PARTNERS IN GLOBAL FOOD SECURITY
SUSTAINABILITY REPORT

2025

البوتاس العربية
Arab Potash

His Majesty King
Abdullah II Bin Al Hussein

His Royal Highness Crown Prince
Al Hussein Bin Abdullah II

TABLE OF CONTENTS

INTRODUCTION

Message from our Chairman 8
Message from our CEO 10
About this Report 12
About APC 14
Memberships of Association 22
Key Award and recognition 23

OUR PRIORITIES

Our Strategic Direction 26
Sustainability-Driven Governance 26
Forward on the Sustainability Path 36

THRIVING FUTURE

Strengthening Sustainable Supply Chain Management 46
Delivering Quality and Customer Satisfaction 52
Innovating the Future 61

SUSTAINABILITY OF THE NATURAL SYSTEMS

Taking Climate Action 68
Sustaining Water 77
Promoting Resource Circularity 81

PEOPLE CENTRICITY

Cultivating a Culture of Health, Safety, and Wellbeing 88
Developing and Engaging our People 100
Creating Shared Value for Local Communities 108

Appendices 110

INTRODUCTION

Message from our Chairman

Esteemed shareholders,
Greetings and regards,

On behalf of APC, I am honored to welcome you to the launch of our sixth Sustainability Report for the year 2025, a testament to our unwavering commitment to a future that integrates operational excellence, environmental stewardship, and shared prosperity. At APC, we are pleased to share the progress we have made in embedding sustainability across our operations, while aligning our strategic direction with the United Nations Sustainable Development Goals (UN SDGs) and the broader objectives of Jordan Vision 2025 and the Jordan Economic Modernization Vision.

Through this report, we represent a platform for APC to reiterate our sustainability commitments, opportunities, and challenges to all our stakeholders and interested parties.

In 2025, we continued to demonstrate our ability to perform and evolve in an environment defined by change and increasing complexity. Despite the repercussions of successive geopolitical crises in the region, and as global markets are increasingly reshaped by climate pressures, resource constraints, and rising stakeholder expectations, APC remained focused on strengthening the company's foundations to secure long-term resilience and sustainable value creation.

This year, we further advanced the key pillars of our expansion and development agenda. These included optimizing the utilization of natural resources, expanding into downstream industries, accelerating digital transformation, and reinforcing global competitiveness in line with rapid developments in the fertilizer sector. As a result of these sustained efforts, we achieved tangible operational gains, enhancing efficiency, improving production and operational readiness, and increasing production capacity from approximately (2.44) million metric tonnes in 2018 to around (2.9) million metric tonnes in 2025.

Building on these operational and strategic advancements, APC also delivered strong commercial performance during the year. The company achieved notable progress in marketing and sales performance, recording total sales of (2.88) million metric tonnes. This growth reflects APC's continued expansion into new markets, as well as the company's ability to compete effectively in highly demanding global markets, particularly in Europe. Consequently, we recorded operating profits of approximately JOD (173) million, where improvements in both production and sales volumes played a central role in driving this performance.

As "Sustainability" remained a key strategic theme within our Corporate Strategy 2028–2024, APC continued to make meaningful progress in embedding the principles of sustainable development into the company's business model through our dedicated Sustainability Unit. As these practices matured across governance and operations, 2025 marked an important step forward in formalizing and strengthening our sustainability governance approach. This has been successfully implemented through the development and implementation of two key governance instruments: the Sustainability Governance Framework and the Sustainability Policy & Procedures Manual. Together, these tools provide a structured foundation for sustainability oversight and coordination across the company.

Alongside strengthening our governance framework, we have continued to elevate the way we identify and manage risks. APC is progressively integrating climate-related and broader sustainability risks into our Enterprise Risk Management (ERM) Framework and business continuity systems, ensuring they are addressed with the same strategic importance as financial and operational risks. In 2025, we undertook a comprehensive climate risk assessment, applying multiple scenarios to better understand the potential physical and transition impacts across our operations, assets, supply chains, and key markets. This work has significantly enhanced our visibility on where and how climate-related risks could materialize over time.

This year, environmental accountability also progressed further. APC achieved the Product Carbon Footprint (PCF) certification this year, reinforcing our commitment to transparency in emissions measurement and product-level carbon disclosure. Furthermore, and as part of our ongoing commitment to advancing decarbonization efforts across the global fertilizer value chain, APC joined the "Low-Carbon Roadmap for the Global Phosphate and Potash Fertilizer Industry" initiative as a potash advisor. This engagement reflects APC's active contribution of technical expertise and industry knowledge to support the development of a shared roadmap for reducing emissions across the sector.

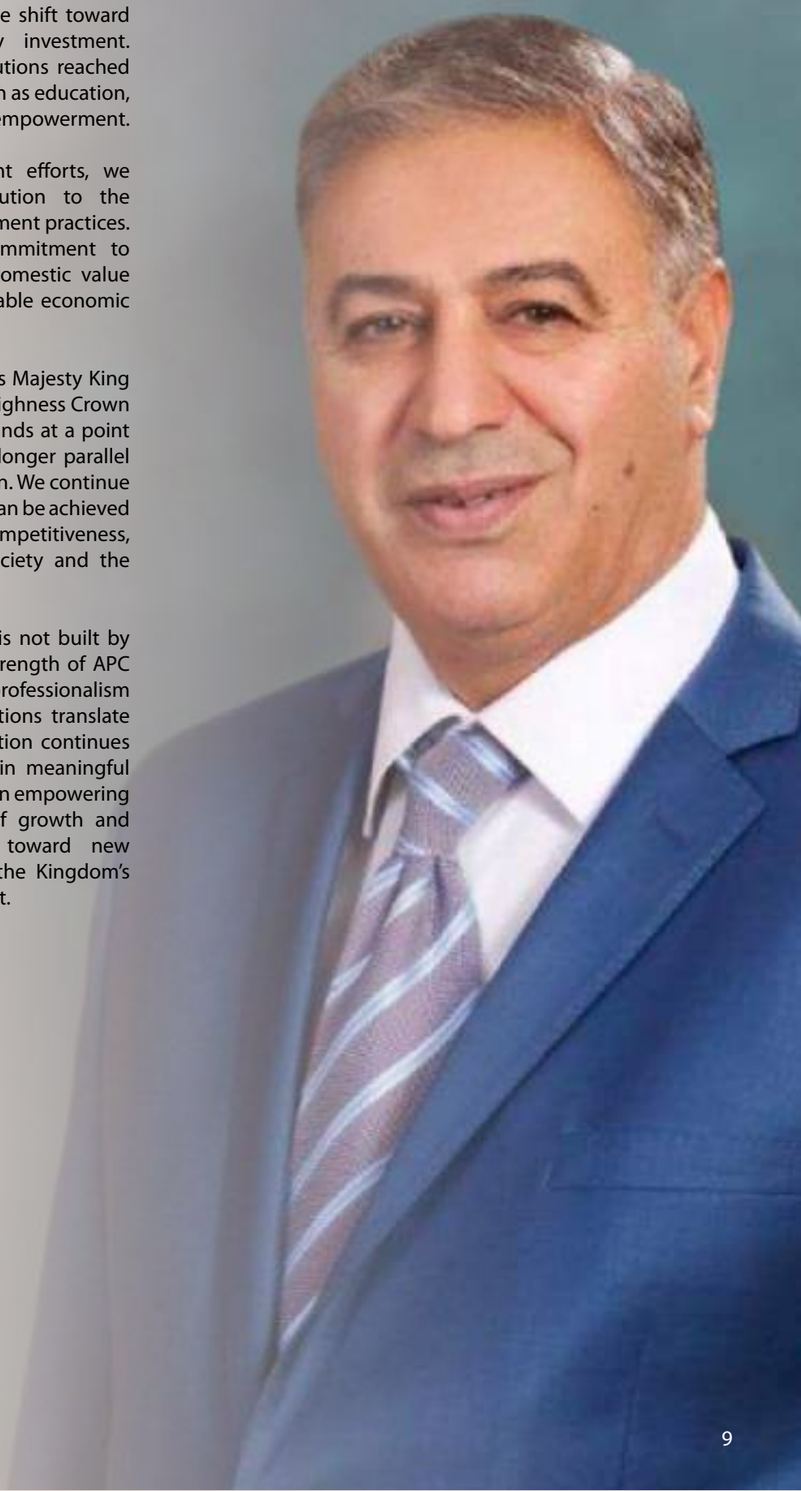
On the social front, APC continued to deepen the company's contribution to national development. Guided by a strong commitment to social responsibility, we allocated JOD (17.5) million in 2025 to a range of high-impact initiatives, compared to JOD (6.5) million in 2024. This increase reflects a deliberate shift toward more strategic, long-term community investment. During the past five years, total contributions reached JOD (43) million, supporting key areas such as education, healthcare, infrastructure, and economic empowerment.

Complementing APC's social investment efforts, we continued to strengthen our contribution to the Kingdom's economy through our procurement practices. Our approach reflects a sustained commitment to supporting local suppliers, reinforcing domestic value chains, and driving inclusive and sustainable economic growth in Jordan.

Inspired by the visionary leadership of His Majesty King Abdullah II Ibn Al Hussein and His Royal Highness Crown Prince Al Hussein Bin Abdullah II, APC stands at a point where growth and responsibility are no longer parallel ambitions, but a single integrated direction. We continue to demonstrate that industrial expansion can be achieved in a way that strengthens national competitiveness, while also creating lasting value for society and the environment.

Equally, we recognize that our progress is not built by strategy alone, but by our people. The strength of APC lies in the commitment, discipline, and professionalism of the employees, whose daily contributions translate ambition into achievement. Their dedication continues to shape our performance and culture in meaningful ways. Looking ahead, we remain focused on empowering this talent, fostering an environment of growth and ownership, and advancing together toward new milestones that reinforce APC's role in the Kingdom's sustainable and economic development.

Eng. Shehadah Abu Hdaib
Chairman of the Board of Directors



Message from our CEO

Esteemed shareholders,
Greetings and regards,

As we present our sixth Sustainability Report for 2025, it is with great pleasure to share how our people, systems, and partnerships have worked collectively to advance our sustainable growth and operational resilience this past year. This report demonstrates APC's commitment to sustainability as a corporate responsibility as well as a strategic imperative that drives innovation, resilience, and the long-term success for our business and stakeholders in line with our Corporate Strategy (2028–2024).

Notably, it has been prepared in accordance with the GRI Sustainability Reporting Standards and with GRI 14: Mining Sector 2024 and informed by the IFRS S1 and S2 disclosure standards. It also complies with the Amman Stock Exchange (ASE) Sustainability Reporting Guidance and takes into consideration the voluntary Climate-related Disclosure Guidance. This approach reaffirms our commitment to transparency and the highest standards of environmental, social, and governance (ESG) reporting.

Our journey towards sustainability is intrinsically linked to our commitment to operational excellence, innovation, and responsible growth. We recognize that creating enduring value requires balancing economic performance with environmental stewardship, social responsibility, and sound governance. By integrating sustainability considerations into our strategic decisions and day-to-day operations, APC is strengthening the resilience of the business while contributing to the prosperity of our stakeholders and the sustainable development of Jordan.

A key pillar of our operational excellence agenda in 2025 was the diversification of our product portfolio, reinforcing resilience and unlocking new value streams. During the year, APC expanded global sales of potash, strengthening the company's position not only as a leading fertilizer producer but also as a supplier of high-quality raw materials for a range of industrial applications. In parallel, APC assessed the potential development of additional high-value minerals and metals from the Dead Sea beyond potash.

Building on this strategic diversification, APC advanced the company's major growth projects, most notably the Southern Expansion Project and the Cold Crystallization Plant (CCP III), both of which progressed substantially during the year. Once completed, these projects will deliver significant increases in annual production capacity, which is expected to add one million tonnes to annual potash output and support the company's long-term goal of achieving a (30%) production increase by 2030. This will enable APC to respond to rising market demand while ensuring environmental and operational performance remain at the forefront.

In parallel with expanding our production capacity, we strengthened the company's market presence in 2025 through strategic partnerships in Europe, most notably through long-term agreements with Tessenderlo Group and Yara International ASA. These partnerships ensure reliable market access and further reinforce our competitiveness in the global fertilizer sector. As a result of these strategic initiatives and our continued focus on operational excellence, APC achieved record-breaking potash production of approximately (2.9) million tonnes this year, marking the highest output in the company's history.

Driven by our commitment to lowering APC's carbon footprint, 2025 marked the completion of our first life cycle emissions assessment for our potash portfolio, culminating in the PCF certification. Building on this momentum, APC also initiated a Carbon Capture and Utilization (CCU) feasibility study and investment analysis in collaboration with a leading regional industrial gas company. This initiative, now in its final phase, aims to establish Jordan's first CO_2 capture facility, enabling significant reductions in greenhouse gas (GHG) emissions, strengthening our environmental performance, and opening access to emerging low carbon markets.

In energy management, APC introduced the Grid Master System this year, optimizing energy flow and improving efficiency across our power generation operations. Together, these initiatives contributed to a (1.2%) reduction in GHG emissions intensity, even as scope 1 and scope 2 emissions rose slightly due to ongoing expansion projects and operational upgrades.

Our people remain central to our achievements. In 2025, we introduced the Sustainability Competency Framework to strengthen institutional capabilities and upskill our Sustainability Unit. Safety performance improved markedly under our new HSE Strategy 2028–2026: Saving Lives, with zero high-consequence injuries, a (36.4%) reduction in employee recordable injuries, and sustained (100%) OHSMS coverage for our workforce of over (10,000) employees and contractors. Engagement was further encouraged through our Safety Incentive Program, which enrolled (1,179) employees over the year.

Our commitment to creating shared value extends to the communities in which we operate. APC continues to deliver comprehensive training programs designed to equip local community members with the practical skills needed to succeed in the labor market. Between 2024 and 2025, participation in these sessions increased by approximately (22%), with a total of (191) trainees benefiting from these programs. By offering youth from the local community access to APC's training opportunities, we support both their personal and professional development, contributing to national economic growth by building a more capable workforce.

In parallel with these initiatives, APC further reinforced the company's contribution to Jordan's economy through responsible procurement practices. During the year, local suppliers represented (79.53%) of total procurement orders, while local sourcing accounted for nearly (46%) of overall purchasing spend. This performance reflects our ongoing commitment to supporting national businesses, strengthening domestic value chains, and promoting sustainable economic growth within the Kingdom.

Beyond our operational footprint, APC also played a meaningful role in supporting humanitarian efforts across the region. In support of the Gaza humanitarian air bridge, the company enabled 100 successful operations by the Royal Jordanian Air Force using APC's helipad. This contribution facilitated the delivery of critical humanitarian aid and underscored our commitment to social solidarity and our responsibility to support communities during times of urgent need.

Moving forward, we will leverage the momentum of 2025 to pursue ambitious goals that unite environmental innovation, social progress, and economic strength. By advancing strategic investments, strengthening our people and communities, and integrating sustainability across every aspect of our business, APC is well positioned to contribute to global food security, support Jordan's economic development, and generate sustainable returns for our shareholders and stakeholders alike.

