust environmental projects that provide lasting value and contribute positively to our sustainability goals. A key project that highlights this commitment involved transitioning from diesel to natural gas in our industrial complex. This strategic shift has resulted in a significant reduction in CO2 emissions, cutting down by 30,000 metric tons, thereby underscoring our dedication to reducing our environmental impact and promoting sustainability across our operations.

The safety of our employees remains our top priority, whether it is in our industrial complex, mining sites, rock phosphate export port or head office. To that end, we have delivered 842 hours of training to our employees on various health and safety topics. This ensures the proactive prevention of workplace incidents by equipping our employees with the required knowledge and skills to recognize safety hazards and respond appropriately.

We remain committed to actively engaging in meeting local needs and supporting initiatives directed towards promoting health, safety, education, the environment, economic development, and overall quality of life. Through these initiatives, we have invested approximately 18.6 million JOD in 2023 to serve the needs of our local communities, with a strong focus on societal needs and biodiversity preservation. This substantial investment reflects our dedication to fostering a positive impact within the communities where we operate.

JPMC maintains a positive outlook for the future, anchored in our core values of growth, leadership, and operational excellence. We welcome and value feedback on our sustainability report as part of our commitment to transparent and balanced reporting. Your insights and comments are essential as they help us refine our strategies and enhance our reporting processes. We are dedicated to providing detailed and transparent accounts of our sustainability performance in the coming years, ensuring that we continue to meet the expectations of our stakeholders and uphold our commitment to sustainability and responsible business practices.

About This Report

This is JPMC's (Jordan Phosphate Mines Company) second sustainability report, in which we focus on highlighting our strategic actions and progress toward being a leader in the sustainability space in Jordan, and ambitions for long-term value creation for the Jordanian economy, society and the environment. In this report we present our most pressing sustainability issues and key metrics that offer a detailed disclosure of our sustainability performance for 2023.



Information Covered

This report presents our covers the reporting period from January 1 to December 31, 2023. It outlines our efforts to boost sustainability performance, detailing both immediate actions and long-term strategies, along with the progress made. The data and insights within this report cover JPMC's owned assets and operations in Jordan.

Reporting Frameworks

This report is developed in accordance with the GRI Standards 2021, including GRI 14: Mining Sector standard. The report also adheres with the Amman Stock Exchange (ASE) guidance on sustainability reporting that was released in 2021. Disclosures made in this report also consider the alignment and contribution of JPMC's activities to the United Nations Sustainable Development Goals (UN SDGs) and the goals of Jordan Vision 2025, National Climate Change Policy and Economic Modernization Vision. Through alignment with established standards and regulations on sustainability reporting, we aim to manage and report on our impacts and comprehensively and using the latest and best-known practices.

Data Collection and Reporting Approach

The information and data presented in this report were gathered from relevant functional units within JPMC, and external publicly available data in relation to sustainability metrics and factors specific to Jordan. The criteria and definitions of the metrics presented in this report are defined in accordance with GRI Standards 2021. To ensure accuracy and coherence, a rigorous multi-level review process was conducted with our functional unit heads.

Feedback and Suggestions

We welcome feedback from all our stakeholders on any of our activities or operations, including our sustainability performance, impacts and commitments. Please direct any comments or feedback to info@jpmc.com.jo.

Organizational Details

JPMC is the world's fifth-largest producer and largest exporter of phosphate, a chemical compound that has several important uses across many industries. We also engage in the manufacturing of fertilizer including Diammonium Phosphate (DAP) and Aluminum Fluoride that is sold to local and international markets including USA, India and other countries. The company was registered in 1949 and restructured as a public shareholding limited company in 1953. During the last six decades, we have solidified our role as a leader among global firms in the mining and production of fertilizers.

JPMC's primary purposes include phosphate prospecting, mining and manufacturing fertilizers across its facilities in Jordan. Phosphate fertilizers are produced at the Aqaba Industrial Complex, which is

considered to be one of the largest phosphate fertilizer complexes in the Middle East, while phosphate is extracted from our Eshidiya, Al Abiad and Al Hassa mines. Jordan holds the fifth largest phosphate reserve globally equaling 3.7 billion tons, out of which 1.25 billion tons are part of JPMC reserves.

In addition to our mining and fertilizer production facilities, we have built the Rock Phosphate Export Port in Aqaba. The Port is used for phosphate exports, it is leveraged for improving the efficiency of exporting phosphate to various global markets. The company's headquarters are located at 7 Sharif Al Radi Street - Shmeisani – Amman.



Our Vision:

Pioneerism, excellence and sustainability in the sector of mining and phosphate fertilizers including top quality standards and environmental conservation.



Our Mission:

JPMC implements exploration and mining works of phosphate and develops innovative products with high quality and competitive worldwide by employing modern technology; training and qualifying its human resources with an eye on all aspects of sustainable development of environment and community via its operations.



Our Purpose:

Transforming rock phosphate to sustainable plantation and life.

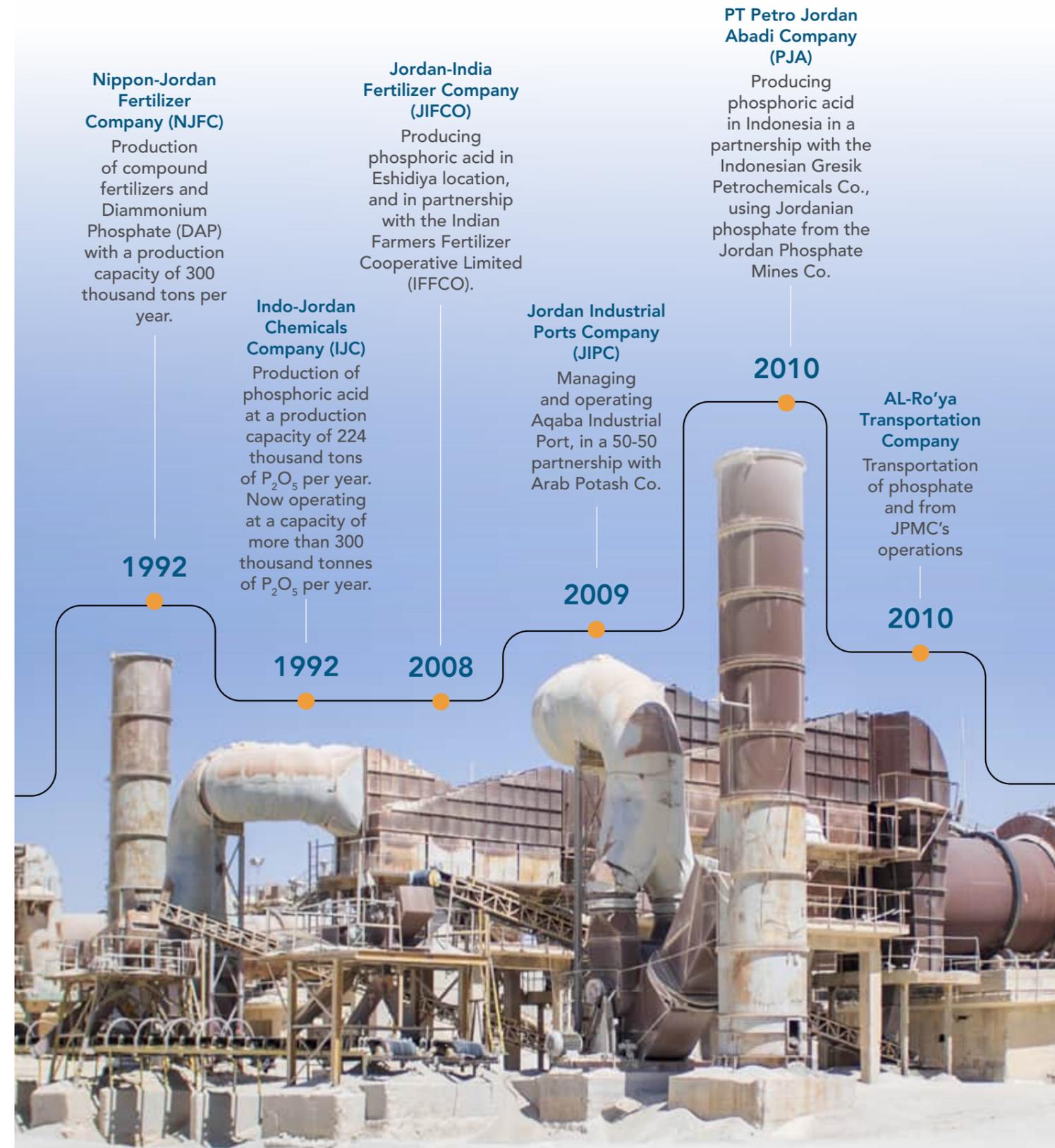


JPMC Core Values

Our core values embody the foundation of how we operate:

 Excellence To meet stakeholder expectations and ensure sustained excellence, we are committed to fostering a culture of continuous improvement, innovation, knowledge sharing, and technological advancement. This will enable proactive and flexible responses to the ongoing and unforeseen changes and the ecological system changes within the Company.		
 Shareholders Generating shareholder profits while also supporting the national economy.	 Environment Safeguarding environmental and natural resources in alignment with internationally recognized standards.	 Nurturing Employees Employing and nurturing the national workforce through training and development, while fostering a culture of competition and innovation among employees.
 Customers Satisfaction Ensuring customer satisfaction by meeting their demands for quality, quantity, timely delivery, and post-sales service.		 Safety Ensuring worker safety and providing them with comfortable and a safe working environment.
 Teamwork Promoting team spirit while pursuing the company's goals.		 Local Community Engaging in initiatives to serve and develop the local community.

JPMC - Subsidiaries



1992 **Nippon-Jordan Fertilizer Company (NJFC)**
 Production of compound fertilizers and Diammonium Phosphate (DAP) with a production capacity of 300 thousand tons per year.

1992 **Indo-Jordan Chemicals Company (IJC)**
 Production of phosphoric acid at a production capacity of 224 thousand tons of P₂O₅ per year. Now operating at a capacity of more than 300 thousand tonnes of P₂O₅ per year.

2008 **Jordan-India Fertilizer Company (JIFCO)**
 Producing phosphoric acid in Eshidiya location, and in partnership with the Indian Farmers Fertilizer Cooperative Limited (IFFCO).

2009 **Jordan Industrial Ports Company (JIPC)**
 Managing and operating Aqaba Industrial Port, in a 50-50 partnership with Arab Potash Co.

2010 **PT Petro Jordan Abadi Company (PJA)**
 Producing phosphoric acid in Indonesia in a partnership with the Indonesian Gresik Petrochemicals Co., using Jordanian phosphate from the Jordan Phosphate Mines Co.

2010 **AL-Ro'ya Transportation Company**
 Transportation of phosphate and from JPMC's operations

Our Business Model (Value Chain)



JPMC – Operations (Investments and Products)

JPMC primarily extracts phosphate from its mines and produces fertilizer in the Aqaba Industrial Complex, where it manufactures Diammonium Phosphate (DAP), phosphoric acid, sulfuric acid, and aluminum fluoride.



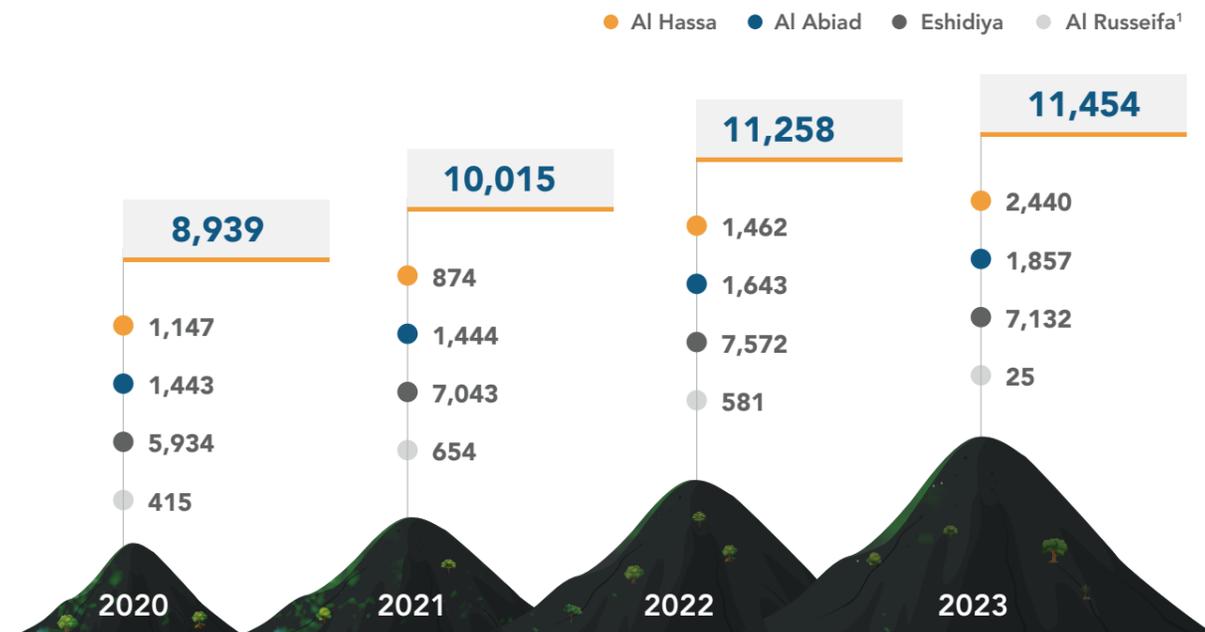
JPMC - Economic Performance Highlights

JPMC has achieved the impressive 71st rank among the top 100 companies in the Middle East. Additionally, we secured the eighth position among the region's top 10 most influential industrial giants, boasting a market value of USD 4.1 billion, as reported by Forbes Middle East.