I welcome you to explore this report and see firsthand the steps APC is taking to protect our environment, empower our people, and secure a sustainable and prosperous future for Jordan, the region, and generations to come.

Dr. Maen Nsour
President and CEO

About this Report

This report presents the sixth edition of Arab Potash Company's (APC) Sustainability Report, reflecting our 2025 performance and ongoing efforts to integrate sustainability across our operations. The report highlights the company's key sustainability initiatives, achievements, and progress during the year.

Scope

The report covers APC's operations in Jordan. Sustainability data related to subsidiaries, clients, external contractors, and suppliers is not included unless otherwise stated.

Reporting Frameworks

This report has been prepared in accordance with the GRI Sustainability Reporting Standards and is aligned with GRI 14: Mining Sector 2024, as well as the International Financial Reporting Standards (IFRS) S1: General Requirements for Disclosure of Sustainability-related Financial Information and S2: Climate-related Disclosures. In addition, the report aligns with the Amman Stock Exchange (ASE) Sustainability Reporting Guidance and the ASE Climate-related Disclosure requirements.

Furthermore, it also reflects APC's contribution to Jordan Vision 2025, the Jordan Economic Modernization Vision, and the United Nations Sustainable Development Goals (UN SDGs).

Completeness

We are committed to ensuring our reporting is inclusive, material, and comprehensive, providing stakeholders with full and easily accessible information on our sustainability performance. Past annual sustainability reports are available on our Sustainability Reports webpage, as referenced below. For information on financial, legal, and governance matters, please refer to our Annual Report 2025.

Reporting Period

The reporting period covers 1st January 2025 to 31st December 2025. Where relevant, comparative data from prior years is included to provide context and illustrate performance trends.

Feedback

APC values stakeholder feedback and welcomes questions, comments, and suggestions regarding this report or our sustainability performance.

Please contact the Sustainability Unit at:

info@ArabPotash.com
Arab Potash Company
@ArabPotashJO
Arab Potash Company
@ArabPotashJO
@Arabpotashcompany1499

Please note that the electronic versions of our sustainability reports can be found on our website:

Our Sustainability Reports

About APC

Our Sustainable Value Creation Model: From Source to Society

A LEADING POTASH PRODUCER WITH A GROWING GLOBAL FOOTPRINT

APC extracts and produces potash and value-added mineral products from the Dead Sea, supporting global food security and downstream industries while creating long-term economic, social, and environmental value.

APC Overview

Established in 1956

100-year
exclusive concession for Dead Sea mineral extraction

8th-largest
potash producer worldwide by production volume

Core potash production
complemented by downstream diversification and international market expansion

Our Subsidiaries

numeira

KEMAPCO®
ARAB FERTILIZERS & CHEMICALS INDUSTRIES LTD.

APC TRADING AND LOGISTICS EUROPE AG

Our Sustainable Value Creation Model
From Source to Society

INPUTS → VALUE CREATION → OUTPUTS

People & Expertise

- Skilled operational, technical, and administrative workforce
- Specialized expertise in potash extraction and processing

Natural Resources & Energy

- Dead Sea brine and mineral resources
- Water, energy, and land supporting operations at Ghor Al Safi

Capital

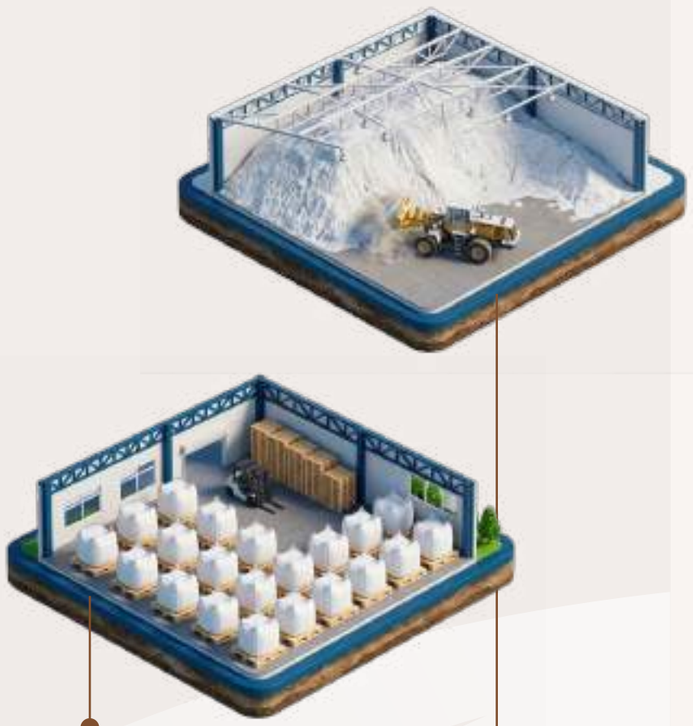
- Production facilities and evaporation ponds
- Logistics, export infrastructure, and downstream investments

1 Brine Extraction

- Pumping mineral-rich brine from the Dead Sea
- Controlled evaporation in ponds to concentrate potash ore

2 Potash Production

- Harvesting and processing of potash through APC's state-of-art production plants[1]
- Quality control to meet international market standards and exceed customers' expectations



3 Downstream and Value-Added Products

- Fertilizers
- Specialized salts and minerals
- Dead Sea mud products

4 Trading and Logistics

- Bulk handling and export through Aqaba
- International trading and logistics support
- European market presence

Operational Value

- Potash production: **(2.9)** million metric tonnes
- Employees: **(1,523)** employees

Economic Value

- Consolidated sales revenues:
- JOD **(725,579)** million
- Potash sales revenue: JOD **(664,374)** million

Social Value

- Rate of high-consequence work-related injuries: **(0)**
- Donations to local communities: JOD **(17.5)** million
- Employee Turnover Rate: **(5%)**
- Average training hours per employee: **(15)** hours/employee

Environmental Value

- GHG emissions intensity reduction: **(1.2%)**
- Purchased electricity consumption reduction: **(33%)**
- Renewable additive materials share increase: **(5%)**

[1] For further information on production performance in 2025, please refer to our Annual Report 2025.

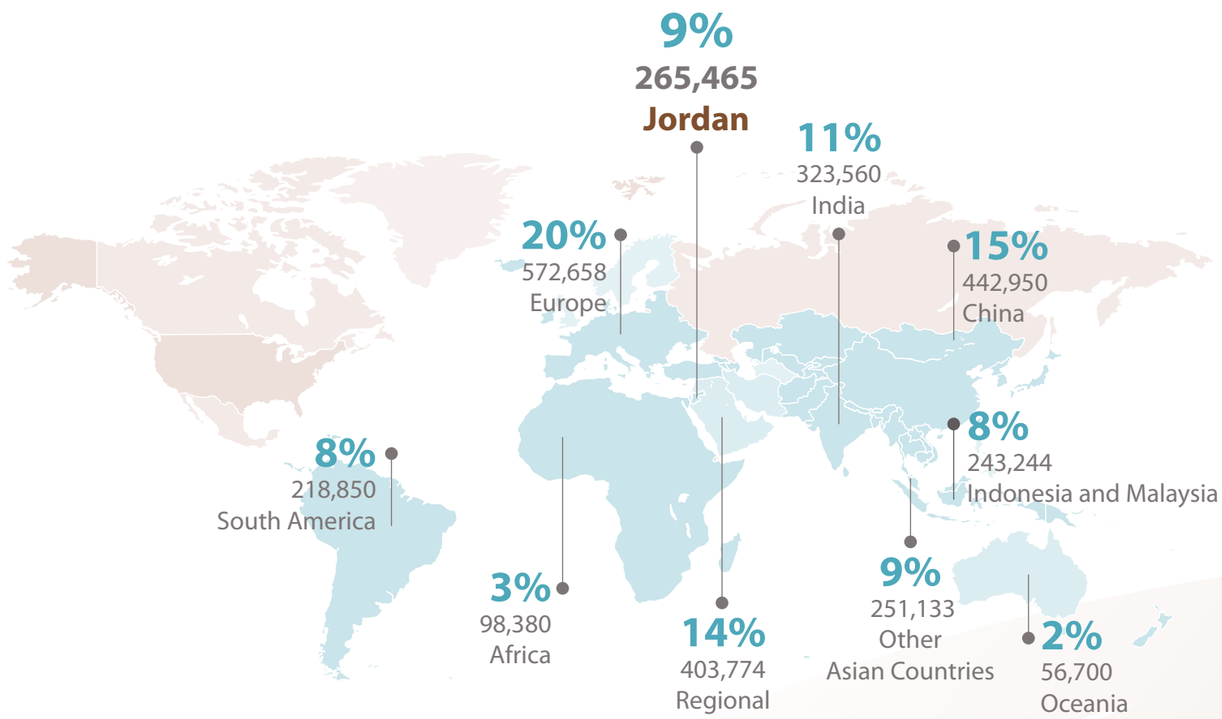
Building Long-Term Economic Resilience

As a cornerstone of Jordan's industrial sector, APC plays a vital role in national economic growth and global competitiveness. Guided by the strategic foresight of our leadership, operational excellence at our facilities, and our corporate alignment with Jordan Vision 2025 and the Economic Modernization Vision, APC continues to deliver resilient financial[2] and operational performance amid volatile global market conditions.

Indicator (JOD thousands)	GRI Disclosures	2022	2023	2024	2025
Direct economic value generated by APC Group – Revenues	**201-1**	**1,268,19**	**792,523**	**651,449**	**725,579**
Total consolidated assets	201-1	2,025,795	1,987,348	2,011,801	2,105,896
Consolidated operating profit	201-1	738,012	308,134	199,075	188,228
Consolidated net profit	201-1	601,228	292,644	183,989	172,820
Total economic value generated by APC – Revenues	**201-1**	**1,321,870**	**824,033**	**643,491**	**669,254**
Direct economic value distributed	**201-1**	**818,306**	**688,998**	**579,458**	**600,438**
Operating costs	201-1	270,052	287,395	285,924	285,302
Employee wages and benefits	201-1	65,461	76,311	65,431	72,915
Payments to providers of capital	201-1	105,310	149,972	108,313	99,981
Payments to government by country	201-1	370,210	168,071	113,041	124,491
Community investments	201-1	7,274	7,251	6,750	17,750
Economic value retained	**201-1**	**503,563,259**	**135,034,861**	**64,032**	**68,815**

[2] For further information on APC's financial performance for the year 2025, please refer to our Annual Report 2025.

APC's Sales by Market



In 2025, APC further capitalized on this strong financial foundation by making targeted investments to strengthen production capacity, accelerate downstream diversification, and advance innovation in support of long-term, sustainable growth.

As part of these efforts, APC outlined a set of future commitments focused on expanding production capacity, enhancing supply chain agility, and strengthening its foothold in strategic international markets. The company is also working to deepen partnerships with regional logistics providers to ensure faster market responsiveness and reinforce its competitive position globally.

JOD (1.1) billion
planned future investments

JOD (1.8) billion
capital expenditure since 2019

JOD (134) million
capital expenditure in 2025

JOD (120) thousand metric tonnes
planned annual production capacity increase as part of the Eastern Expansion Project

Strengthening Market Position Through Strategic European Partnerships

In 2025, APC continued to demonstrate sustained market expansion and commercial resilience through long-term strategic partnerships in the European markets. This included the signing of a renewable long-term supply agreement with Tessenderlo Group, one of the world's leading producers of potassium sulphate fertilizers.

Under the agreement, APC will supply between (100,000) and (120,000) tonnes of potash annually, reinforcing our position as a reliable and strategic supplier in the European fertilizer market. The agreement builds on a strong and growing commercial relationship, with APC's sales to Tessenderlo Group increasing steadily over the past three years and reaching approximately (100,000) metric tonnes in 2025.

The agreement further highlights the strategic importance of the European market within APC's growth strategy, supporting enhanced market penetration, optimized logistics and shipping efficiency, and the expansion of APC's European customer base.

Diversified and Sustainable Production

APC's diversified production mix is a core driver of our financial and operational resilience. It enables the company to scale efficiently, respond to shifting market demand, and consistently deliver high-quality potash products across global markets.

Equally important, production growth is pursued in parallel with APC's sustainability commitments. We systematically track production volumes alongside associated CO_2 emissions across each potash grade. This integrated approach ensures that operational decisions are informed not only by commercial performance, but also by environmental impact, supporting continuous efficiency improvements and alignment with APC's carbon-reduction objectives.

Potash Production Mix and Associated CO_2 Emissions

Production Quantity	Quantity (metric tonnes)	Percentage	CO_2 Emissions Contribution per Grade (tCO_2e)
Red granular potash	**590,200**	**20.4%**	**27.2%**
White granular potash	**34,400**	**1.2%**	
Red fine potash	-	-	**33.1%**
White fine potash	**1,087,760**	**37.5%**	
Red standard potash	**51,000**	**1.8%**	**39.7%**
White standard potash	**1,187,190**	**39.20**	

Memberships of Associations

International

IFA member

TFI member

Regional

AFA member

Local

Information and Communication Technology Association of Jordan

American Chamber of Commerce in Jordan

Jordan Strategy Forum

EDAMA Association for Energy, Water & Environment

Jordan Exporters Association

Jordan Society for Scientific Research

Royal Society for the Conservation of Nature

Key Awards and Recognitions

Recurring Awards and Recognitions[3]

- Australian Quarantine and Inspection Service
- ISO 17025:2017 for Testing and Calibration Laboratories
- Global Conformity Certificate
- ISO 45001:2018 for Occupational Health and Safety Management Systems
- Jordanian Quality Mark Certificate (JQM)
- ISO 14001:2015 for environmental management systems
- Standar Nasional Indonesia
- ISO 50001:2018 for Energy Management Systems
- Best Jordanian Product Award in the Chemical and Plastic Industries Sector
- ISO 27001:2022 for Information Security Management Systems
- International Halal Certification
- ISO 29993:2017 for Learning Services System for Outside Formal Education.
- ISO 9001:2015 for Quality Management Systems

[3] For further information on these awards and recognitions, please refer to our Annual Report 2025.

OUR PRIORITIES

Our Strategic Direction

2025 marks the second year in executing APC's updated Corporate Strategy, through which sustainability is embedded as a core driver of long-term value creation, resilience, and operational performance.

APC's Corporate Strategy[4] establishes the framework through which APC plans, executes, and monitors our strategic initiatives. The strategy is structured around six strategic themes, as illustrated hereafter, which guide the prioritization of (154) strategic initiatives across short-, medium-, and long-term horizons.

Notably, the "Sustainability" strategic theme consolidates initiatives related to environmental management, social performance, operational efficiency, and governance practices in line with APC's identified material topics. The theme's formal inclusion within the Corporate Strategy ensures that sustainability-related actions are planned, resourced, and monitored alongside other strategic priorities.

Sustainability-Driven Governance

GRI 2-9, 2-10, 2-11, 2-12, 2-13, 2-14, 2-17, 2-20, 3-3, 205-2, 205-3, 206-1

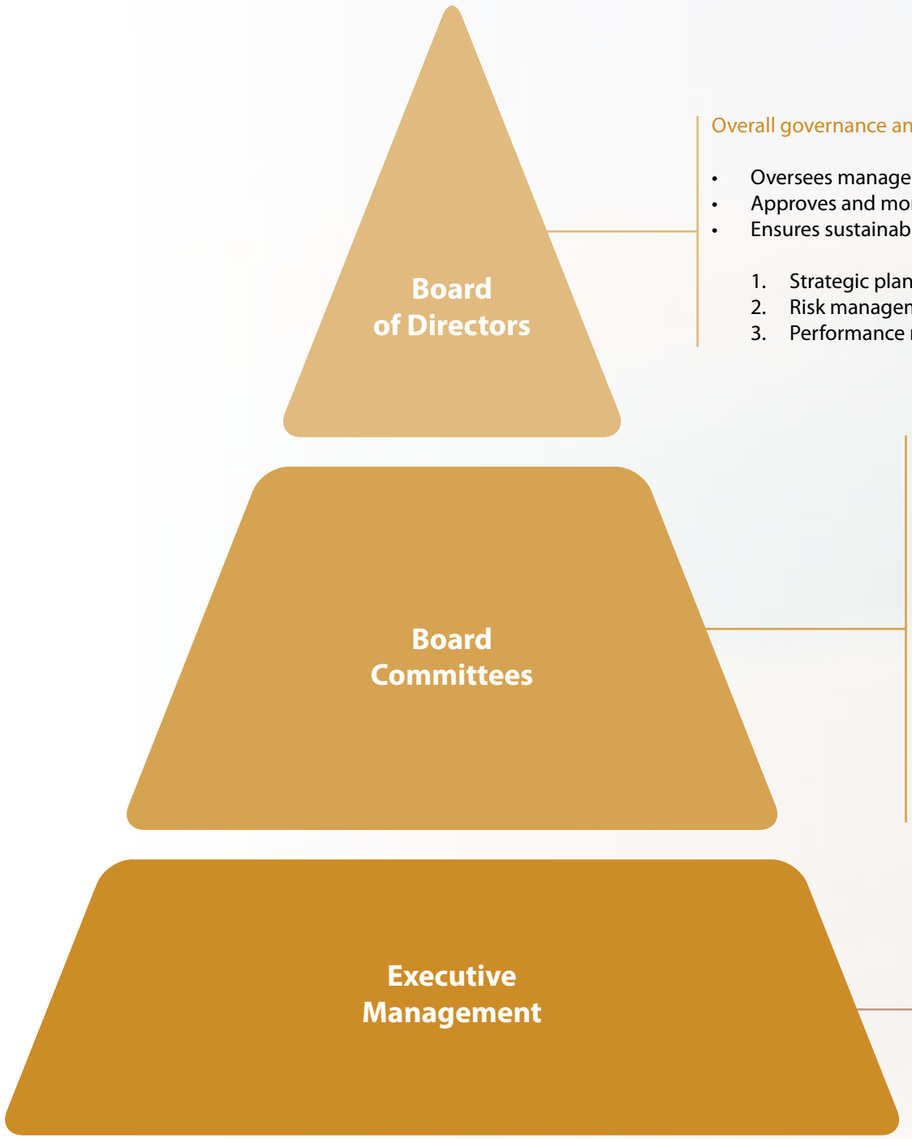
In 2025, strong governance continued to underpin APC's approach to operational excellence, strategic execution, and sustainability by providing the structures, oversight, and controls required to manage risks, including climate risks, ensure regulatory compliance, and support long-term business continuity.

In line with this approach, APC operates in compliance with Jordan's regulatory and legislative frameworks, including (ASE) mandates, while aligning with leading global practices. These standards are embedded within our Corporate Governance Framework[5] , which establishes clear accountability and decision-making processes across all levels of the company, enabling the consistent integration of sustainability considerations into strategic and operational matters.

[4] Details against APC's Corporate Strategy (2028-2024), including its vision, mission, image values, performance values, and strategic themes can be found in our Sustainability Report 2024.
[5] For more information on APC's Governance Framework, please refer to our Annual Report 2025.

Where Accountability and Oversight Meet Sustainability

Through our structured governance approach[6] , APC ensures that strategic and sustainability-related matters are integrated within established governance and management processes, rather than managed in isolation. Clearly defined oversight, accountability, and reporting mechanisms support the consistent implementation of the Corporate Strategy and enable effective monitoring of sustainability-related risks and performance across the company.



Overall governance and sustainability oversight

- Oversees management performance and strategic direction
- Approves and monitors implementation of the Corporate Strategy
- Ensures sustainability considerations are integrated into:

1. Strategic planning
2. Risk management
3. Performance monitoring

Permanent and ad-hoc committees supporting the Board through specialized oversight: Focused oversight and assurance

- **Corporate Governance Committee**
  Governance policies, practices, and disclosures
- **Audit Committee**
  Financial reporting, internal controls, and compliance
- **Nomination, Remuneration & Investments Committee**
  Remuneration, performance evaluation, and investment decisions
- **Risk Management Committee**
  Enterprise-wide risks, including sustainability-related risks and opportunities
- **Board Tendering Committee**
  Procurement and tendering oversight
- **Corporate Social Responsibility & Donations Committee**
  Social responsibility initiatives and community contributions

Strategy implementation and operational execution

President & CEO

- Translates Board direction into operational plans
- Oversees execution of strategic and sustainability initiatives
- Ensures implementation through defined roles, controls, and reporting mechanisms

Sustainability Enablement
Cross-functional coordination, alignment, and enablement

Sustainability Unit[7] **-** Central coordination and integration function

- Operates under the direct oversight of the President & CEO
- Supports the integration of sustainability considerations across business functions
- Coordinates sustainability-related initiatives, performance monitoring, and reporting
- Oversees implementation of APC's sustainability governance instruments

Sustainability Committee - Cross-functional alignment and sustainability coordination

- Provides a platform for cross-functional coordination on sustainability priorities
- Supports alignment between strategic sustainability objectives and operational implementation
- Strengthens APC's sustainability performance by guiding direction, oversight, and continuous improvement
- Oversees 12 sustainability working groups, each led by a president and members responsible for execution and reporting

Working Groups - Support in thematic execution and implementation

- 12 Working Groups that support the Sustainability Committee, each aligned with a key sustainability focus area across APC's operations and value chain
- They are responsible for translating sustainability priorities into actionable initiatives, performance monitoring, and reporting within their respective scopes

[6] For more information on APC's governance structure, Board of Directors, Board Committees, Executive Management, please refer to our Annual Report 2025.
[7] For more information on Sustainability Unit's roles and responsibilities, please refer to the APC Sustainability Report 2024.

Product Value Chain
- Embed sustainability across the value chain
- Improve operational efficiency

Efficiency & Reliability
- Improve efficiency and reliability
- Optimize performance

Environment
- Manage environmental impacts
- Enhance resource efficiency

Water
- Enhance water stewardship
- Improve water efficiency

Safety
- Strengthen health and safety culture
- Reduce operational risks

Energy
- Improve energy efficiency
- Support energy transition

Risk Management
- Identify and manage ESG risks
- Integrate sustainability into ERM

Procurement
- Embed ESG in procurement
- Promote responsible sourcing

Human Resources
- Promote workforce wellbeing and inclusion
- Support talent development

Information Technology and Cybersecurity
- Strengthen digital resilience
- Enable sustainability systems

Corporate Social Responsibility
- Deliver community initiatives
- Create social value

Financial Sustainability
- Support financial resilience
- Integrate sustainability into planning

Formalizing APC's Sustainability Governance

As sustainability considerations continued to be addressed across APC's governance and operational processes, we sought in 2025 to further formalize and consolidate our sustainability governance approach. Building on existing practices implemented through the Sustainability Unit and across relevant departments, APC established a more unified governance structure to enhance clarity, consistency, and transparency in roles, responsibilities, and oversight.

This effort was formalized in 2025 through the development and execution of two dedicated sustainability governance instruments: the Sustainability Governance Framework and the Sustainability Policy & Procedures Manual. Together, these documents provide a structured basis for sustainability oversight and coordination across APC.

The Sustainability Governance Framework defines roles, responsibilities, and oversight mechanisms for sustainability-related matters, embedding sustainability considerations into strategic planning, risk management, and performance oversight. Complementing this, the Sustainability Policy & Procedures Manual translates the Framework into applicable policies and procedures, providing practical guidance for implementation across business functions.

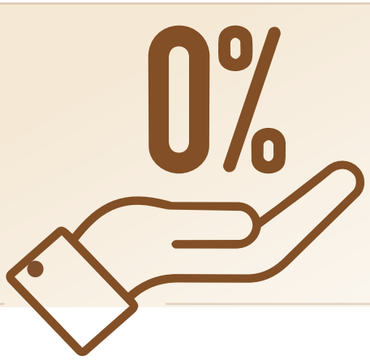
Both documents were finalized and formally adopted in 2025, along with the Sustainability Competency Framework, providing a consistent reference point for sustainability governance across APC.

Business Ethics and Integrity

As part of our commitment to sustainability and responsible business conduct, APC upholds high standards of ethical conduct, transparency, and accountability across our operations, guided by our Code of Business Ethics (CoBE). The CoBE defines expectations for professional behavior, reflects APC's core values, and reinforces commitments to human rights, equality, non-discrimination, and a zero-tolerance approach to corruption, money laundering, and conflicts of interest. All employees formally acknowledge the CoBE upon joining APC, with adherence reinforced periodically, and its principles are extended to suppliers, contractors, and consultants across the value chain.

In addition to this, APC promotes ethical accountability through confidential whistleblowing channels reviewed by the Arab Potash Ethics Review Committee (AERC) in line with the Fraud Control and Whistleblowing Policy. Ethical oversight is further supported through coordination with national anti-corruption authorities — including coordination with Jordan's Integrity and Anti-Corruption Commission through a designated Liaison Officer, as well as periodic internal and independent audits. Audit findings are reviewed by senior management and the Audit Committee, with corrective actions taken as necessary, including investigation or termination of business relationships in cases of serious violations.

In alignment with our commitment to ethical business practices, we also strictly adhere to anti-competition and anti-trust laws across all our operations. We are committed to promoting fair competition by prohibiting activities such as price-fixing, market manipulation, or the abuse of market position.



APC recorded zero cases of confirmed corruption incidents in the past six years.

Strengthening Sustainability-Driven Resilience

APC embeds a comprehensive Enterprise Risk Management (ERM)[8] approach across all levels of the company to ensure the effective management of risks, including sustainability-related risks, enabling us to achieve both our short-term and long-term business and growth objectives.

As the importance of sustainability to APC's long-term performance has continued to grow, we progressively strengthened the integration of sustainability-related risks within our risk management and governance processes. Notably, climate change is increasingly considered as part of APC's enterprise-wide risk assessment, alongside financial and operational risks.

In this context, APC began embedding climate risk considerations into ERM through forward-looking risk identification, scenario analysis, and the incorporation of climate- and sustainability-related risks into the corporate risk register. This enables more informed decision-making, supports the prioritization of mitigation and adaptation measures, and enhances APC's preparedness for potential disruptions that could affect operations, markets, and stakeholders.

[8] For more information on our ERM strategy, framework, and practices, please refer to the Annual Report 2025 and Sustainability Report 2024.

Embedding Climate Risk into APC's Governance and Business Continuity Approach

As part of our commitment to strengthening long term resilience, APC is advancing an integrated approach to embed climate related and broader sustainability risks and opportunities into our governance and business continuity systems. In 2025, APC launched a comprehensive climate risk assessment to evaluate multiple climate scenarios and to identify material physical and transition risks—spanning operations, assets, supply chains, and key markets.

Building on these insights, APC is embedding climate and sustainability into governance and ERM by updating the risk register with climate-linked risks and by using climate scenario modeling to guide adaptation and mitigation measures—including early warning systems, operational adjustments, and resilience-aligned KPIs to protect production, workforce safety, and logistics continuity. Through this proactive stance, APC is enhancing preparedness for climate and sustainability driven disruptions, extreme weather, evolving regulation, agricultural market shifts, and reputational expectations—while aligning with emerging disclosure requirements and reinforcing long term business continuity and sustainable value creation.

In parallel, APC also initiated a market resilience and diversification strategy that identifies lower risk regions, strengthens stakeholder engagement, and sets performance metrics for potash markets under different climate trajectories, ensuring the strategy remains adaptive and investable as climate and market signals evolve.

Our Business Continuity

While operational and sustainability-related risks are managed through APC's enterprise risk management framework, maintaining resilience in practice requires these risks to be addressed through concrete preparedness and response measures. We realize that business continuity planning provides the operational framework through which APC ensures the continuity of critical activities, safeguards people and assets, and maintains reliable supply in the face of disruptions. In line with this understanding, APC follows a comprehensive business continuity plan[9] designed to safeguard our long-term viability and a seamless flow of our products.

As part of this plan, APC prioritizes the protection of key production assets, maintains rigorous quality standards, and invests in the continuous development of our employees' crisis management skills. Our response plan is essential for navigating extended crises, fostering a culture of preparedness across the company, and creating a knowledge base of best practices to effectively manage and overcome unforeseen challenges.

[9] For more information on our business continuity plan and measures, please refer to the Annual Report 2025.

Standardized Process Control at Compaction Plant

As part of APC's commitment to sustaining reliable operations and ensuring uninterrupted production, APC implemented the ABB 800xA Minerals Process Control Library at the HLP Compaction Plant, replacing customized control logic with a standardized, modern, and globally proven minerals automation library. This modernization strengthened control consistency, enhanced operator usability, and increased system maintainability, supporting the long-term reliability of critical production assets.

The initiative delivered operational improvements, including enhanced control performance, standardized logic structures, and consistent alarm and faceplate designs, which reduced engineering and troubleshooting time, improved operator confidence, increased system availability, and lowered maintenance and lifecycle costs. With technical expertise and integration support from Controware, the migration was completed without impacting production.

Serving as a pilot project, it offers a tested approach that can be applied to other APC plants, allowing quicker implementation, better use of existing knowledge, and consistent automation standards across the company, helping strengthen APC's resilience and ensuring the continuity of essential operations.