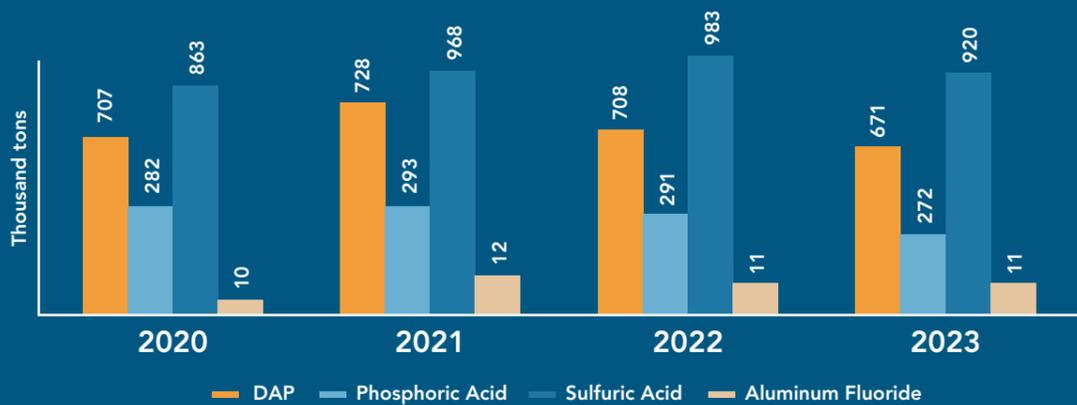
Our 2023 production of ready dry phosphate across all mines totaled 11,453,898 tons, reflecting a significant 1.74% increase compared to 2022, marking the highest production in JPMC's history

Quantities of dry phosphate production (2020-2023)

Thousand tons



Quantities of phosphate fertilizers produced at the Industrial Complex (2020-2023)



¹ Al-Russeifa Mine has been closed.

JPMC's Outlook on Sustainability

Our Sustainability Compass

Our Sustainability Compass is driven by our commitment to environmental stewardship, social responsibility, and ethical governance, and guided by national and international standards that govern sustainability conscious business practices. We consider sustainability

to be a strategic tool to navigate the complexities of operating in the current challenging environments, while fostering positive impacts on the planet and communities we serve.

Sustainability is a key theme in Jordan's national objectives and policies

Jordan Vision 2025

JPMC has adopted initiatives through its strategic objectives in alignment with the Strategic Goals of Vision 2025: increasing the income per capita, improving global competitiveness, enhancing quality of life, and improving environmental performance. We strive to minimize our environmental impact and adopt sustainable practices throughout our operations.

To promote sustainable water management practices, we are in the process of establishing an industrial water treatment plant for our Eshidiya mine. The plant will recycle and reuse mine wastewater up to a maximum capacity of 10,800 m³ / day. The development of this plant comes at a critical time as Jordan suffers from water scarcity.

Contributing to the goal of improving Jordan's environmental conservation, we implemented the Gypsum Mountain Greening Project. The project aimed to address the environmental impacts resulting from the large amounts of stacked phosphogypsum due to Aqaba Industrial Complex's operations. 10,000 trees were planted in the mountain across three phases of the project.

JPMC provides direct job opportunities within its business and indirect job opportunities throughout its value chain. In 2023, we provided training opportunities for 31 university students and 5 trainees from the Vocational Training Corporation, an organization that aims to expand the preparation of the trained workforce in Jordan.

Orienting our Growth with the National Climate Change Policy

JPMC is committed to reducing its greenhouse gas emissions consistent with the National Climate Change Policy for Jordan 2022-2050. The policy supports economic growth that is sustainable and environment friendly, ensuring that development efforts do not compromise climate goals.

JPMC has adopted various initiatives focused on climate change adaptation, aligning with the policy objectives of "reducing vulnerability and increasing resilience to the impacts of climate change and climate variability in a proactive manner". Some of these initiatives include:

- Switching our primary fuel source from diesel and fuel oil to natural gas
- Electrical system optimization
- Installing solar panels at our head office



Initiatives realizing the Economic Modernization Vision

Jordan's Economic Modernization Vision outlines national objectives on increasing participation in the labor market and improving Jordan's ranking in the global sustainability competitiveness index. Additionally, the Vision has identified mining as a high value industry that is critical for Jordan's

economic growth and future prospects.

We consider JPMC to be a key contributor to achieving those national objectives and aspirations, by aligning its six strategic objectives to the economic modernization vision drivers, these include:



Increase production capacity



Profitability and spending efficiency



Improve customer experience



Develop institutional performance and entrench a culture of excellence and innovation



Develop infrastructure and asset sustainability



Support economic, environmental, and social development

We are keen to improve the mining's sector competitiveness, enhance mining technologies and techniques, and improve environmental, social and governance operations within the industry.

During the last five years, JPMC's sales increased by \$890 million, exceeding \$2 billion in total. This growth

was achieved by increasing production capacity, expanding the company's export market to countries such as the United States, Brazil, Australia, and China, and reducing production costs by 40% annually.

Compliance with National Laws and Regulations

In adherence to the national laws and regulations related to mining operations and fertilizer manufacturing, we commit to ensure that mineral resource development is conducted in an environmentally, socially responsible and economically viable manner. We have obtained the mining licenses for all of our mining sites and have undertaken the required procedures including environmental and feasibility studies pre-requisite for the license acquisition, in accordance with the Mining Regulations. We are also conscious of the safety standards to protect workers and surrounding communities of our mining operations.

We have prioritized the initiatives on pollution control, natural resource management, and conservation of biodiversity in conformance with the mandates of Environmental Protection Law in Jordan. As per the Ambient Air Quality Standards, we undertake the monitoring of air quality to maintain pollutant levels within the defined limits.

Sustainability Reporting Framework

We have referenced the recognized sustainability reporting standards to disclose our environmental impact, social responsibilities, and governance practices. Adhering to these standards will help us mitigate risks, enhance our reputation, attract investment, and ensure long-term sustainability.

We recognize that sustainability reporting is particularly crucial for the mining sector due to its significant environmental footprint, health and safety impacts, impacts on local communities, and governance challenges related to regulatory compliance and ethical operations. We have conducted our materiality assessment in consideration of the following standards and guidelines.



Global Reporting Initiative – Mining Standard

We have also referred the Global Reporting Initiative (GRI) 14 standard for the mining sector and the 25 critical topics that are likely material for mining companies, including emissions, waste management, human rights, land and resource rights, climate change, and community engagement, were all considered to determine the material topics for JPMC operations.



Amman Stock Exchange – Sustainability Reporting Guidelines

As the leading mining company in Jordan at the forefront for responsible business practices, we have reported our sustainability performance in accordance with the ASE-guidelines. We have assessed and reported on the thirty sustainability indicators which are also in line with the recommendations from the World Federation Exchanges (WFE) and the Global Reporting Initiative (GRI) standards.



MSCI – Mining Industry Sustainability Indicators

The MSCI Sustainability Materiality Map for Mining Industry was also comprehended which is representative of the current Key sustainability Issues and their contribution to companies' ESG Ratings in the mining sector. It aims to measure our resilience to financially material environmental, societal and governance risks, and would help our stakeholders assess our alignment with sustainability goals and long-term financial performance.



United Nations – Sustainable Development Goals (UN SDGs)

We acknowledge the vital role of the mining sector in Jordan's economy, as it plays a pivotal role in the country's pursuit of the SDGs. We have evaluated our own performance and impact from the SDG lens and have identified specific initiatives contributing to each of the SDGs. These initiatives ensure our long-term sustainability and alignment with the economic resilience and sustainable development of Jordan.



Approach to Sustainability

Identifying and evaluating topics of material interest to our stakeholders and business is crucial for our strategic planning processes. Understanding how these issues may affect our ability to create value over time is fundamental to aligning our efforts with long-term goals. This proactive approach ensures that we align

our business strategies with stakeholder expectations, enabling us to effectively manage risks and capitalize on opportunities. By integrating stakeholder insights into our planning, we can enhance decision-making, foster sustainable practices, and ultimately drive long-term success.

Stakeholder Engagement

Healthy stakeholder relationships enable us to effectively communicate how our business decisions, activities, and performance may impact or hold significant interest for our stakeholders. We engage with our stakeholders to stay alert to potential risks, changes in market demands,

and shifts in their preferences. We carefully incorporate stakeholder feedback to identify material topics that impact our organization, this guides our efforts and initiatives to meet their expectations.

Materiality Assessment

GRI 3-1

Our materiality assessment process involves conducting extensive desktop research and engaging directly with our internal stakeholders to gather their insights. This comprehensive approach allows us to gather both quantitative and qualitative feedback, which is meticulously analyzed to create a final roster of material topics. We ensure that our process is aligned with globally recognized frameworks, such as the GRI Standards, and industry best practices. The outcomes of this materiality assessment are instrumental in guiding our efforts to address the significant impacts and opportunities for our business and stakeholders. Our materiality assessment process includes the following:

1. Gap Analysis with GRI 14 Mining Sector 2024 Standard:

We analyzed GRI 14 which highlighted material sustainability topics for this industry.

2. Review of MSCI Criteria:

We assessed the material topics identified by MSCI for the mining sector, noting their importance in reflecting industry standards set by leading rating agencies.

3. Peer Analysis:

We conducted a detailed review of disclosures from three industry-leading peers, all highly rated by MSCI. This examination provided insights into best practices and emerging trends in sustainability within the mining sector.

4. Consolidation of Findings:

Leveraging the information gathered, we compiled a comprehensive list of material topics. This list included both common topics across the industry and unique aspects pertinent to our operational context.

5. Departmental Engagements:

We organized a series of meetings with representatives from all departments to discuss the identified material topics.

6. Shortlisting Material Topics:

We refined our list of sustainability topics based on departmental feedback, prioritizing the most critical issues. This shortlist includes topics that significantly impact our business operations and are of paramount importance to our stakeholders.

7. Final Endorsement by Leadership:

The final step in our materiality assessment was a workshop with our CEO, where we presented the shortlisted material topics.

The methodology and outcomes of this materiality assessment enable us to report on sustainability in a way that is both reflective of our specific industry challenges and responsive to the expectations of our stakeholders. This rigorous approach ensures that our sustainability reporting is credible, relevant, and aligned with industry-leading standards, thereby supporting our ongoing commitment to transparency and accountability in all aspects of our operations.

Material Topics

GRI 3-2

Environment



Climate Change

Closure and Rehabilitation

Water and Effluents

Waste and Tailings

Biodiversity

Environmental Compliance

Social



Local Communities

Non-Discrimination and Equal Opportunity

Health, Safety and Security

Employment Practices

Human Rights

Governance



Anti-Corruption

Payments To Governments

Economic Impacts

Critical Incident Management



Sustainability Performance/ Highlights

Awards and Recognition

JPMC received the Recognition for Excellence (R4E) certificate, awarded by the King Abdullah II Center for Excellence, the official representative of the European Foundation for Quality Management in the Kingdom. The company achieved a four-star rating under the new 2020 Excellence Model, in recognition of its efficiency in capitalizing on opportunities, facing challenges, responding swiftly, and meeting the needs of its stakeholders. This certificate is one of the highest global excellence awards and relies on a model composed of world-class standards for evaluating organizational performance. It provides the company with an opportunity to join the list of global institutions that apply excellence, embrace innovation and creativity, and are committed to providing distinguished services.

Other awards that JPMC has received include:

-  Award for Business Excellence, World Confederation of Business (WORLDCOB).
-  Best Practices in 2022, European Society for Quality Research (ESQR).
-  Indo-Jordan Chemicals Company (IJC), one of JPMC's subsidiaries, receives the 2023 British Safety Council International Safety Award.
-  8th among the Top 10 Most Influential Industrial Giants in 2023, Forbes Middle East.
-  71st among the Top 100 Companies in the Middle East, Forbes Middle East.
-  Certificate of Compliance with Environmental Laws for the Phosphate Mines Company from the Aqaba Special Economic Zone.
-  Nippon-Jordan Fertilizer Company (NJFC), one of JPMC's subsidiaries, Wins the Excellence Award in Occupational Safety and Health in the Workplace.
-  Excellence Award from the Global Business Federation.
-  The Training Center of the Industrial Complex has been accredited by IASTA, an organization for academic supervision on its students from all countries of the world. The Training Center is the first training center to be accredited outside the European Union, the United States, Korea and Japan.

Certifications

JPMC is certified on the management systems including:



Environment

Water and Effluents	Zero liquid discharge at Aqaba Industrial Complex	Capacity for water treatment 18 m3 per day
Climate Change	GHG emissions mitigated from fuel switching project 30,000 tCO₂e	Operating costs reduced from fuel switching project 40%
Waste and Tailings	Volume of waste removed from Al-Russeifa Mine 20.4 million m3	
Biodiversity	Number of trees planted 10,000	
Closure and Rehabilitation	Area of land rehabilitated at Al-Russeifa Mine 1.795 acres	
Environmental Compliance	No environmental fines	

Social

Employment Practices	Total number of employees 2155	Training hours 1831	Number of participants in trainings 1391
Non-Discrimination & Equal Opportunity	No gender pay gap	Number of women in management positions 9	No incidents of discrimination
Health, Safety and Security	No fatalities as a result of work-related injuries	Number of recordable work-related injuries 40	Health and safety training hours 842
Local Communities	Community investments JOD 18,652,761		
Human Rights	No cases of human rights violations		

Governance

Anti-Corruption	Number of incidents of corruption 0	Percentage of employees that the organization's anti-corruption policies and procedures have been communicated to 100%	
Economic Impacts	Consolidated revenue JOD 1,229 million	Consolidated net profits JOD 447 million	Total number of trainings provided to workers who are not employee 36
Payments to Governments	Corporate income tax paid and accrued JOD 166,820 million		
Critical Incident Management	Number of critical incidents in the reporting period 0		

Governance at JPMC

Robust governance is foundational to our operations. We are committed to establishing corporate governance structures and controls that meet the highest standards of business responsibility. This dedication begins at the top, with our Board of Directors who are entrusted with overseeing our governance practices. Our commitment to responsible business conduct includes strict adherence to local and national laws and regulations, respect for internationally recognized human rights, including workers' rights, and a firm commitment to protecting the environment, public health, and safety. This holistic approach ensures that our operations are in compliance with the ethical, legal, and social expectations of our stakeholders and communities worldwide.

JPMC's governance framework is upheld by a nine-member Board of Directors, elected by the company's shareholders at the General Assembly. Each director bears the responsibility of representing the best interests of all shareholders, managing the company with diligence while adhering to ethical principles, and working towards achieving JPMC's long-term goals and objectives. This governance structure ensures effective oversight and promotes transparency and ethical business practices throughout the organization.

Board Committees

To enhance oversight and decision-making, JPMC has set up multiple specialized committees, each staffed by selected Board Members with clear mandates and direct reporting lines to the Chairman of the Board. These committees leverage in-depth expertise to guide specific areas, their responsibilities are, including but not limited to:



Audit Committee: Supervising the accounting, control, and auditing operations in the company.



Nominations and Remuneration Committee: Establishing and reviewing the policies related to granting bonuses, benefits, incentives, and salaries in the company.



Risk Management Committee: Monitoring various types of risks that the company may face, assessing them, and reviewing them with all the company's departments.



Governance Committee: Establishing written work procedures to implement the provisions of corporate governance instructions and reviewing them periodically, as well as assessing their application in the company annually.

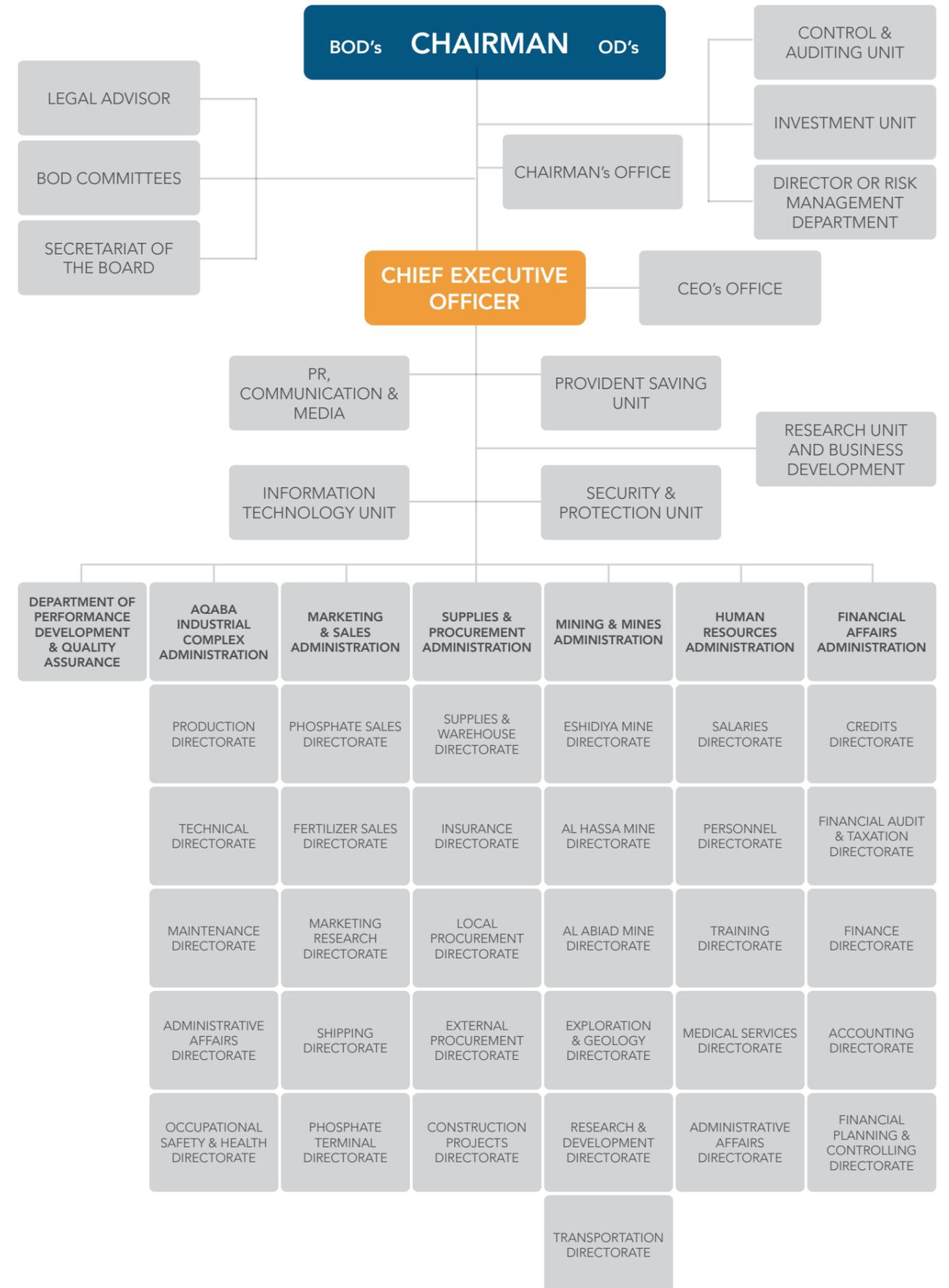
Additionally, five other committees — Tender, Raw Material Procurement, Production and Marketing, Investment, and Donation and Local Community Support offer specialized guidance and oversight in their respective domains.

Department of Environmental and Safety Research

We have established the Department of Environmental and Safety Research at the Aqaba Industrial Complex, reflecting our proactive approach to environmental stewardship and employee safety. This department is charged with several critical responsibilities: overseeing the implementation of environmental policies and ensuring compliance with national environmental standards. Additionally, it plays a vital role in promoting workplace safety by developing and enforcing safety protocols and providing ongoing training and support to staff on safety practices. By integrating environmental protection and safety into our operational framework, this department enhances our operational efficiency and supports our commitment to sustainable development and the well-being of our employees and local communities.



Organizational Structure





Anti-Corruption

GRI 3-3 | GRI 205-2 | GRI 205-3



JPMC is dedicated to maintaining the highest standards of integrity, conducting business ethically and with transparency across all interactions with employees and business partners. In our steadfast commitment to business integrity, we recognize the fight against corruption as both an ethical imperative and a legal necessity for any responsible organization. We comply with all applicable Jordanian laws and regulations, including the Jordanian Integrity and Anti-Corruption Law that prohibits offering, promising, giving, or accepting any undue advantage.

We have a zero-tolerance policy towards bribery and corruption. To ensure thorough implementation, our anti-corruption policies and practices are disseminated throughout the organization. We also maintain clear communication of our policies and procedures regarding the acquisition of permits for exploration and mining operations, with oversight from our internal legal department to guarantee compliance with local laws. These practices are detailed in the employee handbook, which all employees are required to read and acknowledge by signing, further reinforcing our commitment to integrity and legal compliance.

These proactive measures have enabled a culture of integrity and trust within our organization and allow us to proudly state that there have been no cases of corruption for the year 2023.

Transparency and Disclosure

JPMC recognizes the importance of transparency in building trust with stakeholders. We are committed to open communication and provide regular updates on our financial performance, sustainability initiatives, and corporate governance practices. Our annual report and website are key resources for stakeholders seeking detailed information about JPMC.

By adhering to these principles, JPMC fosters a culture of responsible decision-making and ethical conduct. Our

commitment to strong corporate governance ensures that we operate with integrity and transparency, creating long-term value for our shareholders, employees, communities, and all stakeholders.

Adherence to International Standards/ No Conflict of Interest

The Audit Committee, under the supervision of the Board of Directors, reviews all related-party transactions to avoid any conflict of interest and ensures that all transactions are disclosed in accordance with the International Standards for the Professional Practice of Internal Auditing (IPPF) and the International Financial Reporting Standards (IFRS), and included in the company's financial statements. The company appoints an external auditor annually to review the financial statements, in addition to the activities of internal auditing through the internal control and auditing unit.

Policies and Procedures

Our policies and procedures are designed to provide clear guidance for daily operations and ensure compliance with all relevant laws and regulations. In all our operations, we have implemented comprehensive Environmental, Quality, and Operational Health & Safety (OH&S) policies. These policies are in full compliance with local laws and regulations. Our management systems are aligned with ISO 9001 for quality management, ISO 45001 for occupational health and safety, ISO 14001 for environmental management and ISO 3100 for risk management. This alignment ensures that our operations meet high global standards for safety, quality, and environmental stewardship.

To ensure consistent application and understanding, these policies are actively communicated to all employees and relevant personnel in our operations. This systematic dissemination helps maintain our commitment to safety, quality, and environmental protection across all levels of operation.

Policies



Environmental Policy:

The environmental policy emphasizes managing waste effectively, reducing air emissions, providing relevant training for employees. JPMC regularly reviews the progress towards the objectives outlined in this policy, alongside assessing the effectiveness of the environmental management system.



OH&S Policy:

The Occupational Health & Safety (OH&S) policy establishes objectives aimed at preventing injuries, diseases, and property damage. It details measures for managing OH&S hazards and specifies required training for employees and personnel at the Industrial Complex.



Quality Policy:

The quality policy is designed to enhance procedures related to quality assurance including claim handling procedures which directly impacts customer satisfaction.



Procedures

Administration Affairs:

This procedure organizes and oversees the management of company vehicles, specifying the personnel responsible for the implementation and related documentation.

Performance Appraisal:

This procedure evaluates the performance of employees and trainees at JPMC annually. It is divided into two sections—employees and trainees—detailing steps and assigning responsibilities accordingly.

Training:

The training and development procedure aims to identify and address the training needs of each department to enhance staff skills at JPMC. It serves as a guide for the development and approval of the Annual Training Plan.

Exploration and Mining Permits:

The procedure for securing exploration and mining permits involves coordination with government entities such as the Ministry of Energy and Mineral Resources, Energy and Minerals Regulatory Commission, Ministry of Environment, Ministry of Agriculture, Department of Land and Survey. It guides additional necessary studies post-mining rights acquisition, including environmental impact assessments and comprehensive feasibility studies.

Recruitment:

The recruitment procedure includes an annual needs analysis of various departments at JPMC. It outlines steps and identifies personnel responsible for the recruitment process, divided into hiring new employees and trainees, with provisions for their training.

Economic Impacts



GRI 3-3 | GRI 201-1 | GRI 201-3

Economic Performance Highlights / Direct Economic Impacts

We currently stand as the world's fifth-largest producer and largest exporter of phosphate, boasting a production capacity that exceeds 11 million tons annually. This significant output has a pivotal role in bolstering the Jordanian economy. In 2023, JPMC achieved the impressive rank of 71st among the top 100 companies in the Middle East and the eighth position among the region's top 10 most influential industrial giants, with a valuation of USD 4.1 billion, as reported by Forbes Middle East. Additionally, the company witnessed a 4% increase in its assets compared to the previous year, reaching over JD 2.145 billion by year-end 2023, highlighting its robust financial growth and market impact.

In 2023, the Exploration Department at JPMC was engaged in securing and managing mining rights across its operations. The department successfully secured a new mining right at the Al-Hassa Mine and renewed mining rights at both the Al-Hassa and Al-Abiad Mines. It also handled all related procedures with the Energy & Minerals Regulatory Commission and submitted three applications for new prospecting licenses, including two for the Eshidiya Mine and one for the Al-Abiad Mine. These strategic moves demonstrated our commitment to growth and compliance with regulatory standards. Furthermore, JPMC's operations had a substantial economic impact, contributing nearly JD 520 million to the treasury and revenues of public institutions during the year. Below is a concise review of JPMC's financial performance for 2023, reflecting the company's robust financial health and its pivotal role in the regional mining industry.



Indirect Economic Impacts

Our company plays a pivotal role in generating significant indirect economic impacts, contributing positively to the local economy and the broader community. Employing 2,155 individuals, we are a major job provider and a catalyst for continuous professional growth through extensive learning opportunities tailored for our workforce. This commitment extends beyond our direct employees, as we implement policies requiring our subcontractors to recruit approximately 60-70% of their workforce from local communities, thereby enhancing local employment and economic stability.

Moreover, our engagement with the community is driven by a proactive approach to identifying and addressing local needs. A recent community needs assessment highlighted the critical condition of the Eshidiya main road, which had become a hazard leading to numerous accidents. In response, we committed 15.5 million JOD to extensive rehabilitation works, significantly improving safety and infrastructure standards for the community.

Additionally, we provided training opportunities for a total of 36 individuals in 2023, demonstrating our dedication to fostering a well-rounded community. These initiatives boost the local economy and enhance the quality of life for individuals, illustrating our deep commitment to sustainable development and corporate responsibility. This holistic approach to sustainability underscores our ongoing efforts to create a ripple effect of economic and social benefits across the communities we serve.

Payments to Governments

GRI 3-3 | GRI 207-1 | GRI 207-2 | GRI 207-3



We are committed to meeting our tax obligations as it is crucial for building trust with our stakeholders and protecting our reputation. Our tax compliance framework is robust and directly managed by our Chief Financial Officer. We conduct a quarterly review of our tax procedures, which is key to mitigating the risks associated with tax controversies, penalties, and potential reputational harm.

In our proactive approach to fiscal responsibility, we calculate tax expenses based on well-founded estimates to brace for the possible outcomes of audits conducted by the Income and Sales Tax Department. The provision for taxes is meticulously calculated, taking into account factors such as previous audit outcomes.

To uphold our integrity in tax matters, we engage an external independent tax consultant. This consultant rigorously reviews and approves our tax practices, ensuring that we adhere to compliance standards and effectively mitigate risks. Their unbiased expertise provides a vital layer of scrutiny, which enhances both transparency and accountability within our tax operations. This external oversight is fundamental in maintaining trust and upholding our commitment to ethical tax management. Through our income tax payments, we are contributing to the economic growth of Jordan, which was roughly 166M JOD in 2023.

For a comprehensive understanding, we invite stakeholders to review the financial statements provided in our 2023 annual report.



Critical Incident Management



GRI 3-3 | GRI 306-3

In the event of an incident at one of our facilities, it is crucial that we respond swiftly and effectively. Our priority is to protect our personnel, assets, and other stakeholders, while minimizing any consequential damage. This approach is essential to safeguarding the well-being of our team and maintaining the integrity of our operations, ensuring that we can quickly restore normal activities and mitigate any impact on our community and environment. We are proud to report that in 2023, no significant spills or critical incidents were recorded. We achieved this milestone through diligent implementation of our risk management system, in compliance with ISO 31001.

We have established a comprehensive risk management process that assesses and mitigates potential strategic and operational risks, ensuring they remain within acceptable levels. This process involves detailed procedures for identifying, evaluating, and documenting risks. The ultimate responsibility for this lies with the Risk Management Department, although each department collaborates with them to identify specific risks associated with their activities, establish control procedures, and classify risks accordingly.

Upon identifying these risks, the Risk Management Department, in coordination with the relevant departments, develops a Risk Matrix, recommending appropriate responses based on the assessed risk levels. This plan is then submitted for approval to the Risk Management Committee. A mechanism for regular follow-up and evaluation ensures the ongoing effectiveness of the Risk Management Plan. Departments work in conjunction with the Risk Management Department to review and evaluate the Risk Matrix annually, incorporating feedback to potentially adjust risk assessments and control procedures as necessary.

Periodic review and monitoring mechanisms are also stipulated within the methodology to ensure the ongoing relevance and effectiveness of the Risk Management Methodology, with reviews conducted annually or as necessary. To measure the impact of the risk management methodology, performance indicators such as the reduction in number of incidents due to identified risks, decrease in financial losses from mitigated risks, improvements in audit outcomes related to risk management are defined. These indicators help assess the effectiveness of the risk management strategies and maintain JPMC's proactive approach to managing risks across all levels of the organization.