2020

- Released our first Sustainability Report
- Obtained ISO 50001:2018 – Energy Management System
- Installed a new Heat Recovery Steam Generator
- Invested JOD (30) million on CSR initiatives

2021

- Released our second Sustainability Report
- Released our Energy Strategy
- Released our Water Strategy
- Released our Salt Management Strategy
- Received OHS Excellence Award

2022

- Released our third Sustainability Report and earned our first GRI Mark for the content index
- Awarded (2nd) rank in the IFA Green Leaf Award
- Released our Human Capital Strategy
- Released our Digital Transformation Strategy
- Maintained the 2022 IFA Industry Stewardship Champion label for the fifth consecutive year

2023

- Released our fourth Sustainability Report and earned the GRI Mark for the content index prepared in accordance with this standard
- Obtained a Silver Medal from EcoVadis
- Renewed our ISO 50001:2018 certificate for Energy Management Systems

2024

- Released our fifth Sustainability Report and earned the GRI Mark for the content index prepared in accordance with this standard
- Inaugurated our Sustainability Unit
- Refreshed our sustainability material topics

2025

- Finalized and executed the Sustainability Governance Framework and Sustainability Policy & Procedures Manual
- Launched APC's Climate Risk Project
- Introduced a Sustainability Competency Framework as part of the company's sustainability governance model
- Completed the Product Carbon Footprint (PCF) assessment project
- Joined the "Low-Carbon Roadmap for the Global Phosphate and Potash Fertilizer Industry" initiative as a potash advisor

Forward on the Sustainability Path

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

As a leading producer of potash, APC plays an essential role in supporting agricultural productivity and global food security by supplying inputs critical to crop growth. This role is delivered through operations that emphasize sustainability, reliability, strong governance, and the active management of environmental and social performance.

Building on this long-standing mandate, sustainable development has been embedded in APC's operations and contribution to food security since our establishment. In 2020, APC formalized our internal sustainability approach, establishing a more structured integration of sustainability into corporate planning and reporting, management processes, and performance monitoring. Since then, APC's sustainability journey has continued to mature and advance, with progressive enhancements to governance structures, reporting practices, materiality assessment, and performance management in response to evolving business needs, stakeholder expectations, and regulatory requirements.

Stakeholder Engagement

APC recognizes that effective engagement with our diverse stakeholders—including customers, suppliers, shareholders, employees, local communities, and regulators—is essential to building trust, enhancing transparency, and delivering long-term sustainable value. As such, we engage with our stakeholders to understand their perspectives, expectations, and priorities, and to ensure that sustainability-related considerations are appropriately reflected in our Corporate Strategy, sustainability reports, operations, and performance management.

Engagement activities are conducted through both formal and informal channels, as highlighted hereafter, and are integrated into existing governance and sustainability management processes. Feedback gathered through these engagements informs APC's materiality assessment, sustainability priorities, and ongoing improvement efforts.

Stakeholder Group[10]	How APC Addresses the Stakeholders' Concerns
Employees	Refer to 'Developing and Engaging our People' section
Customers	Refer to 'Delivering Quality and Customer Satisfaction' section
Suppliers	Refer to 'Strengthening Sustainable Supply Chain Management' section
Shareholders	Refer to 'Sustainability-Driven Governance', 'Our Business Continuity', 'Building Long-Term Economic Resilience' sections
Local Community	Refer to 'Creating Shared Value for Local Communities' section
Regulatory Parties	Refer to ' Sustainability-Driven Governance' section

[10] For further details on how APC engages with each of our stakeholder groups and addresses their concerns, please refer to our Sustainability Report 2024.

Our Material Topics

Building on the materiality refresh exercise[11] conducted last year, APC continued to manage our material ESG topics through defined initiatives and indicators. These topics are integrated into our sustainability governance and management processes, enabling structured oversight, progress tracking, and informed decision-making across environmental, social, and governance areas. Performance against material topics is reviewed to support continuous improvement and alignment with APC's strategic priorities.

Environment — 2025 Progress

Climate Change

- Launched a PCF certification initiative for potash products, supporting transparent emissions quantification across the product lifecycle.
- Completed a grid master control system software, optimizing and automatically managing energy and steam flows across all power plant equipment.

Materials

- Increased the share of renewable additive materials by nearly (5%), strengthening the integration of sustainable inputs in production processes.

Waste

- Recorded a (45%) reduction in overall waste generation compared to 2024.
- Digitized waste-receiving processes using the DocuWare system, enabling faster processing, better traceability, and improved archiving.

Water

- Developed additional water ponds in Numeira and Issal providing a combined storage capacity of (2.5) million cubic meters.
- Deployed Jordan's first floating solar energy system on process-water reservoirs, to reduce evaporation and enhance water efficiency.
- Advanced approximately (80%) of the electromechanical works required to connect the Numeira water ponds to APC's reservoir network.

Air Quality

- Initiated a Carbon Capture and Utilization (CCU) study and investment analysis to evaluate the feasibility of developing a dedicated CO_2 capture facility.

Social — 2025 Progress

Employment

- Welcomed (51) new employees during the year, representing a (19%) increase from 2024.
- Implemented structured succession planning and talent identification to develop high-potential employees.

Health and Safety

- Rolled out our new Health Safety and Environment (HSE) Strategy 2026–2028: "Saving Lives", focused on saving lives, embedding safety and operational excellence across all business segments.
- Complied fully with Jordanian Labor Law and Occupational Safety and Health (OSH) regulations.

Training and Education

- Introduced the Sustainability Competency Framework as part to strengthen institutional capabilities and up-skill the Sustainability Unit on sustainability-related competencies.

Local Communities

- Allocated JOD (17.5) million to high-impact community initiatives, reinforcing commitment to sustainable community development.

Product Safety and Labeling

- Maintained full compliance with regulations governing product labeling and marketing communications.

Governance — 2025 Progress

Economic Performance

- Increased production capacity from approximately (2.44) million metric tonnes in 2018 to around (2.9) million metric tonnes in 2025.
- Achieved notable progress in marketing and sales performance, recording total sales of (2.88) million metric tonnes.

Market Presence

- Signed a long-term strategic supply agreement with Yara International ASA.

Sustainable Supply Chain

- Recorded a local procurement value accounting for (45.9%) of total purchase orders, reflecting an increase of nearly (2%) compared to the previous year.
- Ensured that local suppliers represented (79.53%) of total purchase orders issued.

Business Ethics

- Introduced the Sustainability Governance Framework and the Sustainability Policy & Procedures Manual.
- Recorded zero cases of confirmed corruption incidents in the past six years.

[11] For further details on or Materiality Refresh exercise conducted and the methodology followed in 2024, please refer to our 2024 Sustainability Report.

Thriving Future

Thriving Future

As we advance our position this year, we continue to build on APC's role as the region's sole potash producer and a key contributor to global food security. In 2025, APC sharpened our focus on production efficiency, portfolio diversification, and market resilience to meet growing demand for sustainable agricultural inputs. By integrating advanced technologies, strengthening our supply chain, and accelerating strategic expansion, we aim to enhance our competitiveness while generating stronger economic, environmental, and societal value.

We align our economic and governance practices with our sustainability categories and material topics, ensuring consistency with both local and global sustainability frameworks, as illustrated below.

Highlights

- Recorded almost (2%) increase in local procurement compared to last year's value.
- Ensured that local suppliers represented (79.53%) of total purchase orders issued.
- Successfully completed the integration of a new solar evaporation pond within the Eastern Expansion Project.
- Maintained full compliance with regulations governing product labeling and marketing communications
- Sustained a zero-incident record of non-compliance related to health and safety impacts of products since 2019
- Achieved an (92%) satisfaction score in the Annual Stakeholder Satisfaction Survey, reflecting strong stakeholder trust and engagement.

Category	Economic & Governance	
Material Topics	Sustainable Supply Chain	Product Safety and Labeling
JORDAN 2025	Health Safety and Security	Small and Medium Enterprises
رؤية التحديث الاقتصادي	High Value Industries	
SUSTAINABLE DEVELOPMENT GOALS	3, 8, 12, 16	

Strengthening Sustainable Supply Chain Management

GRI 2-6, 2-23, 3-3, 204-1

APC continues to strengthen the supply chain to ensure resilience, efficiency, and responsibility across all operations. The company prioritizes sourcing high-quality chemical additives and machinery from reliable suppliers, viewing these suppliers as strategic partners who help uphold product integrity and support evolving customer expectations.

Guided by our commitment to responsible and resilient procurement, APC continues to strengthen practices that create value across our supply chain. We initiate this process at the point of entry, ensuring every new supplier receives our Supplier Code of Conduct. Complementing this foundational step, our Procurement Policy mandates that all suppliers are evaluated against rigorous safety and environmental criteria. Through these integrated frameworks, we establish clear, non-negotiable expectations for ethical conduct and business integrity.

To reinforce consistency and operational efficiency in procurement, APC adopted the five rights principle[12]. This methodology enables us to meet operational requirements while minimizing waste and unnecessary material use.

Resilient Procurement

In response to global supply chain disruptions, market volatility, and regional geopolitical developments, APC has strengthened our procurement risk management measures to safeguard operational continuity.

Our proactive strategy includes:

Diversified Sourcing:
Reducing reliance on single-supply channels to mitigate bottlenecks

Strategic Stockpiling:
Maintaining optimal inventory levels for critical materials

Geopolitical Monitoring:
Actively tracking Middle Eastern and global geopolitical conditions to anticipate impacts on delivery timelines and reliability

We conclude this cycle through proactive performance management. By utilizing rigorous evaluations and regular reviews, we ensure our partners remain aligned with our overarching sustainability objectives. Together, these efforts reinforce APC's supply chain resilience and ensure the reliable delivery of our services.

As part of APC's broader efforts to enhance procurement efficiency and strengthen resilience, the company continues to enhance and advance digital innovation[13] across our procurement activities. These enhancements are designed to streamline sourcing processes, improve transparency, and enable faster, data-driven decision-making. APC also utilizes the Oracle ERP System to track, and collect procurement data, ensuring greater visibility and more accurate, timely insights.

In line with this commitment, APC is also planning to integrate sustainability considerations into our digital procurement practices, including introducing sustainability performance scoring within the technical evaluation of selected tenders. By embedding digital tools into key stages of the procurement cycle, APC is improving operational agility, reducing manual workloads, and creating more seamless interactions with suppliers.

[12] For more information on the five Rights principle, please refer to the Sustainability Report 2024.
[13] For more information on our digitization efforts in our supply chain, please refer to the Sustainability Report 2023.

Navigating Market Volatility through Strategic Procurement Resilience

In 2025, APC faced significant budgetary pressures driven by extreme price volatility in the global market for raw materials. This was largely triggered by regional geopolitical shifts, leading to higher supplier pricing compared to historical levels.

To mitigate this impact, APC proactively engaged suppliers through strategic negotiations, successfully reducing anticipated price increases from (10%)–(25%) to a controlled (4)–(6%). This approach safeguarded budget targets and prevented any financial shortfall. Simultaneously, robust inventory management practices ensured operational continuity despite minor shipment delays, with stock levels consistently maintained above minimum requirements. To further strengthen supply chain resilience, APC expanded and diversified our supplier network while leveraging strategic partnerships to secure competitive pricing and reliable supply sources.

In parallel, APC conducted trials of alternative materials to identify qualified substitutes that met established quality, performance, and sustainability standards. These initiatives enhanced supply flexibility and reduced dependency on single-source materials.

As a result, APC maintained uninterrupted operations throughout the year, with no material shortages and no impact on service delivery. Looking ahead, APC has further strengthened the company's preparedness by increasing safety stock levels for critical materials and enhancing supplier collaboration through more frequent market monitoring and engagement, enabling faster response to evolving market conditions.

Strategic Sustainability Integration into our Supply Chain

When it comes to strengthening our supply chain, APC integrates sustainability considerations into supplier selection, risk management, and procurement activities. We work with suppliers to ensure adherence to environmental, ethical, and health and safety standards, while monitoring risks that could affect operational continuity. Where feasible, APC also prioritizes local and regional sourcing to reduce environmental impact and enhance flexibility.

We are committed to equipping our internal procurement team with the knowledge and capabilities needed to understand and apply sustainable procurement practices through robust training programs and interactive workshops. This year, APC further strengthened our employees' expertise by introducing specialized training focused on global best practices and effective methods for embedding sustainability within supply chain management. In addition to this, we have conducted dedicated awareness session on sustainable procurement for our employees to enhance employees' understanding of its strategic importance to APC.

We strive to ensure that our supply chain reflects APC's sustainability ambitions by partnering with suppliers who demonstrate responsible and sustainable practices. Through clear policies and procedures covering environmental standards, health and safety, and human rights, we integrate sustainability into each stage of the procurement cycle.

Key sustainability measures embedded within our procurement cycle include:

1

Initial Service Request and Contractor Selection:

- Defining the core environmental policies and Quality, Health, Safety, and Environment (QHSE) requirements that all contractors must follow.

2

Bidding and Evaluation Process:

- Providing contractors with clear guidance on applying APC's environmental policy, including continuous improvement, pollution prevention, and compliance with applicable regulations.

3

Post-Award Implementation and Monitoring:

- Conducting regular audits by the Environment and Safety Directorate, with monthly and quarterly reports to assess safety and environmental compliance.
- Applying our Supplier Performance Evaluation, which includes a dedicated category for compliance with APC's safety, environmental, and regulatory standards, representing (25%) of the total score.
- Introducing a trade-off condition for capital expenditure items—such as forklifts and loaders—where the supplier purchases APC's existing equipment at a reduced price and reuses the machinery or its parts, supporting circular economy practices and reducing waste.

In 2025, APC observed a growing preference among customers for products with stronger sustainability performance. In response to these evolving expectations, APC intends to expand the approach to better assess and manage Scope 3 emissions related to procurement activities. This includes evaluating the carbon footprint of certain purchased goods and services and strengthening supplier transparency through enhanced emissions reporting.

Local Procurement

We strengthen our sustainable supply chain by prioritizing local procurement and contracting with Jordanian businesses, supporting job creation and industrial growth. This approach aligns with the Jordan 2025 Vision and the Economic Modernization Vision, advancing inclusive growth and national resilience.

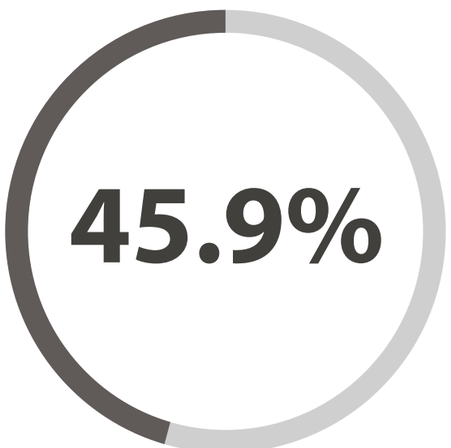
Driving Circularity through Local Partnership – APC's Tailings Management Project

In 2025, APC reaffirmed our commitment to the Jordanian economy by awarding a critical salt tailing recovery project to a local contractor. While the initiative addresses a significant environmental challenge, its execution was also designed to ensure that the resulting economic benefits remain within the national supply chain. Historically, the disposal of plant salt tailings resulted in a loss of approximately (450) m^3 per hour; however, through this localized partnership, APC is transforming that waste into a driver for domestic growth.

The project was initiated following a comprehensive impact assessment, which identified a highly efficient recovery method. This involves the installation of specialized liners along the crests of artificial salt mounds to capture and return brine directly to the salt ponds. By closing this loop, the system is projected to enhance resource efficiency and increase annual production by approximately (54,000) tonnes, effectively turning an environmental liability into a high-value operational asset.