JPMC has developed a Risk Management Guide as a key tool to promote proactive risk management throughout the organization. This manual acts as a fundamental document for the Risk Management Department, guiding the comprehensive risk management process. It clearly defines the requirements and steps that need to be followed before, during, and after the risk management process. Our risk management process includes the following:

Risk Identification



This process involves describing risk, their causes, effects, and associated activities, along with assigning risk identification numbers. It employs various methods such as interviews, risk self-assessment, and the Delphi technique, with departmental managers being responsible for participation and training.

Risk Analysis



Collaboratively conducted by the Risk Management Department, liaison officers, and related departments, this step evaluates newly identified risks and monitors changes in previously identified risks. It assesses risk types, sources, classifications, and statuses based on probability values, asset weighting, inherent risk assessments, control documentation, and residual risk evaluations.

Risk Assessment



Once the risk has been analyzed, the level of risk is determined and the risks are prioritized so that the necessary control measures are proposed.

Case Study: Ammonia Tanks at the Aqaba Industrial Complex

The storage tanks for Liquid Ammonia were fitted with a flaring system and safety valves to prevent leakages and manage the flow of the gas. Reduction in pressure from the valves minimizes the chance for leakages. We also periodically engage with third-party consultants to conduct routine checks.



Our People & Communities

Employment Practices

GRI 3-3 | GRI 401-1 | GRI 401-2



We are deeply committed to fostering a work environment that is safe, ethical, engaging, inclusive, and rewarding. Our people-centric approach and policies underscore our dedication to cultivating a 'people-first' culture, underscored by our commitment to talent attraction and retention, workforce skill enhancement, and philanthropic efforts in local communities.

We uphold a meticulous recruitment protocol tailored to proactively anticipate annual workload fluctuations and fulfill staffing requirements across all departments and sites, including the Head Office, Rock Phosphate Export Port, Industrial Complex, and the mines at Al-Hassa, Wadi Al-Abiad, and Eshidiya. Our recruitment process unfolds through several systematic steps:

1 Human Resource (HR) Needs Planning:

In the fourth quarter, department managers assess their human resource needs and complete the Planning Form. This forms the basis of a Master HR Needs Plan, which aligns with our business strategy and organizational structure. This plan is then forwarded to the CEO for approval.

2 Commencement of Recruitment:

Recruitment initiatives may include direct hiring or a comprehensive 17-month training program. Newly recruited employees undergo a 3-month probation period, extendable by mutual agreement, to ensure a perfect fit.

In line with our commitment to fostering sustainable growth and operational excellence, we have successfully recruited nearly 700 engineers and technicians into our workforce over the past four years. This infusion of talent has revitalized our team's dynamic and enhanced our organizational processes. The diverse expertise and fresh perspectives brought by these professionals have led to innovative solutions and more efficient methodologies, reinforcing our dedication to sustainability and continuous improvement.

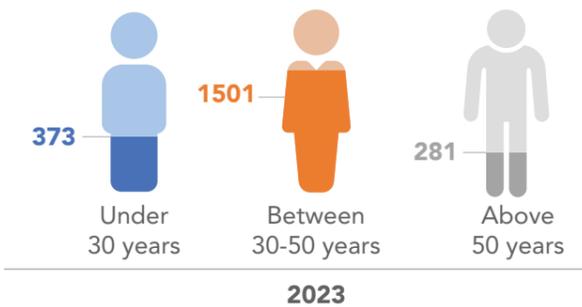
Employee Management

GRI 401-1 | GRI 401-2

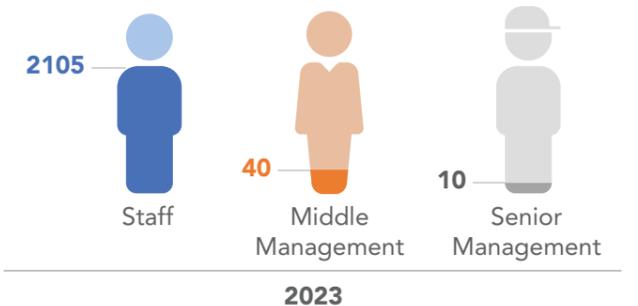
We place substantial emphasis on fostering a high-performing culture within our workforce, empowering our employees through comprehensive learning and capacity-building initiatives. This ensures robust performance while keeping their development and succession strategically aligned with our organizational goals.

The Nominations and Compensations Committee plays a pivotal role in identifying competency needs for senior management and staff, establishing rigorous selection criteria, and developing robust succession plans. Furthermore, the committee is responsible for drafting and periodically reviewing policies related to compensations, bonuses, benefits, incentives, and salaries, ensuring these policies support our strategic aims and foster a motivating work environment. Regular reviews of company-wide human resources policies are conducted to maintain relevance and effectiveness. As of December 31, 2023, we had a workforce comprising 2,155 employees.²

Employee profile broken down by age group

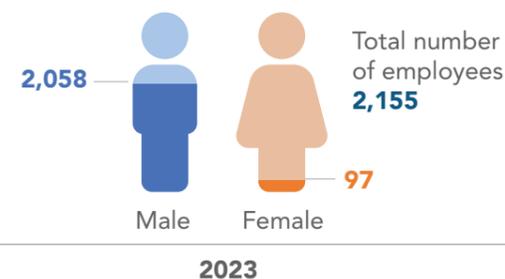


Employee profile broken down by category



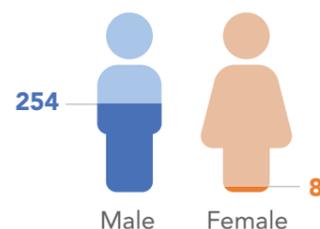
²CEO is included in the senior management category

Employee profile broken down by total number of employees and gender



We maintained an employee turnover rate of 12% during 2023. This figure reflects our commitment to fostering a supportive and engaging work environment, while also emphasizing the dynamic nature of our workforce. This rate is indicative of our strategic approach to balance retention with fresh perspectives brought by new team members. We continue to implement robust human resource strategies aimed at enhancing job satisfaction and professional growth, which positively impacts our sustainability commitments. By maintaining a stable yet adaptable workforce, we ensure the continued delivery of high-quality services and innovation in our practices.

Employee turnover broken down by gender



2023

Employee turnover broken down by age group



2023

Performance Appraisal Procedure

Our employee and trainee performance appraisal procedure are meticulously designed to evaluate performance, provide feedback and identify training needs for continuous improvement. This process is crucial for inclusive human resource management and ensuring that performances are in line with our strategic goals. Our process comprises of the following steps:

For Employees:

- Initiation:** The evaluation process begins in the final quarter of each year. An email notification is sent to all departments and sites, signaling the start of the appraisal cycle.



- Evaluation:** Employees are evaluated by their immediate supervisors based on their specific job roles. This assessment focuses on performance metrics tailored to each position's requirements.
- Feedback:** Results from the evaluations are discussed in one-on-one meetings with each employee to ensure clarity and mutual understanding of performance levels. During these sessions, supervisors provide constructive feedback and write formal recommendations.
- Resolution of Objections:** Employees have the opportunity to address any concerns or objections with the HR department, which provides clarifications or further explanations as needed.
- Approval and Documentation:** Completed evaluations are submitted to the CEO for final review, recommendations, and approval. Approved evaluations are then forwarded to the Human Resources department at headquarters for official documentation.

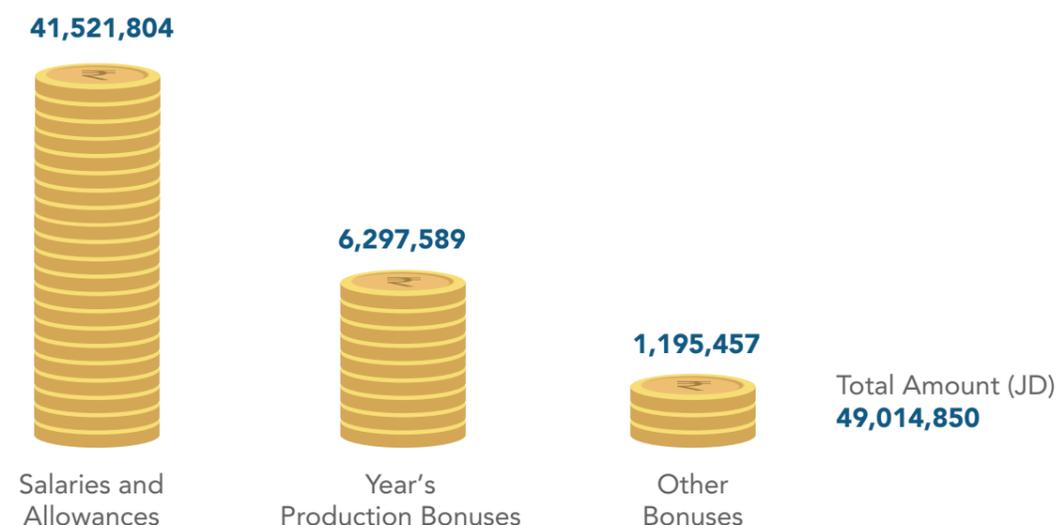
For Trainees:

- Quarterly Evaluation:** Trainees are evaluated at the end of each quarter by their direct supervisors, focusing on their progress and suitability for continued employment.
- Review:** These evaluations are then sent to the Human Resources department, where they are reviewed and approved to ensure consistency and fairness.
- Final Review:** The CEO reviews the trainee evaluations, providing additional recommendations as necessary to align with JPMC's strategic staffing needs.

Benefits Provided to Employees

We are dedicated to providing a competitive, equitable, and transparent compensation and benefits package for our employees, in alignment with Jordan's Labor Law. This approach not only attracts and retains the top talent but also guarantees their well-being and job satisfaction. Our comprehensive benefits package is meticulously designed to support employees. It encompasses health care coverage, parental leave, and retirement benefits. These benefits reflect our unwavering commitment to creating a supportive and inclusive work environment, ensuring that our team members thrive both professionally and personally.

Salaries\Bonuses\Wages\given to Employees of the Company During 2023:



2023

Housing Loans:

We provide our employees with one-time, interest-free housing loan according to set terms and conditions. By the end of 2023, a total of JD 49,790,840 had been distributed among 2,282 employees on all sites of the Company. In 2023, 54 employees received loans amounting to approximately JD 2,003,156, calculated at 200 times their basic salary with a maximum cap of JD 40,000.

Medical and Health Services:

The Company provides top-notch healthcare services to employees and their families across all sites, serving over 10,000 beneficiaries. Additionally, we provide health insurance for our retired employees, currently at 7,853 individuals. It collaborates with accredited medical professionals nationwide, with pricing approved by relevant authorities. Since 2015, remote computerization of medical services has been implemented, improving access and minimizing redundant treatments through an integrated information system. The Company has always been keen on providing the best medical services to its employees, retirees and their families.



Training and Education

GRI 3-3 | GRI 404-1 | GRI 404-2 | GRI 404-5

We believe that providing regular, accessible opportunities for skill development and learning is crucial to cultivating an engaged workforce and driving continued excellence. We are dedicated to the training and development of employees, addressing both our strategic business needs and supporting individual career aspirations. Our organizational culture places a high priority on employee growth and skill enhancement, essential for ensuring safe and efficient operations and for delivering exceptional customer experiences. This commitment to growth not only empowers our employees to gain experience and take ownership but also fosters innovation across all our operations. We maintain a comprehensive talent management system focused on developing skilled professionals through targeted competency management, leadership development, and personalized growth initiatives.

We have developed a thorough training needs assessment plan to identify skill gaps, offer appropriate training programs, improve employee performance and support career development throughout our company. We follow a structured approach to identify our employees training needs and its conduction:

- Initiation:** Begin the process with a comprehensive training needs assessment at the start of each year.
- Needs Assessment:** Each Department/Site Manager evaluates the training needs of their subordinates based on performance appraisals and business requirements.
- Data Collection:** Gather detailed information, including employee names and their specific training needs.
- Annual Training Plan:** Develop the Annual Training Plan, outlining the required training courses and relevant details based on assessed needs of each employee.
- Review and Recommendations:** Review the Annual Training Plan and provide recommendations for approval.
- Executive Review:** Forward the plan to the Chief Executive Officer for final review, recommendations, and approval.
- Nomination and Tracking:** Nominate employees for the required training courses and track their attendance.
- Post-Training Evaluation:** Conduct evaluations after training sessions, emphasizing knowledge sharing among peers.
- Documentation:** Officially document the completed training courses in the employees' training records.

Trainings in 2023

In 2023, we provided comprehensive training programs to 1,391 employees. These initiatives were strategically designed to enhance a wide range of skills across different functional areas:



Administrative Skills:
Courses focused on refining administrative competencies.



Accounting Skills:
Training aimed at advancing accounting practices and financial management.

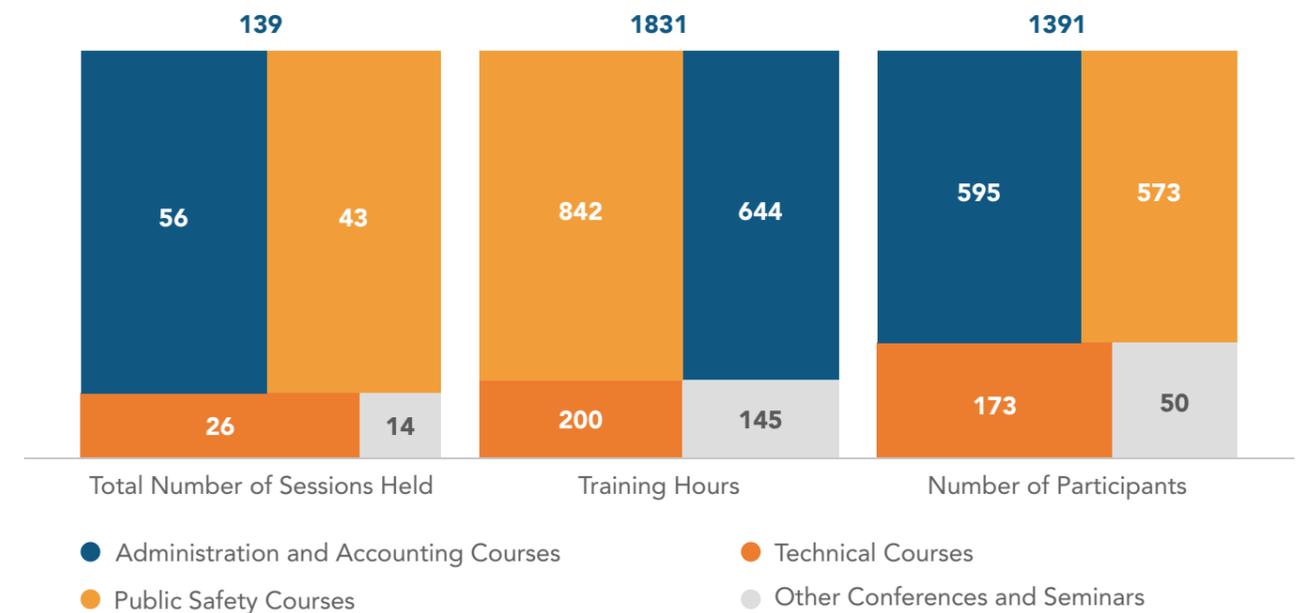


Technical Skills:
Programs developed to enhance specific technical capabilities relevant to our industry.



Professional Development:
Participation in conferences and seminars to foster professional growth and improve operational efficiency.

Courses Category



In 2023, our company expanded its commitment to professional development by providing several learning and development opportunities for a wide group of learners. We provided training opportunities for 31 university students and 5 trainees from the Vocational Training Corporation, an organization that aims to expand the preparation of the trained workforce in Jordan. Furthermore, internship opportunities were offered to 218 individuals, as well as 49 engineers across various company sites, specifically tailored to their areas of expertise. These initiatives reflect our dedication to fostering a skilled workforce and supporting the career advancement of emerging professionals in our industry.

Freedom of Association and Collective Bargaining 2016

GRI 407-1

In 2016, efforts were concentrated on upholding the internationally recognized human rights of Freedom of Association and Collective Bargaining, crucial for ensuring fair labor practices worldwide. The company's active engagement with the Jordanian General Labor Union of Workers in Mines and Mining highlights its commitment to these rights. This collaboration emphasizes JPMC's dedication to fostering open dialogue and cooperation between employers and employees, thereby enhancing the collective bargaining process and promoting equitable labor practices. Such efforts are essential for advancing workers' rights and cultivating harmonious workplace relations, consistent with international human rights standards.



Non-Discrimination & Equal Opportunity



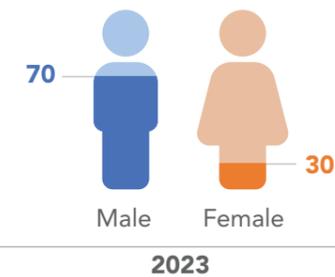
Inclusion and diversity

GRI 3-3 | GRI 201-1 | GRI 405-1 | GRI 405-2 | GRI 406-2

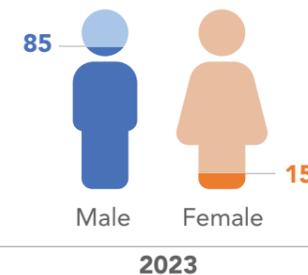
We prioritize inclusion, diversity, and well-being through our policies and practices. Our commitment is reinforced by our proactive approach to prevent bullying, harassment, and victimization, ensuring a safe and inclusive workplace. Integrating these values into business decisions positively impacts innovation, employee engagement, and community relations, ensuring long-term sustainability and growth.

We are committed to creating a workplace where every individual is valued and empowered to succeed, regardless of age, gender, ethnicity, religion, disability, education, or national origin. Our aim is to foster an inclusive culture where all employees can contribute fully and prosper. Our Workforce Profile for the year 2023:

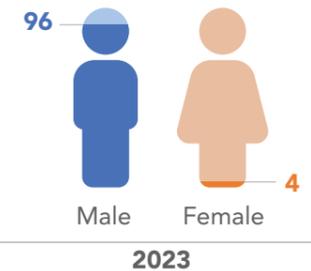
Diversity (%) of employees by gender: Senior Management



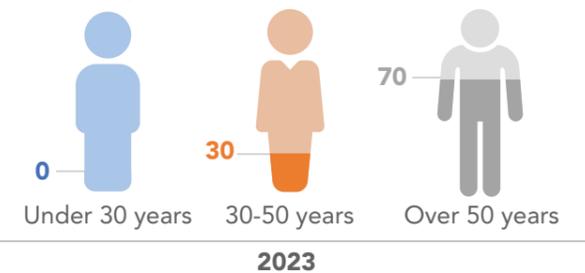
Diversity (%) of employees by gender: Middle Management



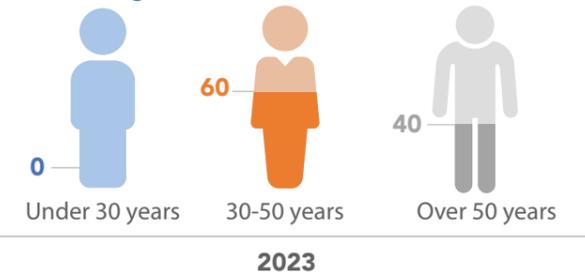
Diversity (%) of employees by gender: Staff



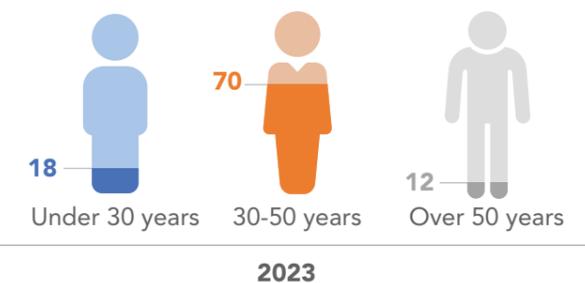
Diversity (%) of employees by age group: Senior Management



Diversity (%) of employees by age group: Middle Management



Diversity (%) of employees by age group: Staff



In 2023, JPMC continued its commitment to fostering a workplace culture that values and respects every employee, regardless of age or gender. The company upheld equitable compensation practices by not having a gender pay gap. Additionally, JPMC's proactive measures in preventing discrimination resulted in zero recorded incidents for the year, reflecting the effectiveness of its policies and dedication to creating an inclusive and fair work environment.

Health, Safety and Security



Occupational health and safety

GRI 3-3 | GRI 403-2 | GRI 403-4 | GRI 403-6

Safeguarding the safety and health of our employees, contractors, local communities, and other stakeholders is our core responsibility—one that is shared across the mining industry. Ensuring a safe and healthy workforce not only fosters an engaged, motivated, and productive environment but also minimizes operational disruptions and reduces potential legal liabilities. This commitment to health and safety is integral to our operations and is pivotal in maintaining high standards of excellence and sustainability in our practices.

Occupational Health and Safety Management System (OHSMS)

GRI 403-1 | GRI 403-8

We have implemented an Occupational Health and Safety Management System (OHSMS) to embed a culture of safety throughout our organization. This system is strategically designed to safeguard the health and safety of our personnel, proactively manage risks, and respond effectively to emergencies. With the endorsement of top management, our OHSMS conforms to industry-leading standards and principles, thereby enhancing safety across all operations and ensuring a secure working environment for everyone involved.

Our OHSMS is subject to regular review and auditing. These evaluations are essential for monitoring the company's progress toward continuous improvement and for enhancing occupational health and safety performance. Through these periodic assessments, we ensure that our commitment to maintaining high safety standards and improving health outcomes in the workplace remains strong and effective. Within our industrial complex, we have outlined the following OH&S objectives:

1. Ensure Safe Working Conditions: We aim to minimize injuries and property damage by maintaining safe working environments.
2. Prevent Occupational Diseases: By recognizing and controlling potential hazards, we strive to prevent occupational diseases.
3. Implement Control Measures: We focus on engineering solutions as a primary method of hazard control to safeguard our workforce.

4. Conduct Health Surveillance and Education: Regular health surveillance is conducted, alongside educating workers about OH&S hazards to enhance awareness and prevention.
5. Provide Training: Workers receive training on the use of safety devices and firefighting procedures to prepare for and mitigate emergency situations.
6. Establish Comprehensive Systems: We have established comprehensive systems to govern operational activities, including regular checks, management of change and corrective measures to ensure ongoing safety and compliance.

We have developed an Occupational Health and Safety (OH&S) Policy, outlining our unwavering commitment to the health and safety of our employees. This policy sets the foundation for establishing a proactive approach to risk management and ensures a systematic process to enhance workplace safety. We are proud to announce that our organization has achieved ISO 45001 certification for the industrial complex, marking a significant milestone in our commitment to operational excellence and sustainability. This internationally recognized standard for occupational health and safety management systems underscores our dedication to fostering a safe and healthy work environment for all our employees.

Similarly, we maintain high standards of health and safety at our Rock Phosphate Export Port through aligning our procedures with requirements of the ISO 45001 certification. By integrating ISO 45001 into our core business processes, we are not only enhancing our ability to identify and mitigate risks effectively but also demonstrating our commitment to continuous improvement in employee welfare.



OHS Monitoring and Measurement (MM-OHS/0900)

The OHS Monitoring and Measurement system is essential for identifying and addressing workplace hazards, ensuring compliance, and promoting a culture of safety among employees. It enables proactive risk management and continuous improvement in safety performance.

The Executive Manager, Managers, and Superintendent of Aqaba Industrial Complex are dedicated to adhering to OHS legislation and regulations. They have implemented a monitoring and measurement system to ensure compliance with OHS objectives and targets, as well as to identify areas for improvement. This system covers various activities that could impact OHS within the complex. Specifically, the MM-OHS/0900 Monitoring and Measurement procedure includes sub-sections such as OHS/910 OHS Inspection System, OHS/920 Safety Equipment Inspection System, OHS/930 Workplace Measurement, and OHS/940 Medical Monitoring.

Employee Well-being at Work

GRI 403-9

We prioritize employee welfare and success, integrating health, safety, and well-being into our organizational culture. As our operations expand, we are dedicated to delivering an efficient Occupational Health and Safety Management System (OHSMS) to continually enhance safety performance.

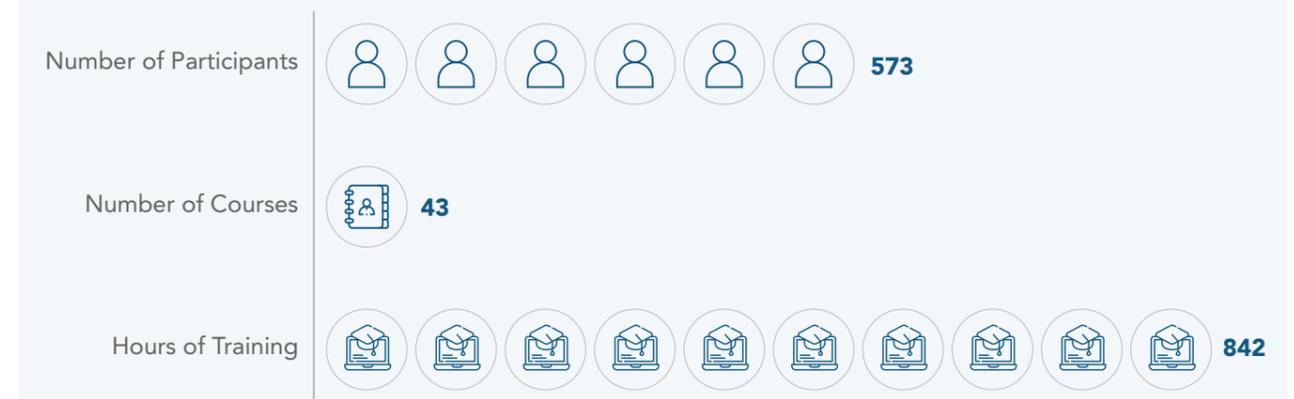
Throughout 2023, there were no work-related fatalities, although there were 40 recorded work-related injuries. Incident investigations were conducted, and corrective actions were implemented to prevent future incidents.

Work Related Injuries in the year 2023



To reduce the occurrence of health and safety injuries within our operations, we have implemented comprehensive health and safety training programs for all employees. These trainings are designed to equip our workforce with the necessary knowledge and skills to recognize hazards, follow proper safety protocols, and take proactive measures to prevent accidents. By focusing on preventive education, we aim to foster a culture of safety that permeates every level of our organization.

Health and Safety Training Courses in the year 2023



Managing Health and Safety Risks

GRI 403-7

We have integrated employee health and safety into our risk management and emergency response procedures. Our risk management approach encompasses identifying, assessing, managing, and monitoring potential risks during operations using our established Risk Based Inspection (RBI) System. The company has implemented several measures to reduce health and safety risks and foster a safe working environment, including:

- Provided employees at the Aqaba Industrial Complex with masks tailored for protection against ammonia gases.
- Conducted specialized training for employees working with ammonia.
- Collaborated with third-party companies for routine safety audits on ammonia tanks.
- Implemented a work permit system for accessing specific areas to ensure employee safety.
- Established a dedicated Health and Safety Department to deliver training for employees.

In addition, we have undertaken several projects aimed at improving the working environment and ensuring occupational safety.

Some of the initiatives include:

- The installation of fire alarm systems in various facilities, such as storage facilities in 2001, the Facilities Unit in 2006, and sulfuric acid and phosphoric acid plants in 2006.
- Enhancing safety measures through the rehabilitation of the phosphate unloading station and installation of a dust suction system in 2008, as well as the installation of smoke detectors in management premises, maintenance planning areas, and the restaurant in 2009.
- Infrastructure improvements such as rehabilitating fencing walls, installing speed tables, and constructing protection fences around ammonia storage facilities to restrict unauthorized access.
- Modernizing the equipment and processes, including upgrading the fertilizer plant to minimize ammonia gas emissions.

These endeavors demonstrate JPMC's commitment to maintaining a safe and conducive working environment for its employees.

Security Practices

GRI 410

JPMC places a high priority on implementing stringent security practices to safeguard its operations and employees. In collaboration with third-party security specialists, the company has adopted enhanced safety protocols at its mining sites to ensure the safety of its workforce and protect its equipment. Utilizing advanced surveillance systems and strict access controls, along with employing highly trained security personnel, JPMC ensures robust protection of its facilities and assets. These measures not only prevent unauthorized access and potential threats but also contribute to operational resilience. By prioritizing such comprehensive security practices, JPMC demonstrates its unwavering commitment to maintaining a secure environment, fostering a culture of safety, and ensuring business continuity.

Human Rights



GRI 3-3 | GRI 408-1 | GRI 409-1

Consistent with our core values, our commitment to respecting human rights is integral to every aspect of our business operations. We have embedded the principles of human rights as the foundational framework for the policies and standards we apply throughout our organization. Our proactive approach focuses on making a positive impact on human rights and ensuring that we enhance the lives and dignity of all stakeholders. Furthermore, we are dedicated to taking swift and appropriate action if we identify any adverse human rights impacts resulting from our operations. This commitment reflects our resolve to uphold ethical practices and maintain accountability, demonstrating our dedication to fostering a respectful and rights-oriented environment in all areas of our business.