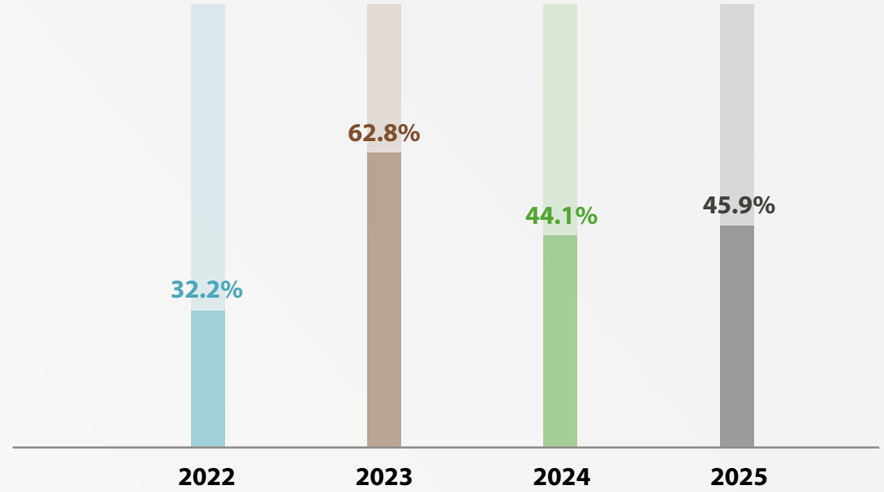
Following the design phase, APC conducted a rigorous tendering process to ensure strict adherence to both technical and sustainability standards. Although the project faced minor delays due to complex negotiations and budget optimization efforts, this meticulous planning ensured the project remained economically viable without compromising on quality.

Ultimately, the contract was awarded to a qualified Jordanian contractor. This strategic selection ensures that the project's environmental and economic milestones are complemented by tangible social benefits, including the creation of local jobs and the enhancement of technical capacity within Jordan.



In 2025, we continued to advance our local procurement efforts, issuing a total of (4,627) purchase orders across our operations. Local suppliers accounted for (3,680) of these orders, representing (79.53%) of all purchase orders issued during the year. In terms of value, local procurement represented (45.9%) of total purchasing orders, representing almost (2%) increase compared to last year's value.

Percentage of the allocated local purchasing orders



Allocated Purchasing Orders (million JOD)	2022	2023	2024	2025
Local Purchasing Orders	101.7	214.6	87.3	124.0
Total Purchasing Orders	315.6	341.5	197.9	270.2

Shipment Consolidation as a Lever for Emissions Reduction

As part of our broader sustainable supply chain and logistics optimization efforts, APC implemented shipment consolidation across our distribution network. By combining multiple customer orders into single transportation movements, across road and maritime logistics, APC improved load efficiency, reduced unnecessary trips, and optimized fleet utilization.

These measures not only ensured operational continuity under challenging conditions but also contributed to reducing logistics-related emissions through improved transport efficiency.

Delivering Quality and Customer Satisfaction

GRI 3-3, 416-1, 417-1, 417-2, 417-3, 416-2

APC is committed to maintaining operational efficiency, sustainability, and service reliability across the company's activities, thereby strengthening our core foundation and upholding the standards expected by the customers. Through continuous process optimization, disciplined capital allocation, and enhanced asset management practices, APC effectively responds to evolving market dynamics while consistently delivering high-quality products and reinforcing stakeholder trust.

Strategic Portfolio Diversification

A key pillar of our operational excellence agenda in 2025 was the diversification of our product portfolio, reinforcing resilience and unlocking new value streams.

Expanding Potash Market Reach

During the year, APC expanded global sales of potash, strengthening the company's position not only as a leading fertilizer producer but also as a supplier of high-quality raw materials for a range of industrial applications. By broadening potash's utilization across agricultural and chemical sectors, APC enhanced revenue stability, reduced market concentration risk, and increased exposure to higher-value downstream industries. This diversification strengthens operational flexibility and enables APC to better respond to evolving global demand patterns.

Unlocking Additional Mineral Potential from the Dead Sea

In parallel, APC assessed and studied the potential development of additional high-value minerals and metals from the Dead Sea beyond potash. This strategic move positions APC to pursue new opportunities and broaden the company's contribution to key growth sectors.

Production Capacity Enhancement

Complementing portfolio diversification, APC continued to advance targeted production capacity enhancement projects designed to support sustainable growth and operational efficiency. These investments aim to increase output, optimize plant performance, and ensure infrastructure readiness to meet rising global demand.

Eastern Expansion Project

APC's concession area

Increase production capacity by

(120) thousand

metric tonnes annually

The integration of a new solar evaporation pond within the Eastern Expansion Project was completed successfully, representing a key operational advancement this year. The pond is now fully incorporated into the solar ponds system and contributes an estimated (400,000) to (500,000) tons of pure carnallite to annual production capacity.

Southern Expansion Project

APC's concession area

Increase production capacity by

(730) thousand

metric tonnes annually

Design work for the Southern Expansion Project progressed during the year mainly through two primary components.

- Solar Evaporation Ponds Expansion: The expansion, spanning approximately (24) to (27) km^2 and expected to deliver an additional (0.73) million tonnes of annual production capacity, remains on schedule for design completion in the fourth quarter of 2026. Construction is planned for completion by mid-2029, after which impoundment operations will commence.
- Cold Crystallization Plant (CCP III): Progress continued on the development of CCP III, which will add one million tonnes of annual production capacity. The scope includes a compaction plant as well as two storage warehouses, supporting increased processing and storage capabilities.

Advancing Sustainable Growth through Strategic Expansion

In 2025, APC made significant progress on the Southern Expansion Project, marked by the signing of an engineering services agreement with Germany's Consulting Engineers Chemieanlagenbau GmbH (CEC). The agreement covers the design of APC's third cold crystallization plant (CCP III), which is expected to add one million tonnes to annual potash output and support the company's long-term goal of achieving a (30%) production increase by 2030, strengthening APC's position in the global fertilizer market.

Building on this milestone, the project includes the construction of a new compaction plant, loading stations, and storage facilities designed to connect with the planned railway network linking APC's operations in Ghor Al-Safi with our warehouses in Aqaba. These developments are expected to enhance supply chain performance and improve export efficiency, supporting more streamlined logistics and operational effectiveness.

CCP III represents a key component of APC's broader expansion strategy, aimed at increasing production capacity and supporting long-term operational growth. Through these investments, APC continues to strengthen its competitiveness while advancing sustainable, long-term value creation.

Quality Excellence

At APC, quality excellence is embedded in every stage of our operations. We ensure that every product leaving our facilities embodies reliability, precision, and the highest industry standards. Our approach combines rigorous quality controls, advanced testing and calibration processes, and continuous monitoring throughout the production cycle, enabling us to consistently meet and exceed customer expectations in global markets.

The following certifications and protocols highlight the quality standards that guide our operations:

- **ISO 9001:2015 for Quality Management Systems**
- **ISO 17025:2017 for Testing and Calibration Laboratories**
- **Australian Quarantine and Inspection Services Protocol**
- **Jordan Quality Mark (JQM) Certificate Standards**
- **Indonesian National Standard**
- **IFA Certificate Renewal**
- **IHC Halal Certificate**

With robust laboratory capabilities and a disciplined operational culture, we consistently deliver products that meet the expectations of our customers and uphold APC's reputation in global markets. This unwavering focus on quality remains central to strengthening our competitiveness and reinforcing the trust placed in us by stakeholders worldwide.

Effective Marketing and Labelling

Our marketing and labeling practices are integral to delivering on our commitment to quality and strengthening trust with our customers. By providing accurate, clear, and dependable information tailored to diverse market requirements and customer needs, including customized labeling when requested, we enable informed decision-making and reinforce confidence in APC's products.

This year, APC successfully recorded zero incidents of non-compliance with regulations related to product labeling or marketing communications.

APC's marketing efforts play a strategic role in positioning APC as a trusted, quality-driven, and sustainability-focused partner. By actively participating in industry events, technical workshops, and direct engagement initiatives, APC not only promotes the company's products but also demonstrates the practical application of responsible agricultural practices. Through these platforms, APC shares technical expertise on efficient fertilization, encourages the sustainable use of our products, and reinforces the performance and reliability of our offerings.

National Regional International

Jordan	Economic Dialogue Session
Cairo, Egypt	Arab Fertilizer Association (AFA) Conference
Abu Dhabi, United Arab Emirates	Global Rail Transport Conference
Rabat, Morocco	IFA Strategic Forum
Cape Town, South Africa	Argus Fertilizers Africa
Bali, Indonesia	Argus Fertilizers Asia
Lisbon, Portugal	Argus Fertilizers Europe
New Delhi, India	Fertilizer Association of India (FAI) Conference
Rio de Janeiro, Brazil	Fertilizer Latino Americano (FLA)
Bangkok, Thailand	IFA Crossroads Asia-Pacific
Barcelona, Spain	IFA Cultivating Tomorrow
London, United Kingdom	IFA Global Markets Conference
Monaco	International Fertilizer Association (IFA) Annual Conference
Chicago, United States	World Fertilizer Conference (TFI)
Vienna, Austria	World Fertilizer Market – Eastern & Western Europe, Baltics & Balkans

APC and Vocational Training sign deal to establish specialized training academy in Karak

APC and the Vocational Training Corporation will establish a specialized vocational academy in Zuhum, Karak, with (450,000) JOD funding. The academy will train Jordanian youth for local, regional, and international job markets, supporting southern development and the Economic modernization Vision.

Strengthening Global Market Confidence through Quality

In 2025, APC strengthened our position in international markets by signing a long-term strategic supply agreement with Yara International ASA, one of the world's leading fertilizer producers and distributors.

Under this agreement, APC will supply approximately (400,000) tonnes of potash annually to Yara for distribution across the European and Brazilian markets. The partnership reflects APC's commitment to delivering high-quality potash products that meet rigorous international standards and support reliable agricultural supply chains.

Notably, potash will be primarily supplied from Jordan and supported by APC's international logistics and distribution network to ensure consistent product quality, efficient delivery, and dependable supply in key global markets.

Underscoring APC's international standing and our role in strengthening global economic and trade relations, Brazilian Ambassador to Jordan, Mr. Marcio Fagundes do Nascimento , on behalf of Brazilian President Luis Inacio Lula da Silva, imitated the CEO of APC, Dr. Maen Nsour, and Sam Rio Branco. This recognition came in recognition of Dr. Maen Nsour's significant role in enhancing trade relations between Jordan and Brazil, in order to serve the common interests of the two countries and support economic cooperation between them, as well as his contribution to enhancing the presence of Jordanian potash in the Brazilian market. It is one of the leading global markets for agricultural fertilizers.

Delivering Customer Satisfaction

APC recognizes that operational excellence is essential to ensuring customer satisfaction and safety. Every step of our value chain—from production to logistics and customer support—directly shapes the customer experience. By focusing on quality, proactive engagement, and continuous improvement, we work to exceed expectations, strengthen relationships, and support long-term success.

APC views customer insights as a vital engine for continuous improvement and product excellence. Our feedback channels including surveys, reviews and direct communication, transparency and alignment with industry best practices. Through our Annual Satisfaction Survey, which evaluates key areas such as product properties, testing accuracy, documentation, and shipping efficiency, we achieved an (92%) satisfaction score, reflecting a (6%) increase from the previous year. This progress demonstrates strengthened product quality, more effective handling of customer feedback, and enhanced technical support.

To strengthen customer engagement, APC's marketing and sales teams maintain ongoing dialogue with customers, listening to concerns, monitoring satisfaction, and acting quickly on feedback. This approach supports continuous refinement of our processes and quality protocols, ensuring our products and services remain aligned with evolving customer needs.

APC also promotes the safe use of our products by providing a comprehensive Material Safety Data Sheet (MSDS) with every shipment. While our products are not typically linked to significant safety risks, the MSDS offers essential guidance on product properties, safe handling and storage, and recommended precautions to support proper and informed use.

Innovating the Future

APC continues to drive scientific research and innovation in Jordan's industrial sectors, with a focus on fertilizers and Dead Sea chemicals. This vision has been realized through the RD&I Center, inaugurated by His Majesty King Abdullah II at the close of 2024.

The Center will act as a key platform to advance Jordan's fertilizer industry, supporting product excellence and sustainable growth. Its work will include transforming by-products into commercially viable solutions and introducing innovative approaches in specialized fertilizers and advanced chemicals.

Building on this, APC has launched the Fertilizers and Derived Chemicals Growth Strategy (2024–2033) under His Majesty's patronage. The strategy highlights promising investment opportunities, outlines pathways for effective development, and reinforces the value of strong local and international partnerships to maximize the impact of Jordan's fertilizer components.

In 2025, APC established the core team responsible for operating the RD&I Center, enabling the effective rollout of our research and innovation agenda. The Center's work will focus on applied, impact-oriented initiatives to improve operational efficiency, optimize resource use, and advance circular economy practices through by-product valorization. RD&I efforts also will support the development of specialized fertilizers and advanced chemical solutions to enhance product competitiveness, while strengthening institutional capabilities through targeted talent development, strategic partnerships, digital tools, and reinforced governance aligned with long-term sustainable growth.

APC recorded zero incidents of non-compliance with regulations concerning the health and safety impacts of our products since 2019.

Signing an agreement to build an integrated complex for phosphoric acid and specialty fertilizers

At APC, we signed a landmark agreement with the Jordan Phosphate Mines Company (JPMC) to develop an integrated complex for phosphoric acid, purified phosphoric acid, and specialty fertilizers. The JOD (600,000,000) investment, informed by feasibility studies from Technip, will be developed across the Aqaba Special Economic Zone and Al Shidiyeh, with operations targeted for 2028.

The project strengthens the Kingdom's shift toward value-added, resource-efficient manufacturing and supports national industrial resilience. It complements ongoing upgrades across both companies and reinforces our commitment to responsible production and long-term competitiveness.

In addition, the initiative will create skilled employment opportunities. APC will introduce training and upskilling programs for Jordanian engineers and technicians to ensure that local talent development remains central to the project's impact.

Launching the Tenth Floating Harvester: Advancing Innovation and Sustainable Growth

In alignment with our strategic commitment for expansion and operational excellence, APC is leveraging innovation-led infrastructure to scale production capacity while advancing our sustainability ambitions. Following the completion of the plans to recover all dead areas within the APC ponds, total annual output is projected to reach (2.88) million tonnes, up from a current baseline of (2.56) million tonnes. To support this growth responsibly, APC identified the need to harvest and transport an additional approximately (2) million tonnes of raw carnallite annually, requiring a next-generation solution that balances productivity, resilience, and environmental performance.

To meet this requirement, APC invested in a customized, technologically advanced floating carnallite harvester, procured from an international specialist and commissioned in 2025. Purpose-built for operations in APC ponds, the specialized floating pontoon is designed to efficiently harvest carnallite (potassium salt) while minimizing environmental disturbance.

The harvester operates as a semi-floating vessel, engineered to precisely cut through carnallite salt layers and transport material directly to processing facilities via a series of dike-mounted pumps. With an enhanced operational capacity, the unit represents a significant step-change in extraction efficiency and operational reliability.

Sustainability of the Natural Systems

Sustainability of the Natural Systems

At APC, we understand that climate change can affect the continuity and efficiency of our operations, as well as the broader supply chain. To address these risks, we factor climate-related considerations into our decisions and focus on improving energy performance, lowering emissions, and enhancing operational resilience. Water stewardship remains a priority in our arid operating environment, with recent dry seasons reinforcing the need for innovative and responsible water use. We also remain focused on improving resource efficiency and waste management to support our long-term sustainability goals.

We align our environmental practices with our sustainability categories and material topics, ensuring consistency with both local and global sustainability frameworks, as illustrated below.

Highlights

- Reduced emissions intensity by (1.2%) through continued operational efficiency improvements
- Initiated a Carbon Capture and Utilization (CCU) study and investment analysis to evaluate the feasibility of developing a dedicated CO_2 capture facility
- Lowered purchased electricity consumption by (33%), reflecting enhanced energy management and optimization initiatives
- Increased the share of renewable additive materials by nearly (5%), strengthening the integration of sustainable inputs in production processes
- Achieved PCF certification, reinforcing APC's commitment to product carbon footprint transparency and accountability
- Reduced overall waste generation by (45%) compared to 2024 through improved material efficiency and waste management practices

Category	Environment				
Material Topics	Climate Change	Materials	Waste	Water	Air Quality
JORDAN 2025	Resource Security				
وزارة التنمية المستدامة	• Sustainable Resources • Green Jordan	• Sustainable Resources			
SUSTAINABLE DEVELOPMENT GOALS					

Taking Climate Action

GRI 2-22, 2-23, 2-27, 3-3, 101-2, 302-1, 302-3, 302-4, 302-5, 305-1, 305-2, 305-4

Building on our longstanding efforts, we continue to manage our environmental footprint by improving energy efficiency, reducing emissions, and strengthening our adaptive capacity across operations.

We remain aligned with leading international climate frameworks, including the United Nations Framework Convention on Climate Change and the Paris Agreement, which aims to limit global temperature rise to well below (2)° C.

Environmental Management

GRI 2-22, 2-23, 2-27, 3-3, 101-2, 302-1, 302-3, 302-4, 302-5, 305-1, 305-2, 305-4

We recognize both the existing and potential environmental impacts of our operations, and we continue to apply a comprehensive approach to environmental management. This includes close oversight of our energy and water use, as well as our materials and waste practices.

Our efforts are guided by our Environment Policy Statement and supported by a structured Environmental Management System (EMS) that is aligned with the ISO 14001 standard. To uphold these requirements, we conduct regular internal audits and undergo periodic external assessments that reinforce our commitment to compliance and continuous improvement.

Through the consistent application of our EMS and our focus on minimizing environmental impacts, APC has maintained a strong compliance record, with zero incidents of non-compliance recorded since 2019. This continued performance reflects the strength of our environmental governance and our ongoing commitment to responsible and sustainable operations.

As part of our commitment to environmental stewardship, we systematically evaluate the environmental implications of our projects and activities through Environmental Impact Assessments (EIAs) and environmental audits, as highlighted below. These assessments support informed decision-making, ensure regulatory compliance, and help identify opportunities to further mitigate environmental impacts.

EIA Projects

- EIA for the approval of the Free Zone allocation and unification of land plots
- EIA for the Specialty Fertilizer Plant (MKP)
- EIA for the Third Cold Crystallization Plant (CCP3)
- EIA for the Southern Expansion Project
- EIA for the Magnesium Chloride Flakes Plant (Bischofite)
- Environmental audit of 13 APC-owned facilities

Energy Management in Action

We recognize that effective energy management is essential to maintaining operational excellence, enhancing cost efficiency, and reducing our environmental footprint. As such, we are committed to continuously improving the way we generate, consume, and manage energy across our operations to support long-term business resilience and sustainability objectives.

As such, APC supports the company's energy management approach through a robust set of tools, systems, and policies designed to enhance energy efficiency and performance across its operations. This includes:

- Energy Management System (EnMS) that is fully aligned with the ISO 50001 standard
- Energy Performance Policy
- Energy Management Policy and Procedures
- Energy System Performance Policy
- Energy Monitoring and Studies Procedures

Key Developments to our Energy Management Approach in 2025

Launching a tender for a (6) MWp floating solar Photovoltaic (PV) project on APC's process water reservoirs, in addition to a (30) MWp ground-mounted solar system located within APC's concession area.

Completing a grid master control system software that optimizes and automatically manages energy and steam flows across all power plant equipment.

Assessing the feasibility of energy audit recommendations conducted across APC premises.

Completing an electricity and gas demand forecast study through 2030.

The Energy Directorate continues to guide the implementation of APC's energy policies, procedures, and strategic priorities[14] , while the Energy Management Committee oversees operational execution across all departments.

As part of our Energy Strategy, monthly Energy KPI reports are issued to provide detailed insights into consumption across all energy types and to compare performance with previous years.

In recent years, the introduction of new projects and increased production capacity has contributed to higher consumption levels; however, results remain within expected ranges and continue to reflect efficiency gains across the organization.

Notably, purchased electricity consumption has decreased by (33%), while the contribution of solar energy has increased compared to last year due to improved power generation efficiency and reduced operational downtime at the power plant, supporting a more sustainable and diversified energy mix. In contrast, heavy fuel and diesel consumption increased significantly during the reporting year. This rise was primarily attributable to a natural gas supply interruption caused by a force majeure event, which required greater reliance on heavy fuel as an alternative energy source. Despite this increase, the consumption remained within normal annual levels when considered in the context of the higher production volumes achieved during the reporting period.

Energy Use[15]	**GRI Disclosures**	**2022**	**2023**	**2024**	**2025**
Natural Gas (GJ)	302-1	5,872,287.74	5,553,260.22	6,115,164.45	6,189,073.10
Heavy Fuel (GJ)	302-1	139,478.13	355,813.01	54,356.99	191,567.9
Diesel and Gasoline Fuel (GJ)	302-1	1,100,975.98	1,319,436.48	1,253,545.54	1,342,348.6
National Electric Power Company – Electricity (GJ)	302-1	99,338.47	94,561.58	215,704.26	133,132.9
Electricity Distribution Company – Electricity (GJ)	302-1	31,294.8	34,102.80	28,788.12	29,538
National Grid – Total Purchased Electricity (GJ)	302-1	130,633.27	128,664.38	244,492.38	162,670.9
Solar (GJ)	302-1	N/A	1,594.08	2,877.03	2,992.68
Total Energy Consumption (GJ)	**302-1**	**7,243,375.12**	**7,358,768.17**	**7,670,436.39**	**7,888,653.18**

Energy Intensity[15]	**GRI Disclosures**	**2022**	**2023**	**2024**	**2025**
KCl Production (metric tonnes)	302-3	2,684,000	2,780,000	2,840,000	2,900,000
Energy Intensity (GJ/ metric tonnes KCl)	**302-3**	2.70	2.65	2.70	2.72

[14] For further information on APC's energy policies, procedures, and strategic priorities, please refer to our Sustainability Report 2024.
[15] The data for the 2025 reporting cycle remains aligned with the calculation methodology applied in previous years. Updates based on the PCF assessment, including enhancements to energy and GHG emissions data, have been developed, and their implementation will commence in 2026 to support the collection of the required data for reporting.

Smart Control for APC Power Generation and Fuel Optimization

In 2025, APC introduced the Grid Master system as a major advancement in our energy management and power optimization strategy. The system is designed to improve efficiency, stability, and fuel utilization across power generation operations.

The initiative was developed to address inefficiencies arising from the independent operation of gas turbines, steam turbines, and boilers, which previously led to higher fuel consumption and reliance on manual control.

Notably, our Grid Master enables all power assets to be managed as a single coordinated system. Its main objectives are to maintain near-zero electricity exchange with the national grid, optimize fuel use within contractual limits, and transition from manual operation to a supervisory, system-driven model.

Since its implementation, the Grid Master has generated approximately JOD one million in annual savings, reduced software costs by around JOD (80,000), improved gas contract utilization, enhanced generation efficiency, reduced grid dependency, and contributed to lower emissions through optimized fuel consumption.

Overall, Grid Master represents a significant step forward in APC's energy management, enabling a more efficient, coordinated, and sustainability-driven power generation system.

Addressing Emissions

Energy management efforts continue to evolve as APC works to reduce our carbon footprint and fuel combustion emissions while supporting cleaner air and long-term sustainability. GHG emissions are monitored and reported in line with the Intergovernmental Panel on Climate Change (IPCC) and the United States Environmental Protection Agency (EPA), using calculation tools aligned with the GHG Protocol to provide an accurate account of scope (1) direct emissions and scope (2) indirect emissions.

Throughout the year, APC maintained continuous real-time air quality and environmental monitoring, supported by energy efficiency initiatives, renewable energy development, electrification of diesel-powered equipment such as dredgers, preventive maintenance programs, and structured emergency response planning. In addition to this, we have developed a comprehensive GHG emissions calculation tool which structures emissions calculations and streamlines data consolidation across sources. Collectively, these measures improved the accuracy, reliability, and consistency of environmental data.

Although new operational units and ongoing debottlenecking activities contributed to an overall increase in combined scope (1) and scope (2) emissions in 2025, emissions intensity reduced by (1.2%) compared to 2024.

GHG Emissions[16]	**GRI Disclosures**	**2022**	**2023**	**2024**	**2025**
Direct (Scope 1) Emissions (tCO_2eq)	305-1	382,864.90	398,520.82	399,273.15	419,620.2
Indirect (Scope 2) Emissions (tCO_2eq)	305-2	25,763.78	25,375.47	48,219.33	31,902.3
GHG Emissions (Scope 1 and Scope 2) (tCO_2eq)	**-**	**408,628.68**	**423,896.29**	**447,492.48**	**451,522.5**
Emission Intensity (kg CO_2eq/ metric tonnes KCl)	**305-4**	**152.25**	**152.48**	**157.57**	**155.70**

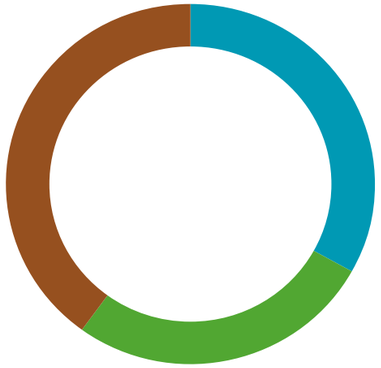
[16] The data for the 2025 reporting cycle remains aligned with the calculation methodology applied in previous years. Updates based on the PCF assessment, including enhancements to energy and GHG emissions data, have been developed, and their implementation will commence in 2026 to support the collection of the required data for reporting.

Product Carbon Footprint Certification

In 2025, APC undertook a major step in our sustainability journey by conducting our first comprehensive PCF assessment across our potash portfolio. Recognizing the growing global demand for transparency and low-carbon products, the initiative was designed to provide a clear, data-driven understanding of the environmental impact of our operations and products.

The assessment analyzed emissions across the full production cycle, from raw material extraction to final product processing and transportation, covering all key grades and production sites. By leveraging real operational data, APC was able to move beyond high-level estimates and generate accurate, product-specific carbon intensity values. This marked an important shift toward embedding carbon intelligence into decision-making and aligning with international standards and emerging market expectations.

The findings revealed clear variations in emissions across product types, with carbon intensity ranging between (138) and (181) kg CO_2e per tonne. Products manufactured through cold crystallization, particularly white fine grades, demonstrated the lowest emissions, highlighting opportunities for low-carbon product positioning. In contrast, higher emissions were linked to more energy-intensive processes and the use of specific chemical inputs, providing APC with valuable insight into key areas for improvement.



Grade	Total Carbon (t CO_2)	Contribution
Fine	142,458	33.07 %
Granular	117,179	27.20 %
Standard	171,148	39.73 %
TOTAL	430,785	100 %

Beyond the results, the study delivered strategic value by identifying the main emission drivers, particularly fuel consumption and chemical usage, and offering a roadmap for targeted efficiency and decarbonization efforts. It also strengthens APC's ability to communicate transparently with stakeholders, meet evolving regulatory requirements, support customers in assessing and reporting their Scope 3 emissions, and prepare for Environmental Product Declarations (EPDs).

Climate Adaptation and Resilience

Given the environmental conditions of Ghor Al Safi, APC continues to prioritize strong preparedness measures to ensure operational continuity in the face of climate-related risks. Our facilities are designed and maintained in alignment with the national structural and safety codes in Jordan, while additional preventive measures help minimize the potential impacts on key infrastructure.

To further reinforce resilience, APC maintains comprehensive insurance coverage for all facilities as part of a broader approach to climate risk[17] management. Climate-related physical and operational risks are systematically identified, assessed, and managed through established risk management processes, environmental aspects procedures, and emergency preparedness frameworks. Furthermore, emergency preparedness and response plans are regularly reviewed and supported by well-maintained equipment and readily available resources, ensuring timely and effective response when needed.

[17] For further details on our climate risk management project, please refer to 'Strengthening Sustainability-Driven Resilience' sub-section in Chapter 2.

Carbon Capture Investigation and Investment Analysis

This year, APC initiated a CCU investigation and investment analysis to assess the feasibility of developing a dedicated CO_2 capture facility. The initiative is currently in its final stage, including proposal submission and commercial negotiations.

The initiative aims to explore the establishment of a carbon capture unit in collaboration with a leading industrial gas company in the region. The proposed model leverages the partner's expertise in process design, operations, and carbon marketing, while APC provides the required utilities and benefits from participation in the carbon value chain.

Notably, this initiative is strategically important for APC as it aims to significantly reduce greenhouse gas emissions and strengthen the company's environmental performance. It also enhances competitiveness by enabling access to emerging low-carbon markets and positions APC to potentially host the first CO_2 capture facility in Jordan, marking a major technological milestone. In addition, it aims to establish a strategic partnership with a specialized gas manufacturing and marketing company, expanding APC's portfolio and enabling participation in the growing regional carbon market.

Once the feasibility assessment is completed, APC anticipates that, subject to the outcomes, the initiative has the potential to deliver significant environmental and strategic benefits, including major reductions in greenhouse gas emissions, enhanced competitiveness, strengthened sustainability credentials, and the creation of new business opportunities at both national and regional levels.

Conservation of Tamarix Forests in Fifa Nature Reserve

During 2025, the Royal Society for the Conservation of Nature (RSCN), with the support of APC, implemented the Conservation of Tamarix Forests project in Fifa Nature Reserve. The initiative is focused on restoring and protecting Tamarix ecosystems, a critical habitat supporting biodiversity in the Ghor Al-Safi region.

Throughout 2025, ecological assessments were conducted to evaluate the status of the Tamarix forests and guide restoration planning. The findings highlighted notable environmental pressures, including drought, overgrazing, and partial tree mortality. Overall forest condition indicated a decline in vitality, reinforcing the need for targeted conservation and management interventions. These insights supported the development of an integrated approach for ecosystem restoration and protection.