We firmly oppose any forms of forced labor and modern slavery across all our operations, a commitment clearly demonstrated by our record of zero cases of

human rights abuses in 2023. Our adherence to both international standards and local laws underscores our dedication to ethical business practices. This alignment ensures that we conduct our business in a manner that not only respects but actively promotes human rights and dignity. By maintaining rigorous compliance and ethical standards, JPMC reaffirms its unwavering commitment to being a responsible and ethical employer.

JPMC is steadfast in its commitment to upholding child labor laws. We ensure that individuals below the legal working age are not employed within our operations. To enforce this commitment, JPMC has implemented robust policies and procedures for verifying the age of all employees. This continuous vigilance and rigorous enforcement are critical in protecting the rights and well-being of minors, particularly in industries such as mining where the risks are significant.



Local Communities



GRI 3-3 | GRI 413-1

We are dedicated to making a positive impact on our local communities in an attempt to uphold and advance the long-term prosperity of our society. We conduct a community needs assessment by actively engaging with local stakeholders to understand pressing social, environmental, and economic challenges. Based on the insights gained from our community needs assessment, we actively mobilize our resources to address the evolving needs of society. Our commitment to community engagement is demonstrated through our substantial investments. In 2023, we allocated 18,652,761 JOD towards investments and donations aimed at addressing these ongoing needs.

Reflecting our deep-seated commitments, the Board of Directors has approved substantial contributions to significant projects, including the establishment of a health center in Aqaba. These initiatives are thoughtfully designed to meet the essential needs of both the industrial sector and the local communities, showcasing the company's profound dedication to serving society comprehensively. By enhancing healthcare infrastructure and boosting emergency response capabilities, the company underscores its enduring commitment to societal well-being and sustainable development.



Case Studies

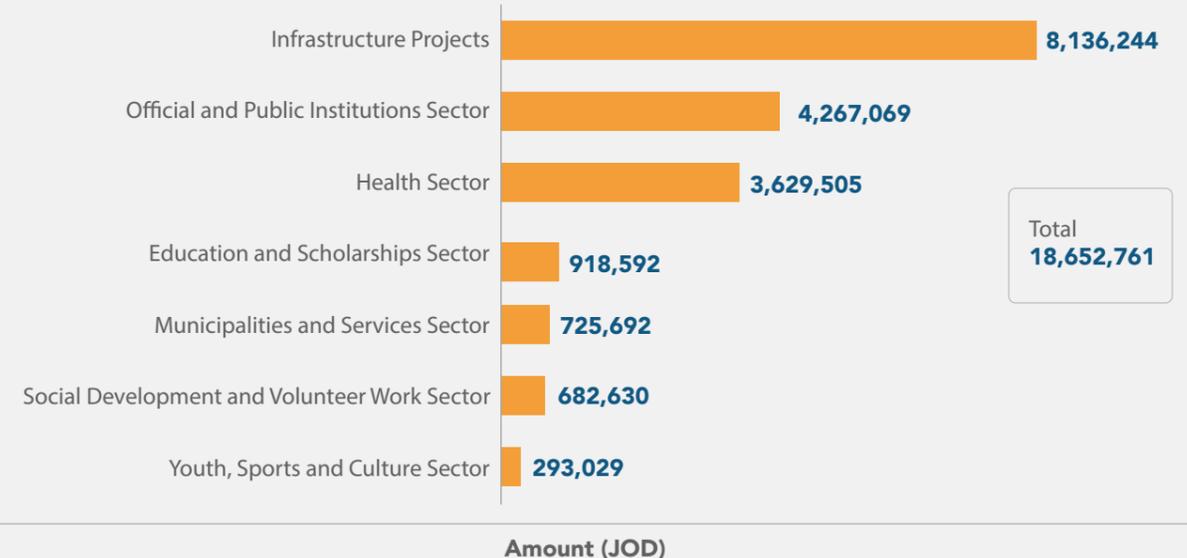
Rehabilitation and expansion of the Eshidiya road: In a significant commitment to public safety, JPMC has allocated 15.5 million JOD for the rehabilitation and expansion of the Eshidiya road. Renowned for its history of endangering lives and resulting in numerous fatalities in Jordan, this road requires immediate attention. Through this investment, JPMC demonstrates its dedication to improving road safety and preventing future tragedies.

Construction of health center in Aqaba: JPMC is currently constructing a health center in Aqaba, demonstrating its commitment to societal well-being and sustainable development. This facility will address cases of occupational health and safety incidents within and outside the Aqaba industrial complex. With an investment of 500k JOD, the center will significantly improve healthcare infrastructure and emergency response capabilities in the area.

Building street lighting units in the Jafar Municipal Road: In response to ongoing complaints from local communities regarding insufficient lighting along the main road in Jafar, JPMC has stepped up by donating 500K to fund the construction of street lighting units. This initiative is aimed at improving road safety and reducing the risk of accidents. As the project approaches completion, this investment underscores JPMC's commitment to enhancing community safety and well-being.



JPMC Donations in 2023



JPMC's cash donations and contributions during 2023 to support local communities.



Conserving the Natural Capital

JPMC is committed to reducing its impact on the environment, we aim to play a key role in the transition to a low carbon economy and promoting sustainable water management practices, with the help of advanced technologies and continuous focus on environmental

protection. Environmental protection is embedded within our core values, we aim to conserve our environment adherence to comprehensive environmental guidelines, policies, and procedures.

Valuing the Natural Capital

As a leading mining and fertilizer manufacturer, we recognize our role in conserving the environment and natural capital which serves as the foundation of our operations. Jordan is rich in natural resources like phosphates, potash, and other minerals that are central to the country's mining sector. Understanding and managing the natural capital allows us to plan for long-term sustainability. By prioritizing natural capital management, we aim to enhance our market position by aligning with global sustainability trends and meeting the expectations of environment-conscious investors and consumers. Sustainable mining and extraction practices are essential to maintaining the quality and quantity of natural resources over time.

Water and Effluents



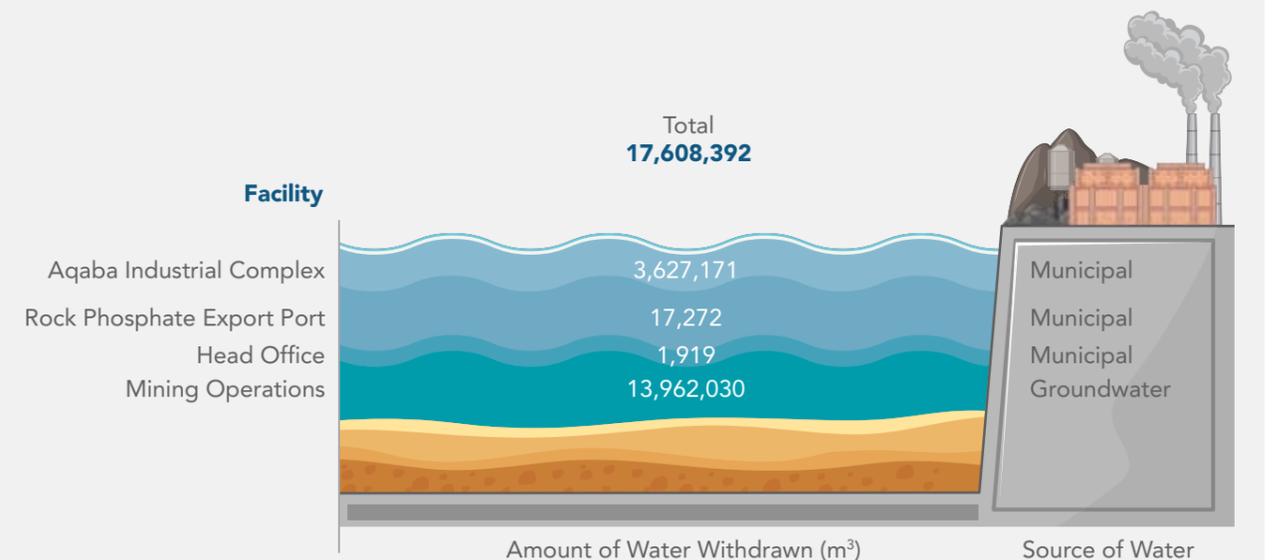
GRI 3-3 | GRI 303-1 | GRI 303-2 | GRI 303-3

Mining is regarded to be a water intensive industry, and water is essential for our operations and for all our stakeholders, including the environment and the communities in the areas where we conduct our business. To ensure responsible water consumption, we have several practices and initiatives in place. Jordan is one of the most water-scarce countries in the world, with only 90 m3 of water available per person for consumption and by 2040, this number is expected to decrease to 60 m3. Jordan faces issues with land degradation particularly

desertification, and the process is accelerated due to reasons such as unsustainable water and agricultural practices, overgrazing and overexploitation of vegetation cover. Overexploitation of water resources can potentially worsen the effects of water scarcity, lead to disruptions in our operations and affect the nearby communities. In response to these issues, we have identified water as a material topic and we are continuously promoting sustainable water management practices at all our sites.

Water Use

The total amount of water withdrawn for our Aqaba Industrial Complex, Rock Phosphate Export Port, Head Office and Mining Operations is shown below.



Water Conservation

Water is a crucial resource for our operations. In consideration of Jordan's vulnerability to water scarcity and the importance of water security for our operations, we have adopted initiatives for water conservation such as wastewater treatment and recycling.

We have a procedure in place for monitoring water used in our operations and for domestic purposes. Cooling water is monitored and sampled daily to test the changes in its pH, residual chlorine and temperature difference. Groundwater is monitored and sampled monthly to ensure that no contamination has taken place. Our Seawater Monitoring Program is divided into two parts: the first part tests the physical and chemical properties of the seawater, while the second part is centered on biodiversity, focusing on sediments, fish and corals.

The Aqaba Industrial Complex is a Zero Liquid Discharge Facility, and therefore, does not discharge any water from its operations, the wastewater is reused for other

applications such as fertilizer development and as cooling water for equipment. Additionally, almost 50% of the stored water for the Industrial Complex comes from the treated effluent of the Aqaba Wastewater Treatment Plant.

Our three water treatment plants in the Rock Phosphate Export Port are designed to treat 6 cubic meters of water daily, culminating in a total of 18 cubic meters treated each day. This infrastructure is pivotal in transforming wastewater into water for irrigation purposes, thereby sustaining agricultural productivity and conserving our precious water resources.

We have signed an agreement to establish an industrial water treatment plant to recycle and reuse mine water. The water treatment plant will be constructed in collaboration with a local company on a BOT (build, operate, transfer) basis and is expected treat 10,000 cubic meters per day.



Climate Change



Climate change represents a critical challenge of our era. As a leading mining and fertilizer manufacturer in Jordan, we acknowledge our duty to understand the effects of our business, to reduce our footprint and enhance the value we provide to all our stakeholders. We recognize that mining processes are emission intensive and can lead to effects such as decreased air quality and increased greenhouse gas (GHG) emissions,

causing worsened living conditions for the surrounding community and contributing to climate change. We are continuously working towards optimizing our energy usage and reducing our carbon footprint. This approach is essential for the long-term sustainability of our business and is the right course of action for society.



Energy Use

GRI 3-3 | GRI 302-1 | GRI 302-4

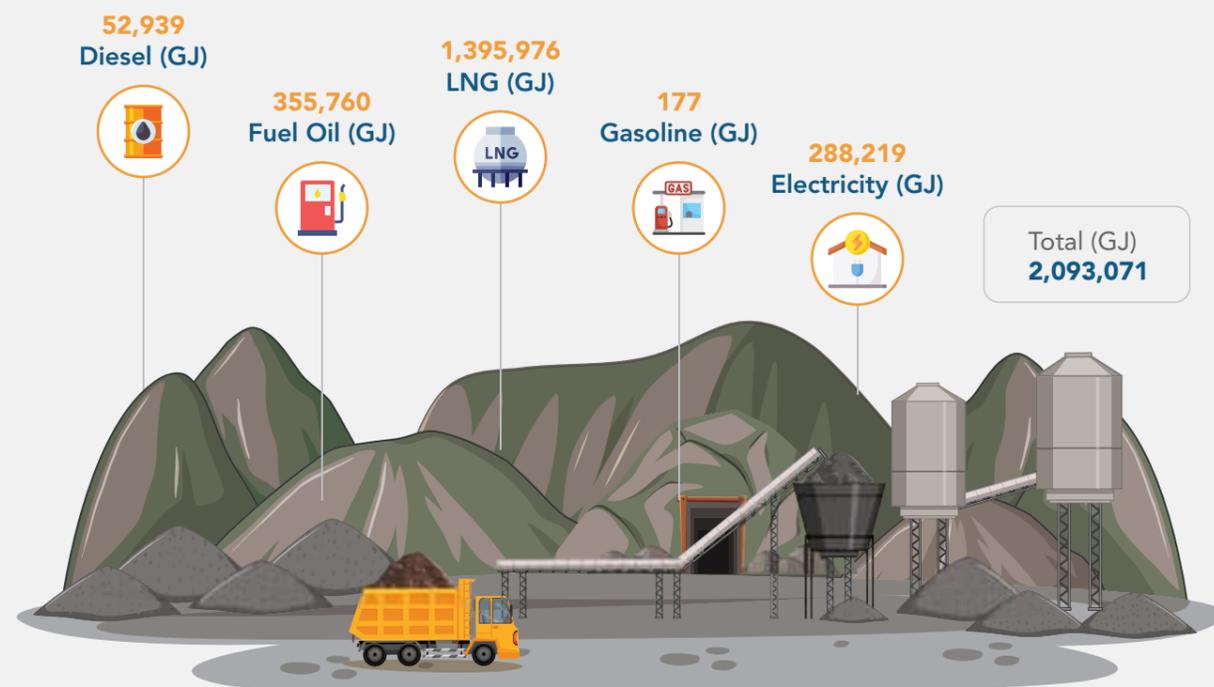
We recognize the importance of energy conservation, as it can decrease environmental impacts and lead to reduced energy costs. In a forward-thinking approach to energy self-sufficiency, our industrial complex leverages the thermal energy produced from chemical reactions involving sulfuric acid to generate steam. This steam is then utilized to produce approximately 245 megawatts of electricity per day through our dedicated on-site power generation facilities. By converting this steam into electricity, we significantly reduce our dependence on the conventional power grid. The electricity generated is directly supplied to our mining operations, enabling them to operate with considerably less external electrical power. This enhances our operational efficiency and underscores our commitment to innovative and environmentally conscious energy practices.