In parallel, a grazing pressure assessment carried out during 2025 confirmed that livestock numbers exceed the ecological carrying capacity of the reserve, placing significant pressure on vegetation and accelerating habitat degradation. As a result, a structured grazing management plan was developed, introducing seasonal regulation measures to support natural regeneration and reduce ecological stress. These measures were integrated into inspection and enforcement frameworks in coordination with relevant stakeholders to promote more sustainable land use practices.

In addition, stakeholder engagement and awareness activities were implemented throughout 2025, including coordination meetings with relevant government entities and environmental organizations, as well as community-based initiatives involving local schools. A joint awareness campaign with APC is also under preparation to further enhance outreach and environmental awareness. Collectively, these efforts contributed to strengthening ecosystem management and advancing the long-term conservation of Tamarix forests within Fifa Nature Reserve.

Sustaining Water

GRI 2-22, 2-23, 3-3, 303-1, 303-2, 303-3, 303-4, 303-5

Water remains one of the most valuable resources we rely on, and our commitment to preserving it continues to guide how we manage and use it across our operations. Operating in an arid region makes this responsibility even more significant, particularly as shifting climate conditions have placed additional pressure on local water sources. Instead of viewing these conditions as constraints, they have encouraged us to explore better ways to conserve water, strengthen our practices, and improve how we adapt to environmental challenges with greater creativity and care.

Key Developments to our Water Management Approach in 2025

Developing additional water ponds in Numeira and Issal providing a combined storage capacity of (2.5) million cubic meters.

Advancing approximately (80%) of the electromechanical works required to connect the Numeira water ponds to APC's reservoir network.

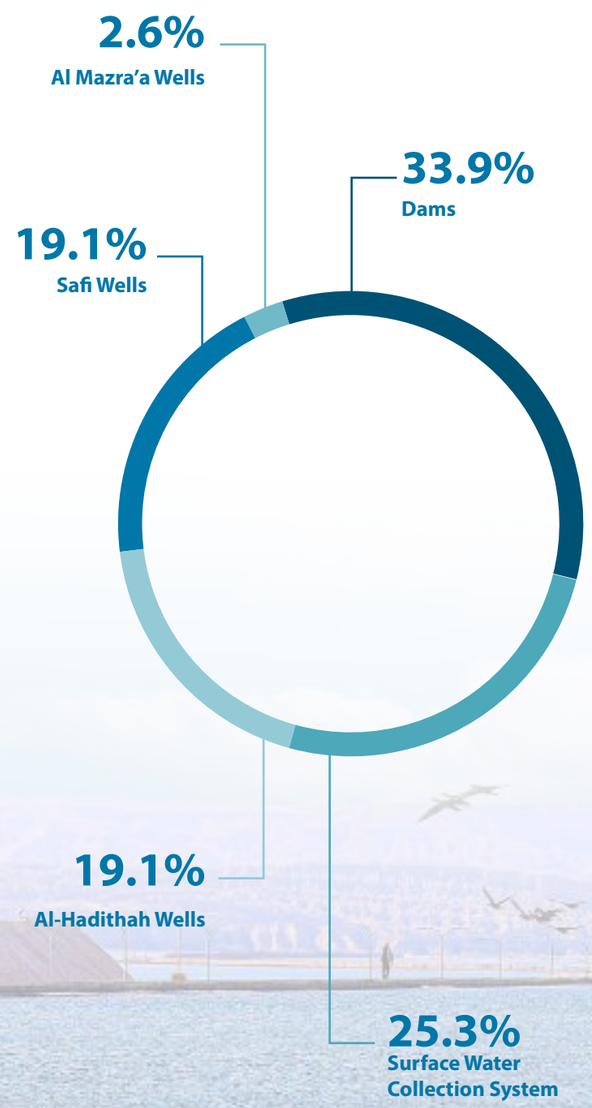
Automating pumping stations and water wells to enhance operational efficiency and improve control over distribution.

Increasing the utilization of the Wadi Ibn Hammad base flow to reinforce the reliability of our water supply.

Deploying Jordan's first floating solar energy system on process-water reservoirs to help reduce evaporation and support more efficient water use.

A central pillar of our water management approach is expanding and diversifying the sources that supply our operations. We draw on multiple resources, including surface water, dams, groundwater, and treated water, to maintain a reliable and resilient supply throughout the year.

In 2025, (40.8%) of the total water withdrawn was sourced from water wells distributed across the Safi , Al-Hadithah, and Al Mazra'a areas, which we monitor to ensure compliance with water extraction levels permitted by governing bodies. While (33.9%) and (25.3%) where extracted from dams and our surface water collection system, respectively.



With a strong emphasis on digital transformation, APC advanced our water management capabilities through the continued development of the Central Water Management System, which integrates all water wells and the pumping station into the Distributed Control System (DCS) for centralized monitoring and control. The system enhances operational efficiency by enabling real-time water level monitoring, rapid issue detection, improved response times, and strengthened safety and security across water infrastructure.

Implemented in cooperation with a trusted advisor, the initiative supports more reliable and sustainable water resource management, ensuring continuous oversight of groundwater levels and distribution networks while optimizing water delivery to APC reservoirs.

Water Withdrawal and Discharge	GRI Disclosures	2022	2023	2024	2025
Groundwater (cubic meters)	303-3	7,018,325	5,927,307	5,643,864	5,615,539
Third-party water (Municipal water supplies or other public or private water utilities) (cubic meters)	303-3	4,679,703	5,409,118	4,824,450	4,674,802
Surface water, including water from wetlands, rivers, lakes, and oceans (cubic meters)	303-3	1,324,455	1,459,189	3,317,077	3,478,165
Total water withdrawal from all areas (excluding Dead Sea water) (cubic meters)	**303-3**	**13,022,483**	**12,795,614**	**13,785,391**	**13,768,506**
Water withdrawal from the Dead Sea (Seawater) (cubic meters)	303-3	307,525,000	279,717,000	335,252,000	340,989,000
Total water withdrawal from all areas (cubic meters)	**303-3**	**320,547,483**	**292,512,614**	**349,037,391**	**354,757,506**
Total water discharge to the Dead Sea (Seawater) (cubic meters)	**303-4**	**205,016,667**	**186,478,000**	**102,168,510**	**117,540,384**

Our 2025 water profile remained steady overall, with source, level shifts, slightly lower groundwater and third-party draw balanced by higher surface water, managed through centralized monitoring and active balancing across sites. Total withdrawal patterns were consistent with last year, and discharge to the Dead Sea aligned with our controlled process-water cycle. Most importantly, specific water consumption remained below the 2019 baseline, reflecting continued efficiency gains despite variable natural conditions.

Water Consumption	GRI Disclosures	2022	2023	2024	2025
Total water consumption from all areas (cubic meters) (excluding Dead Sea water)	303-5	12,921,993	12,795,614	13,040,000	12,991,359
Specific water consumption (cubic meters/ metric tonnes KCl)	**303-5**	**4.81**	**4.60**	**4.59**	**4.48**

Enhancing Water Resilience Through Water Collection Ponds

In 2025, APC continued advancing its water security and sustainable water management strategy through the development of the Water Collection Pond initiative. The project includes the completion of Numeira Pond No. 1, No. 2, and No. 3, with storage capacities of approximately (500,000) m^3, (150,000) m^3, and (750,000) m^3 respectively, as well as the ongoing construction of an additional pond in the Assal area with a capacity of 1.1 million m^3.

The initiative is designed to capture and store floodwater and rainwater, providing a total additional storage capacity of approximately (2.5) million m^3. This strengthens APC's water security by creating a reliable supplementary water source and reducing dependence on conventional and groundwater resources.

The project supports key objectives including reducing runoff losses, enhancing water availability, improving operational resilience during periods of water scarcity or drought, and promoting the use of non-conventional water resources.

Promoting Resource Circularity

GRI 2-22, 2-23, 2-27, 3-3, 301-1, 306-1, 306-2, 306-3, 306-4, 306-5

At APC, we apply circular economy principles to ensure resources are used efficiently and waste is minimized across every stage of our operations. Our approach spans the full value chain — from the materials added during production and the packaging we use, to the responsible handling, treatment, and final disposal of waste. By managing these inputs and outputs with care, we are able to reduce our environmental footprint while supporting safe, efficient, and reliable operations.

Handling Materials

GRI 2-22, 2-23, 3-3, 303-1, 303-2, 303-3, 303-4, 303-5

We continue to manage our environmental impact by applying strict oversight to the materials used across our operations, beginning with the evaluation of additive inputs and extending through to the packaging and waste we generate. All raw materials undergo a structured review process led by the Technical Directorate, where Safety Data Sheets are assessed and shared with relevant teams to ensure proper handling and risk mitigation. Once received, materials are tested in our laboratories and then validated on site to confirm compatibility with production needs, ensuring that only materials meeting our environmental and quality requirements move forward for operational use.

In parallel, we are strengthening circularity within our packaging practices. APC now supplies more than (50,000) metric tonnes of product in durable jumbo bags designed with a 6:1 safety factor, meeting ISO 21898:2024 for and industry drop-test standards, enabling multiple safe reuse cycles across customer operations. This reuse significantly reduces the need for new packaging, lowers plastic consumption, and minimizes waste generation and disposal impacts, supporting both resource efficiency and downstream sustainability.

As a result of these efforts, in 2025 the share of renewable additive materials increased by nearly (5%) compared to the previous year. While renewable materials accounted for (10%) of total additive materials in 2024, this figure rose significantly to (15.3%) in 2025.

We also continue to optimize material use within our facilities, where a portion of additive materials is sourced from renewable inputs, and most shipments are delivered in bulk to reduce packaging demand. For customers requiring bagged material, recyclable polypropylene and polyethylene options remain available.

2024 **2025** **GRI Disclosures**: 301-1

Non-renewable additive materials (metric tonnes)

488

456

Renewable additive materials (metric tonnes)

4,353

2,527

Total additive materials (metric tonnes)

4,841

2,983

Packing Materials

Handling Waste

APC continues to apply a structured and responsible approach to waste management, ensuring safe handling, storage, segregation, and disposal in accordance with national environmental regulations and our internal policies. Our framework aligns with international best practices under the ISO 14001 Environmental Management System, with oversight led by the Industrial Waste Section to ensure proper sorting and the safe reuse or disposal of materials.

In line with our Waste Management practices and ongoing operational improvements, we advanced several key initiatives in

2025

to strengthen the way industrial waste is handled across our sites.

These initiatives include:

Conducting
a technical workshop to separate valuable metals, manufacture parts from scrap, and assess equipment and materials for potential reuse.

Safely disposing
of more than (5,000) tonnes of waste, supporting compliance and responsible waste handling.

Supporting
the local community through reuse of scrap materials, generating meaningful economic value.

Organizing
a dedicated scrapyard in Aqaba, equipped with fencing, surveillance systems, and structured storage areas to improve sorting and control.

Digitizing
waste-receiving processes using the DocuWare system, enabling faster processing, better traceability, and improved archiving.

Looking ahead to 2026,

APC will continue refining sorting processes, advancing safe disposal practices, and expanding reuse opportunities to maximize value and reduce environmental impact.

In 2025, APC strengthened our approach to industrial waste management by improving sorting accuracy, enhancing reuse opportunities, and reinforcing responsible handling practices. Notably, we recorded a (45%) reduction in overall waste generation compared to 2024.

Waste Generated, Diverted from, and Directed to Disposal	**GRI Disclosures**	**2022**	**2023**	**2024**	**2025**
Total weight of hazardous waste generated (metric tonnes)	306-3	271.6	280.0	315.5	256.0
Total weight of non-hazardous waste generated (metric tonnes)	306-3	4,500.6	6,603.0	5,285.0	2,832.0
Total weight of waste generated	**306-3**	**4,772.7**	**6,883.0**	**5,600.5**	**3,088.0**
Total weight of hazardous waste diverted from disposal (metric tonnes)	306-4	NA	179.5	265.0	191.0
Total weight of non-hazardous waste diverted from disposal (metric tonnes)	306-4	NA	6,555.0	5,226.0	2,758.0
Total weight of waste diverted from disposal (metric tonnes)	**306-4**	**NA**	**6,734.5**	**5,491.0**	**2,949.0**
Total weight of hazardous waste directed to disposal (metric tonnes)	306-5	NA	100.5	50.5	65.0
Total weight of non-hazardous waste directed to disposal (metric tonnes)	306-5	NA	48	59	74.0
Total weight of waste directed to disposal (metric tonnes)	**306-5**	**4,772.7**	**148.5**	**109.5**	**139.0**

People Centricity

People Centricity

At APC, our people are at the heart of our progress. We strive to create a workplace where everyone feels supported, valued, and able to grow. A key part of this commitment is maintaining a safe and healthy work environment through our Occupational Health and Safety Management System (OHSMS), ensuring that wellbeing remains a priority every day.

We continue to invest in meaningful training and development so our employees can build new skills and confidently navigate the evolving demands of their roles. Our comprehensive benefits also help strengthen loyalty and belonging, reflecting how deeply we care about our teams and their families.

Furthermore, our responsibility extends beyond our walls, where APC actively participates in community programs that encourage local development and empower people, helping create a more inclusive and thriving society for all.

We align our practices in empowering people and communities with our sustainability categories and material topics, ensuring consistency with both local and global sustainability frameworks, as illustrated below.

Highlights

- **0%** Recorded zero employee and contractor high-consequence injuries
- Achieved a (36.4%) reduction in employee recordable injuries
- Rolled out the Health Safety and Environment (HSE) Strategy 2026–2028: "Saving Lives", focused on saving lives, embedding safety and operational excellence across all business segments
- Allocated JOD (17.5) million to high-value corporate social responsibility programs and diverse local initiatives

Category	Social			
Material Topics	Health and Safety	Employment	Training and Education	Local Communities
JORDAN 2025	Health, Safety and Security	• Workforce Participation • Employment	Education	• Poverty and Social Protection • Families and Communities
رؤية التحديث الاقتصادي	High Value Industries		• Vibrant Jordan • Smart Jordan	• Invest Jordan • Vibrant Jordan
SUSTAINABLE DEVELOPMENT GOALS				

Cultivating a Culture of Health, Safety, and Wellbeing

GRI 2-8, 2-23, 3-3, 403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-8, 403-9, 410-1

Employee safety remains a central priority at APC and is strongly reinforced through our "Preservation" strategic pillar.

At the core of our commitment to occupational health and safety is a comprehensive Occupational Health and Safety (OHS) Framework, supported by an integrated Occupational Health and Safety Management System (OHSMS)[18] implemented across all APC operations and sites. The OHSMS is aligned with ISO 45001 and informed by applicable OSHA requirements, relevant British Standards, National Fire Protection Association (NFPA) codes, Underwriters Laboratories (UL) standards, and applicable local regulatory requirements. Together, these elements support the systematic management of occupational risks, regulatory compliance, operational resilience, and continuous improvement, while promoting a safe and healthy working environment for employees, contractors, and visitors.