To further our commitment towards energy conservation practices, we have established an Energy Management Committee. The committee includes a dedicated Energy Audit Team that focuses on developing and implementing energy-saving measures. The committee ensures daily monitoring of energy consumption within the plant. Other duties of the committee include conducting regular checks for assessing and evaluating compressor and turbine efficiency, reviewing energy-saving projects, analyzing modification proposals, conducting energy audits, and inspecting combustion and excess air control. Additionally, measures are implemented to promote awareness among the staff regarding energy conservation, which includes display of energy signboards to promote energy loss prevention.

302-1 Energy Consumption within the Organization

The energy consumption by our Aqaba Industrial Complex, Rock Phosphate Export Port, Head Office and Mining Operations from various sources is shown below:

Energy Consumption within the Organization



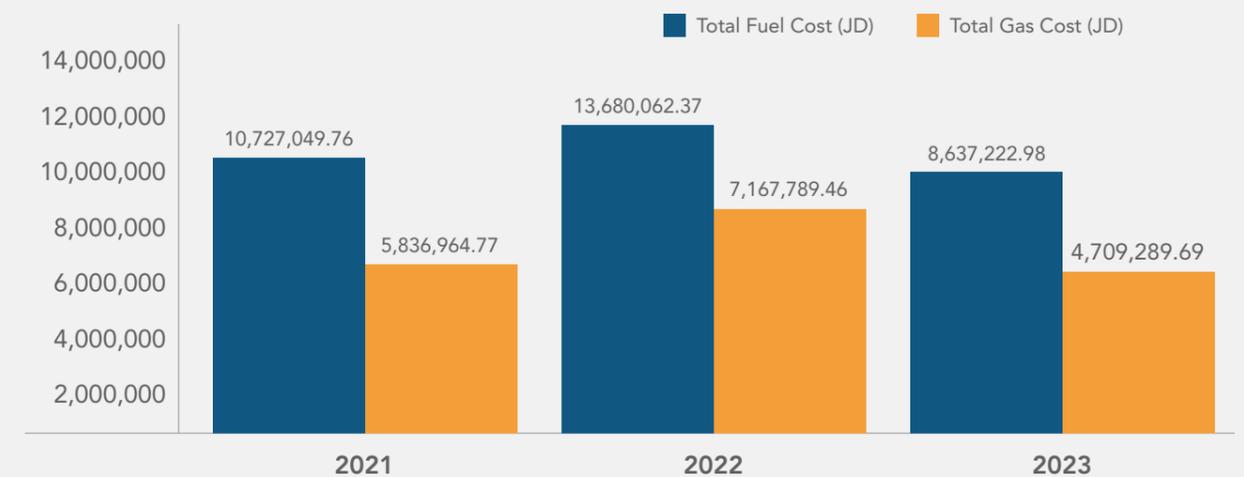
We have installed solar PV panels at our head office, aiming towards diversification of our energy mix, and reducing our dependency on the grid. This is also in alignment with our vision for climate change mitigation and reduction of our carbon footprint.

We have introduced several projects aimed at conserving energy at JPMC, some of which are highlighted below:

Switching Fuel Source:

One of our key projects was switching our primary fuel source in our Industrial Complex from fuel oil and diesel to natural gas. Over a span of two years, multiple units within our industrial complex including our utility auxiliary boilers, phosphoric acid plant and both granulation plan units transitioned to using natural gas. The transition also included shifting from heavy fuel oil to natural gas for power generation using gas-fired generators. This shift is estimated to reduce 30,000 metric tonnes of CO₂ emissions and reducing operating costs by roughly 40%. The figures below highlight our costs and savings over the last 3 years.

Total cost of Fuel Vs. Natural Gas during 2021 - 2023



Electrical System Optimization

We actively focus on improving the electrical systems within our Industrial Complex to reduce power losses in our electrical network. We invest in retrofitting existing equipment with Variable Frequency Drives (VFDs) and high-efficiency motors to enhance energy efficiency. The retrofit includes the conversion of existing direct on-line pump arrangements to operate with VFDs. This initiative enabled us to reduce our average annual power import cost by roughly 31% over three years as indicated in the figure below.

Integrating of Steam Heating Equipment in Aluminum Fluoride Production

By the installation of steam heating equipment in our Aluminum Fluoride (AlF₃) production, we were able to make improvements to our production process and reduce the amount of diesel oil required for the process. By adding the steam heating equipment downstream of the AlF₃ filter and upstream of the Flash Dryer, we were able to remove 40-50% of the free moisture from the AlF₃ exiting the filter process. The results were an increase in the throughput of the flash drying system, and a decrease in diesel consumption within the calcination process from 0.28 MT diesel per MT of AlF₃ produced to 0.2 MT diesel per MT of AlF₃ produced. Also, we were able to save approximately 500 MT of diesel annually, which equates to almost JD 500,000 in terms of cost.

Using a Design Performance Ratio (DPR) and Gas Product Ratio (GPR) approach to reduce fuel consumption

By using a DPR and GPR approach, we overhauled Unit 75 at the Diammonium Phosphate (DAP) plant with an aim to reduce fuel consumption. We compared the feasibility of replacing the pipe reactor method with the traditional fertilizer granulation approach. A major drawback of the traditional approach is the inability to capture heat generated during the neutralization stage. The usage of the pipe reactor method allowed the utilization of heat generated in a specialized reactor during the neutralization reaction, which leads to the

formation of the final product. By utilizing the heat produced, the energy requirement during the final product's drying process was reduced. We were able to achieve reduction in the requirement of fuel oil from 4 to 3 kg of fuel required per metric ton of Diammonium Phosphate (DAP).

Addition of Heating Lines to the Sulfuric Acid plant

The project involved adding startup heating lines to third and fourth bed at the Sulfuric Acid Plant. Heating lines were introduced to optimize the time during the startup process to reach the desired temperature, and the startup time was reduced from 72 hours to 60 hours, this resulted in savings equivalent to 12 hours' worth of gas oil consumption annually. The project resulted in savings of 24,000 liters of gas oil per annual turnaround, which is equivalent to JD 19,800.

Emissions

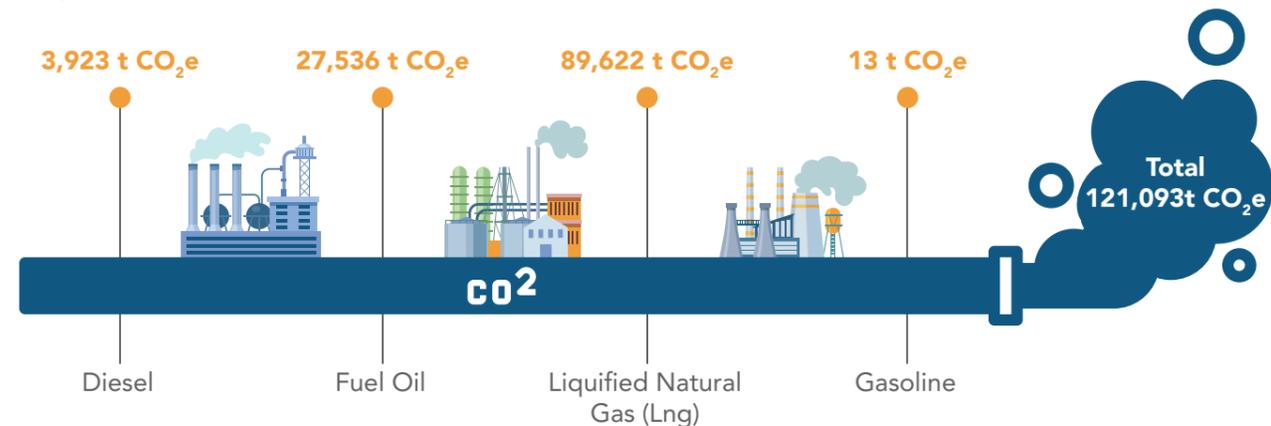
GRI 3-3 | GRI 305-1 | GRI 305-2 | GRI 305-5

We recognize the effects that emissions from mining and manufacturing can have on the environment. Being a leader in the mining sector in Jordan, we believe it is our duty to adopt proactive approaches to mitigate our emissions and reduce our overall carbon footprint. We maintain a rigorous monitoring program by weekly monitoring of stack emissions various areas in our Industrial Complex. To ensure compliance with international standards, and environmental requirements, we have installed devices to monitor emissions of various gases, such as ammonia and fluorine. Also, numerous measures are in place to reduce air pollution from phosphate dust

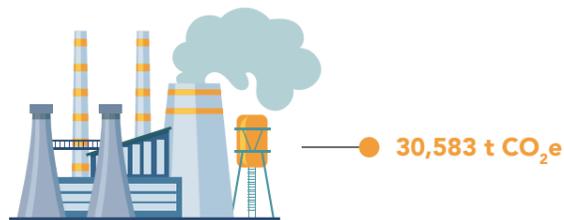
during unloading and loading operations. An example is the dust control systems (de-dusting system) that is used during truck unloading and loading at the Rock Phosphate Export Port. Additionally, JPMC has taken several measures over the years in an effort to reduce our emissions.

For instance, JPMC is working with the Royal Scientific Society to measure the total and fine dust concentration (PM 2.5 & PM) in Al-Abiad and Al-Sultani regions. The goal of this collaboration is to control phosphate dust release in accordance with the local legal requirements. For the future, JPMC is rehabilitating units 53 and 54 in the sulfuric acid plant, to control the emission of sulfur gases (SO₂ & SO₃) to the lowest possible levels.

Scope 1 Breakdown



Scope 2 Emissions (Location-based)



Biodiversity



GRI 3-3 | GRI 304-2 | GRI 304-3

Safeguarding our ecosystem is crucial to us and is expected by our stakeholders and society. We strive to enhance our operational footprint and focus our efforts to achieving positive and enduring environmental results for the communities where we operate and our diverse stakeholders. Mining activities can directly affect biodiversity and lead to affects such as habitat loss and land degradation. We are committed to the restoration and protection of our operational sites, through continuous engagement local stakeholders.

filling in the eastern part of the Industrial Complex. In order to address the environmental effects occurring from the piles of phosphogypsum, JPMC decided to carry out a reforestation and recreational park project with the following goals:

- Enhancing tourism in Aqaba by developing a tourist attraction and recreational spaces.
- Enhancing investment opportunities in the Aqaba Tourism Sector.
- Creating permanent job opportunities in Aqaba.

Gypsum Mountain Greening Project:

The operations at our Aqaba Industrial Complex have generated millions of tonnes of phosphogypsum, which is produced as a byproduct during phosphate ore processing. The phosphogypsum has been continuously

The project was completed in three phases, involving three different elevation levels to enhance the aesthetic view of the project. 4,000 trees were planted in the first and second phase, where work began at the end of the year 2021. 6,000 trees were planted in the third phase.



Waste and Tailings



GRI 3-3 | GRI 306-1 | GRI 306-2 | GRI 306-3 | GRI 306-4

We are committed to reducing waste production throughout our business operations by enhancing our operational processes and improving our efficiency. Waste and tailings that are left unattended and continue to pile up can contaminate soil and potentially water, affecting biodiversity and local communities. We acknowledge that many materials previously discarded as waste could hold or potentially hold value. Our goal is to emphasize the prevention of waste production wherever feasible and then develop projects to treat the resulting wastes for economic gain. The table below shows the total amount and type of waste generated across our three mining sites and the Industrial Complex.

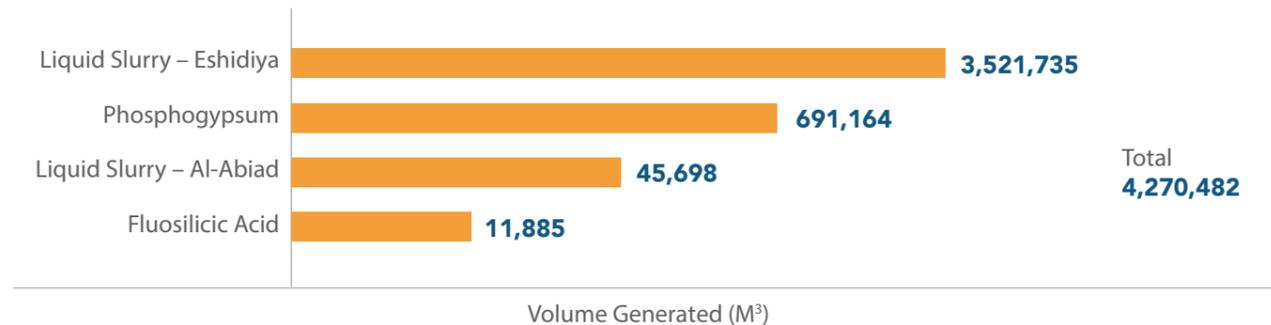
Total weight of waste generated



Total Amount (M³)
90,004,586

At the Industrial Complex, tailings are generated at the Phosphoric Acid and Aluminum Fluoride plant. The production ratio for Phosphogypsum is 5.5 MT for each P₂O₅ MT produced, and for Fluosilicic Acid, the ratio is 0.05 MT for each P₂O₅ MT produced. These tailings are produced at the Phosphoric Acid plant. At the Aluminum Fluoride plant, 0.4 MT of Silica is produced for each MT of AlF₃ produced.

Tailings



Establishment of the Aluminum Fluoride Plant:

Jordan Phosphate Mines Company (JPMC) generates Hexafluorosilicic Acid (H₂SiF₆) as a byproduct of its operations. Historically, the company incurred annual expenses of approximately 8 million JOD for the environmentally safe treatment of this highly hazardous acid. In pursuit of a more economically viable solution, JPMC established an Aluminum Fluoride production facility. This strategic initiative allows the company to convert the acid into a marketable product, thus diminishing its environmental footprint while simultaneously achieving significant cost reductions in waste management.

Establishment of the Rock Phosphate Flotation Unit:

Jordan Phosphate Mines Company (JPMC) currently faces challenges with rock phosphate, a byproduct of its

operations, which accumulates in large quantities without potential for resale. To address this environmental concern and improve resource efficiency, JPMC is in the advanced stages of developing a flotation unit. This facility is designed to process approximately 42,000,000 cubic meters of low-grade rock phosphate, enabling its transformation into a salable product for various end-users. The implementation of this project is anticipated to substantially decrease waste production, thereby enhancing the sustainability of JPMC's operations.

Closed System for Raw Phosphate:

JPMC is committed to applying the principles of circular economy: recycling and reuse of raw materials in production and manufacturing processes. It has implemented a closed system, particularly for raw phosphate material during the manufacturing, blending and the washing and flotation of low-concentration phosphate.

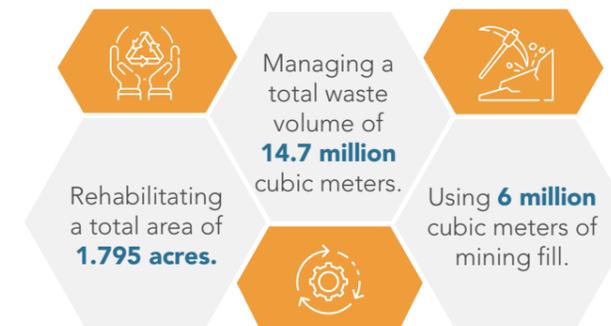
Closure and Rehabilitation



GRI 14.8.4

As Jordan's leading mining and fertilizer manufacturer, we are deeply committed to our responsibility for the rehabilitation of our mining sites upon the completion of operations. We are aware of the dangers that improper mine closure can lead to, such as public hazards and adverse environmental impacts. Our goal is to ensure that our environmental stewardship leaves a positive and lasting impact on the natural landscape.

Following the closure of our mine in Al Russeifa City, we have responded to the royal directives of the Kingdom by proceeding with the implementation of a project to rehabilitate phosphate waste piles in the City. With an investment of roughly 35M JOD, we aimed to repurpose the land and serve the community effectively, the project entailed:



The rehabilitation was segmented into three zones:

Western Areas:

Spanning **0.315 acres**, this zone involved the removal of **5.7 million** cubic meters of phosphate waste.

Central Area:

Covering **1.270 acres**, this sector saw the elimination of **8 million** cubic meters of construction waste from Amman Municipality dumps and an additional **5.7 million** cubic meters of phosphate waste.

Eastern Area:

Encompassing **0.210 acres**, this area included the clearance of **1 million** cubic meters of upper construction debris and the infilling of mining pits with an estimated work volume of about **900,000** cubic meters.

This project exemplifies sustainable environmental development, which is one of the goals and visions of JPMC. This is achieved through the removal of all obstructions and visual distortions, which has reduced emissions and pollutants in the area in accordance with the comprehensive plan of Al Russeifa City and the Greater Amman Municipality for the implementation of park and recreational area projects.



Environmental Compliance



GRI 3-3

It is vital to ensure environmental compliance, failure to do so can expose the company to reputational risks, and lead to fines and penalties being imposed by regulatory bodies. Our Aqaba Industrial Complex operates under an Environmental Management System that adheres to the ISO 14001/2015 standards. The cornerstone of this system is our Environmental Policy, which plays a crucial role in managing our ecological footprint. This policy provides structured approaches for reducing emissions, minimizing waste, and safeguarding biodiversity in the vicinity of the Gulf of Aqaba. Additionally, it establishes our foundational principles for emissions management: Eliminate, Reduce, Reuse, Recycle, and Dispose. Key elements of our Environmental Objectives include:

- Operating the site with maximum efficiency to minimize emissions from various plants.
- Adopting the principles of Eliminate, Reduce, Reuse, Recycle, and Dispose for managing emissions to air, water, or land.
- Providing environmental management training for all personnel, tailored to their specific roles and responsibilities.

- Actively pursuing waste minimization across the site, with an emphasis on recycling waste back into the production process whenever feasible.
- Ensuring that seawater used for cooling is managed effectively to prevent any harm to coral reefs and marine life in the Gulf of Aqaba.

The Key Performance Indicators (KPIs) in place for our Environment Department are Environmental Complaints and Environmental Violations. Environmental complaints are evaluated on a monthly basis, and environmental violations are assessed based on quarterly reports from Royal Scientific Society (RSS), and Aqaba Special Economic Zone Authority (ASEZA).

In 2023, we received a total of six environmental complaints, all related to the smell of ammonia. Upon receipt of each complaint, the Department of Environment and Safety promptly conducted site inspections. These inspections concluded that there were no critical issues, and consequently, no fines were imposed.

It is widely known in the mining sector that it is incumbent upon mine operators to secure the necessary exploration and mining permits, in addition to land use rights, prior to the initiation of operations. This ensures that all activities are in strict adherence with local frameworks and requirements. Through these measures, we endeavor to uphold the highest standards of operational integrity and environmental conservation, reflecting our dedication to sustainable development in the mining industry. We employ a six-step approach for acquiring land for exploration and mining:

- 1 The Exploration Department at the Jordan Phosphate Mines Company conducts comprehensive studies to identify the presence of phosphate ore in designated lands within Jordan.
- 2 Once a potential site is identified, the company contacts the Energy and Minerals Regulatory Commission to obtain an exploration license, which allows for further detailed studies.
- 3 Subsequently, the process of obtaining an exploration license and inspecting the area by the Commission and a committee composed of various government entities takes place to ensure the accuracy of the license coordinates and that it does not overlap with areas of other companies or is near archaeological landmarks or water lines.

- 4 After receiving approval from all relevant authorities, an application is submitted to the Department of Land and Survey to lease the required area.
- 5 After obtaining the exploration permit and land use rights, the company begins to carry out exploration activities to confirm its initial conclusions.
- 6 Upon successful confirmation of the presence of phosphate ore, the company again contacts the Energy and Minerals Regulatory Commission to apply for a mining right, and concurrently, the company cooperates with the Department of Land and Survey to agree on the leasing right, which facilitates the transition from exploration to mining operations.

After obtaining all the prospecting and exploration permits, JPMC conducts feasibility studies for the mining activities. Additionally, we conduct environmental impact assessments to ensure there is no harmful impact on the ecosystem, biodiversity, and the surrounding local communities.





Future Outlook

Championing Sustainable Mining

In an industry marked by significant emissions and rigorous demands on occupational health and safety, our approach to sustainability is both a responsibility and a strategic imperative. We are aware of the impacts our operations can have, and it is our responsibility to mitigate these as we forge a path towards sustainable mining practices. As we advance our sustainability initiatives, we anticipate encountering significant challenges, particularly those driven by the escalating costs of energy and water resources. These challenges underscore the urgency and necessity of our future projects, as they compel us to innovate and adapt in ways that align with our sustainability commitments. Recognizing the critical

impact of resource management on both operational costs and environmental sustainability, our forthcoming projects are strategically designed to address these issues head-on.

By prioritizing advancements in energy efficiency and water conservation, we aim not only to mitigate the financial implications of resource scarcity but also to reinforce our commitment to sustainable development. This proactive approach ensures that our sustainability efforts are robust and responsive to the dynamic economic and environmental landscapes, positioning us as a leader in sustainable mining practices.



1. Wastewater Treatment Plant Construction: In collaboration with an external consultancy, we are planning to establish a wastewater treatment facility capable of processing 900 cubic meters per day. This plant will include a Biological Package Treatment Plant along with necessary auxiliaries, aiming to treat wastewater to meet stringent discharge standards.



4. Rock Phosphate Flotation Unit: We are in the process of constructing a state-of-the-art flotation unit at Eshidiya Mine to process low-grade rock phosphate. By transforming it into a high-quality product suitable for multiple end-users with capacity of roughly 2.5 million tonnes annually, this initiative not only recycles waste into valuable resources but also significantly diminishes our environmental footprint. The flotation unit is projected to process approximately 42 million cubic meters of low-grade rock phosphate, marking a substantial stride in our efforts to enhance sustainability and efficiency within our operations.



2. Solar Power Generation: We are evaluating the potential of installing solar panels to supply our Eshidiya mines with 100% renewable energy. Our goal is to operate independently from the national grid, relying solely on renewable energy. This shift will not only reduce our dependence on traditional energy sources but also align our energy consumption with sustainable practices.



5. Recycling Phosphogypsum: Signed Memorandum of Understanding (MOU) with National Chlorine Industries Company for recycling phosphogypsum. A technical and feasibility study was carried out for this project, focusing on the production of five different products using gypsum. The study aimed to evaluate and select the most suitable product from these options.



3. Enhancing Ammonia Tank Safety: Construction of advanced ammonia storage tanks using double wall and double integrity technology to meet international safety standards. The use of corrosion-resistant materials aims to enhance safety and operational efficiency, in chemical management, ensuring compliance with global best practices.

Our vision for the future is clear: to lead by example in the mining industry, transforming challenges into opportunities to demonstrate leadership in sustainability. As we move forward, we remain dedicated to achieving our sustainability goals, driving economic growth in Jordan, and contributing to a healthier planet. Our journey is ongoing, and we are excited about the possibilities that lie ahead as we continue to innovate and improve our sustainability performance. This future-focused approach ensures that we meet the expectations of today and also set new standards for tomorrow, creating lasting value for all our stakeholders and for the generations to come.

GRI Content Index

Statement of use: Jordan Phosphate Mines Company (JPMC) has reported in accordance with the GRI Standards for the period starting 1st January 2023 till 31st December 2023.

GRI 1 used: GRI1: Foundation 2021

Applicable GRI Sector Standard(s): GRI 14: Mining Sector 2024

GRI Standard	Disclosure	Location	GRI Sector Standard Ref. (GRI 14)
General Disclosures 			
GRI 2: General Disclosures 2021	2-1 Organizational details	7-12	-
	2-2 Entities included in the organization's sustainability reporting	9	-
	2-3 Reporting period, frequency and contact point	5-6	-
	2-4 Restatements of information	There are no restatements of information in this sustainability report.	-
	2-5 External assurance	This report has not been externally assured. JPMC does not require external assurance for its sustainability reports.	-
	2-6 Activities, value chain and other business relationships	7-12	-
	2-7 Employees	34-37, 41	-
	2-8 Workers who are not employees	Annual Report 2023 Page 53	-
	2-9 Governance structure and composition	26-27	-
	2-10 Nomination and selection of the highest governance body	27	-
	2-11 Chair of the highest governance body	27	-
	2-12 Role of the highest governance body in overseeing the management of impacts	26-27	-
	2-13 Delegation of responsibility for managing impacts	26-27	-

GRI Standard	Disclosure	Location	GRI Sector Standard Ref. (GRI 14)
General Disclosures 			
GRI 2: General Disclosures 2021	2-14 Role of the highest governance body in sustainability reporting	26	-
	2-15 Conflicts of interest	28	-
	2-16 Communication of critical concerns	26	-
	2-17 Collective knowledge of the highest governance body	Annual Report 2023 Page 55	-
	2-18 Evaluation of the performance of the highest governance body	26	-
	2-19 Remuneration policies	26	-
	2-20 Process to determine remuneration	26	-
	2-21 Annual total compensation ratio	Annual compensation for the Board and management is reported in JPMC's Annual Report 2023 Page 57 . Information on the annual compensation ratio is subject to confidentiality constraints as employee salaries are not publicly disclosed and kept confidential and private.	-
	2-22 Statement on sustainable development strategy	7, 26, 32, 46, 47, 59, 60	-
	2-23 Policy commitments	29-30	-

GRI Standard	Disclosure	Location	GRI Sector Standard Ref. (GRI 14)
GRI 2: General Disclosures 2021	2-24 Embedding policy commitment	26, 28 - 29	-
	2-25 Processes to remediate negative impacts	33	-
	2-26 Mechanisms for seeking advice and raising concerns	26, 28	-
	2-27 Compliance with laws and regulations	16	-
	2-28 Membership associations	23	-
	2-29 Approach to stakeholder engagement	18	-
	2-30 Collective bargaining agreements	40	-
Material Topics 			
GRI 3: Material Topics 2021	3-1 Process to determine material topics	18-19	-
	3-2 List of material topics	21	-
Economic Performance 			
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	31	14.9.2
	201-3 Defined benefit plan obligation and other retirement plans	37	
Market Presence 			
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	25, 41	14.17.2
Indirect Economic Impacts 			
GRI 203: Indirect Economic Impacts 2016	203-2 Significant indirect economic impacts	32	14.9.4
Anti-Corruption 			
GRI 205: Anti-corruption 2016	205-2 Communication and training about anti-corruption policies and procedures	28	14.22.3
	205-3 Confirmed incidents of corruption and actions taken	25	14.22.4

GRI Standard	Disclosure	Location	GRI Sector Standard Ref. (GRI 14)
Tax 			
GRI 207: Tax 2019	207-1 Approach to tax	32	14.23.4
	207-2 Tax governance, control, and risk management	32	14.23.5
	207-3 Stakeholder engagement and management of concerns related to tax	32	14.23.6
Energy 			
GRI 302: Energy 2016	302-1 Energy consumption within the organization	51-54	14.1.2
	302-4 Reduction of energy consumption	51-54	-
Water and Effluents 			
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	49-50	14.7.2
	303-2 Management of water discharge-related impacts	49-50	14.7.3
	303-3 Water withdrawal	49-50	14.7.4
Biodiversity 			
GRI 304: Biodiversity 2016	304-2 Significant impacts of activities, products and services on biodiversity	55, 57	-
	304-3 Habitats protected or restored	55, 57	-
Emissions 			
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	54	14.1.5
	305-2 Energy indirect (Scope 2) GHG emissions	54	14.1.6
	305-5 Reduction of GHG emissions	51-54	14.1.9
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	54	14.3.2

GRI Standard	Disclosure	Location	GRI Sector Standard Ref. (GRI 14)
Waste 			
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	56	14.5.2, 14.6.2
	306-2 Management of significant waste-related impacts	56	14.5.3, 14.6.2
	306-3 Waste generated	56	14.5.4, 14.6.2
	306-4 Waste diverted from disposal	56	14.5.5, 14.6.2
Employment 			
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	36	14.17.3
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	37	14.17.4
Occupational Health and Safety 			
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	42-44	14.16.2
	403-2 Hazard identification, risk assessment, and incident investigation	42-44	14.16.3
	403-4 Worker participation, consultation, and communication on occupational health and safety	42-44	14.16.4
	403-5 Worker training on occupational health and safety	25, 39	14.16.6
	403-6 Promotion of worker health	42-44	14.16.7
	403-8 Workers covered by an occupational health and safety management system	42-44	14.16.9
	403-9 Work-related injuries	25, 43	14.16.10
Training and Education 			
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	25, 38-39	14.21.4
	404-2 Programs for upgrading employee skills and transition assistance programs	38-39	14.8.3

GRI Standard	Disclosure	Location	GRI Sector Standard Ref. (GRI 14)
Diversity and Equal Opportunity 			
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	35-36, 41	14.21.5
	405-2 Ratio of basic salary and remuneration of women to men	25, 41	14.21.6
Non-Discrimination 			
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	25	14.21.7
Freedom of Association and Collective Bargaining 			
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	40	14.20.2
Child Labor 			
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	25, 45	14.18.2
Forced Or Compulsory Labor 			
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	25, 45	14.19.2
Security Practices 			
GRI 410: Security Practices 2016	410-1 Security personnel trained in human rights policies or procedures	44	14.14.2
Local Communities 			
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	25, 32, 46-47	14.10.2



Jordan Phosphate Mines
Company P.L.C