As part of our commitment to sustainable operations and workforce protection, we also launched our Occupational Health and Safety (OHS) Strategy 2026–2028 under the theme "Saving Lives". This strategy aligns with APC's corporate and sustainability objectives and reflects the company's commitment to embedding safety as a core operational value while supporting our long-term zero-harm ambition.

The strategy focuses on preventing serious injuries and fatalities (SIFs), reducing workplace incidents and high-potential events, strengthening operational risk management, improving occupational health performance, and fostering a proactive safety culture across all operations.

Notably, it is built around four strategic pillars: Operational Risk Excellence, Safety Culture and Leadership, Asset Integrity, and Workforce Health and Safety. It establishes measurable performance indicators to drive continuous improvement in safety performance, workforce engagement, compliance, and operational resilience, supporting APC's commitment to protecting people, preventing life-altering injuries, and strengthening long-term operational sustainability.

Building on these frameworks and strategic priorities, we continued to strengthen our health and safety practices across all operations, reinforcing our commitment to a proactive safety culture, regulatory compliance, and operational resilience. Key achievements illustrated below reflect our focus on enhancing risk prevention, improving safety performance, and ensuring the well-being of our employees and contractors.

[18] For more information on our OHSMS Framework and policies, please refer to our Sustainability Report 2024.

Key 2025 Achievements

Maintained full compliance with applicable labor laws and occupational health and safety regulations, ensuring adherence to national standards and internal policies.

Digitalized the issuance and tracking of Personal Protective Equipment (PPE), complemented by Closed-Circuit Television (CCTV) monitoring to enhance compliance, resulting in a (10%) reduction in PPE waste.

Strengthening incident management processes through systematic handling of injury cases and the formation of dedicated investigation committees to identify root causes and implement corrective actions.

Expanded employee engagement in safety culture initiatives, with (1,179) employees enrolled in APC's Safety Incentive Program.

Continued the rollout and enhancement of the Enablon and Enablon Go platforms to enable the transition from reactive incident response to proactive, risk-based health and safety management through improved data tracking, compliance monitoring, and risk mitigation.

Promoting Shared Responsibility for Workplace Safety

To further strengthen APC's "Brother's Keeper" safety culture, the company introduced a group-based Safety Incentive Program that encourages shared responsibility, proactive engagement, and collective accountability for workplace safety.

The program promotes peer-to-peer accountability, active intervention, and the early identification and reporting of workplace hazards, fostering a culture in which employees actively look out for one another's well-being and safety. By linking incentives to injury-free performance, the program reinforces positive safety behaviors, motivates teams to uphold high safety standards, and supports continuous improvement in occupational health and safety performance across the company.

This year, we maintained full implementation of our OHSMS across our operations, including the road connecting Ghor Al-Safi and Aqaba. The system effectively covered over (10,000) employees and contractors, sustaining (100%) OHSMS coverage of our workforce year over year and reinforcing a consistent, enterprise-wide approach to health and safety management.

OHSMS Coverage	GRI Disclosures	2022	2023	2024	2025
Number of all employees and workers who are not employees, but whose work and/or workplace is controlled by the company, who are covered by such a system	403-8	9,183	10,000	10,000	10,000
Percentage of all employees and workers who are not employees, but whose work and/or workplace is controlled by the company, who are covered by such a system	403-8	100%	100%	100%	100%

Emergency Preparedness and Critical Incident Management

APC continues to strengthen and evolve the company's approach to Occupational Health and Safety in line with the expansion of our operations and the emergence of new and evolving risks. Our Risk Assessment Policy provides a clear structure for identifying and managing hazards across the company, supported by a unified Risk Assessment Matrix and Task Risk Assessments for contractor activities. These assessments feed into our Corporate Risk Register, where trained risk champions help ensure that risks are controlled consistently and transparently across all sites.

Building on this foundation, we further strengthened our processes in 2025 by expanding our hazard identification practices, improving assessments for both routine and non-routine tasks, and deepening on-site engagement through safety dialogues, inspections, and targeted training programs. In addition, we continued to strengthen our incident investigation processes through structured Root Cause Analysis (RCA) methodologies to identify underlying causes, implement effective corrective and preventive actions, and reinforce a proactive safety culture focused on continuous improvement and learning.

Key 2025 Achievements

Upgraded critical safety infrastructure, including enhancements to the Township Hospital alarm system, initiation of the Amman Head Office alarm upgrade, and expansion of automated fire suppression systems across new facilities.

Modernized emergency response capabilities through the acquisition of advanced firefighting and medical response assets, including a tower fire truck, a rapid intervention truck, and a specialized ambulance, alongside expanded voice evacuation system coverage.

Conducted eight large-scale tactical emergency drills in collaboration with Civil Defense and delivered advanced first aid and firefighting training to (125) employees, while closely monitoring (55) high-risk operational activities.

Strengthened road safety management by monitoring (126) vehicles using the Global Positioning System (GPS) and implementing traffic calming measures, including speed humps along the Ghor Safi–Aqaba highway.

As a result of our proactive safety management and emergency preparedness measures, APC maintained strong emergency preparedness with eight minor incidents recorded and zero major or moderate fire events.

To prevent the recurrence of similar incidents, APC implemented a range of corrective and preventive actions aimed at enhancing mechanical reliability, strengthening fire prevention measures, improving operational controls, and increasing workforce awareness. Key initiatives included reinforcing preventive maintenance and inspection programs, improving housekeeping practices and the removal of combustible materials, strengthening Permit-to-Work and hot work controls, and enhancing emergency response readiness through fire extinguisher training and preparedness drills.

These efforts were further supported by targeted operator and maintenance training focused on early defect detection, safe operating practices, and lessons learned from incident investigations. APC also implemented technical enhancements, including equipment alignment verification, burner system inspections, and the integration of additional protection and monitoring systems. All actions were guided by structured incident investigations and RCAs, ensuring continuous improvement and reducing the likelihood of future occurrences.

Safety Measures and Security Practices

APC continued to strengthen workforce protection in 2025 through enhanced preventive and operational safety measures. Our PPE Management Program remained a key component of this effort, supported by the implementation of a fully digital PPE issuance system with electronic monitoring and verification controls, improving traceability, accountability, and inventory management while reducing unnecessary consumption. In addition to this, our Cold Work Safety Control Policy strengthened safeguards for excavation and other high-risk physical activities, supporting proactive hazard identification and more effective control of worksite risks. During the year, we also expanded our onsite engagement by increasing toolbox talks and intensifying inspection activities across all facilities. These efforts included safe-performance reviews and extensive work-permit audits to ensure tasks proceeded under controlled and compliant conditions. We also strengthened incident prevention by applying structured RCA methodologies to identify underlying causes, implement effective corrective and preventive actions, and reinforce proactive risk management and continuous safety improvement.

Key 2025 Achievements

Conducted (136) comprehensive safe performance review rounds, reinforcing a strong on-site safety presence and continuous monitoring culture.

Audited (46,638) work permits, including (3,230) permits during critical shutdown periods.

Delivered extensive contractor safety oversight, including training for (16,043) contractors, inspection of (778) contractor vehicles, and execution of (21) technical re-evaluations.

Safely managed five major shutdowns over (34) days, addressing (856) unsafe conditions through timely identification and corrective actions.

Expanded inspection coverage across all maintenance areas to ensure consistent safety standards across operations.

Strengthened contractor safety compliance through enhanced assessments, risk reviews, and rigorous equipment inspections.

These improvements supported our safety outcomes, including zero employee high-consequence injuries and a (36.4%) reduction in employee recordable injuries, as well as zero contractor high-consequence injuries. In addition, we recorded a (43%) decrease in the rate of recordable work-related injuries compared to last year.

Health and Safety Performance for Employees	GRI Disclosures	2022	2023	2024	2025
Number of fatalities as a result of work-related injury	403-9	1	0	1	0
Number of high-consequence work-related injuries (excluding fatalities)	403-9	10	4	0	0
Rate of high-consequence work-related injuries (excluding fatalities) (per 200,000 hours)	403-9	0.48	0.22	0	0
Number of recordable work-related injuries	403-9	26	22	11	7
Rate of recordable work-related injuries (per 200,000 hours)	403-9	1.33	0.65	0.63	0.36

Health and Safety Performance for Workers	GRI Disclosures	2022	2023	2024	2025
Number of fatalities as a result of work-related injury	403-9	0	0	1	0
Number of high-consequence work-related injuries (excluding fatalities)	403-9	17	38	10	0
Number of recordable work-related injuries	403-9	26	50	31	34

Strengthening our Life Saving Program

In 2025, a key priority was the continued strengthening and maturation of APC's Life Saving Program, which is designed to prevent fatalities and serious injuries by addressing high-risk, life-threatening activities across operations. Notably, the program focuses on the systematic identification and control of critical risks where failure could result in severe consequences.

Throughout the year, APC enhanced the implementation of both administrative and operational controls to improve compliance, strengthen workforce engagement, and reinforce critical risk management across all operational areas. Key measures included enhanced Permit-to-Work verification processes, mandatory pre-job risk assessments, targeted Life Saving Rules awareness campaigns, toolbox talks (TBTs), turnaround safety meetings, Safety Days, contractor safety workshops, leadership safety walkdowns, compliance inspections, targeted audits, safety committee meetings, and continuous monitoring of high-risk work activities.

To further embed a strong safety culture, APC reinforced workforce accountability through structured lessons-learned communications, incident review and knowledge-sharing sessions, ongoing reinforcement of Life Saving Rules, and increased supervisory presence in the field. These efforts enhanced critical risk awareness, encouraged proactive hazard identification, and strengthened adherence to safe work practices in high-risk operational environments.

In parallel, APC continued to advance engineering-based safeguards, which provide a higher level of risk control through inherently safer design. A key enhancement during the reporting year was the installation of automated interlock barriers on conveyor belt systems. This improvement significantly reduced the potential for personnel exposure to moving equipment and minimized the risk of entanglement or injury during operational and maintenance activities, further strengthening APC's critical risk prevention framework.

Safety and Well-being Culture

APC continues to strengthen the company's health and safety culture by investing in ongoing workforce development and practical, skills-focused training. In 2025, our Training Center worked closely with the Environment and Safety Directorate to deliver a variety of OHS programs that met the needs of different departments, supported by both internal instructors and external specialists.

Throughout the year, APC expanded our focus on high-risk operational readiness. Notably, two specialized workshops were conducted to enhance safety procedures during planned shutdowns, and both shutdown periods were completed with zero injuries, demonstrating the effectiveness of targeted preparation for critical tasks.

APC also broadened safety awareness through dedicated sessions for employees, while enhancing emergency readiness through eight major drills with Civil Defense and advanced first aid and firefighting training for (125) employees. Together, these efforts illustrate APC's ongoing commitment to continuous improvement and a proactive, safety-first mindset across the organization.

OHS Training	2022	2023	2024	2025
Number of Employees	1,929	1,202	968	1,561
Number of Contractors	9,182	14,877	13,144	16,043

Number of Participants in Internal Health and Safety Training in 2025	
Induction Training	18
Safety Principles Induction	178
Safety Leadership	37
Safety Leadership for Supervisors	12
Supervisor/Operator Role and Responsibility	119
First Aid and Resuscitation	231
Electrical Hazards and Safety Precautions	63
Firefighting Training	365
Working in Confined Spaces	64
Safety during Shutdowns	78
5S Environmental Awareness	18
Traffic Safety for Truck Drivers	109
Safe Driving	27
Ergonomics Safety	126
Radiation Safety	24
Biological Safety	19
Radiation Safety Officers	9
Electronic Incident Reporting system Enablon	64

Security Practices at APC

APC's security personnel play a vital role in safeguarding people, assets, and facilities while ensuring a safe, secure, and well-controlled working environment across all operations. Security activities are carried out in strict accordance with applicable regulations, internal company requirements, and recognized professional standards, reinforcing APC's commitment to operational integrity and risk prevention.

As part of our commitment to responsible security practices and respect for human rights, APC provides security personnel with regular awareness and training programs covering:

- Professional conduct and ethical behavior while performing security duties.
- Respect for the privacy, dignity, and rights of employees, visitors, contractors, and other stakeholders.
- Appropriate security practices and the responsible use of authority.
- Security inspection, access control, and entry and exit procedures in line with APC requirements.
- Effective and professional response to emergencies and security incidents.

During 2025, 100% of APC security personnel received training on these requirements through formal training programs, awareness sessions, and regular field-based instructions.

These requirements also apply to contractor security personnel operating across APC sites. Contractor security staff are required to comply with APC's approved security procedures and are subject to orientation, supervision, performance evaluation, and field monitoring to ensure adherence to site-specific security requirements and operational standards.

To further strengthen security performance and compliance, APC implemented several initiatives during 2025, including:

- Increasing security patrols and monitoring activities across operational sites.
- Enhancing inspection procedures and permit verification processes.
- Strengthening access control measures for personnel and vehicles.
- Expanding the use of surveillance and camera systems to support monitoring, compliance, and incident prevention.
- Delivering awareness and guidance programs to enhance the competence, professionalism, and discipline of security personnel.
- Strengthening oversight of contractor compliance with site security requirements.

Employee Health Dedication

APC promotes preventive healthcare by ensuring broad and reliable access to medical services for our workforce. The company's health coverage extends to employees, retirees through a dedicated retiree plan, and the beneficiaries of deceased employees. Annual occupational health assessments support early identification of potential risks and enable prompt follow-up care. To maintain consistent access to quality treatment, APC fully funds medical services across all operational sites, including care delivered at the Plant Clinic, the Township Hospital, and approved external healthcare providers.

During 2025, we further strengthened our health promotion efforts through a series of awareness workshops and educational sessions covering a wide range of health and wellbeing topics. These initiatives were complemented by continuous communication campaigns delivered through multiple internal channels, including Short Message Service (SMS) notifications, internal emails, corporate publications, and awareness platforms, with the objective of reinforcing preventive health practices and encouraging healthier lifestyle choices across the workforce.

To further enhance employee health protection and emergency readiness, APC continued the periodic inspection and replenishment of first aid kits across buildings, workshops, and operational areas to ensure the availability of essential medical supplies at all times. The company also implemented heat stress mitigation measures, including the provision of hydration drinks during summer periods and heat waves, supporting employees working in high-temperature environments and helping to reduce the risk of dehydration and heat-related illnesses.

Looking ahead, APC plans to introduce annual sessions focused on mental wellbeing to further support holistic employee health. These sessions will aim to raise awareness of mental health topics, promote a supportive and inclusive work environment, encourage open dialogue, and equip employees with tools to better manage stress and maintain a healthy work-life balance.

APC's Health Units

Township Hospital

A fully equipped facility provides comprehensive care to employees and local communities, including emergency, laboratory, radiology, and pharmacy services.

Plant Clinic

On-site clinic staffed with a doctor and nurses, supported by an ambulance and 24/7 access to healthcare.

Medical Network

Partnerships with leading hospitals, laboratories, and pharmacies ensure quality care for employees and their families.

Developing and Engaging our People

GRI 2-7, 2-26, 2-30, 3-3, 401-1, 401-2, 401-3, 402-1, 404-1, 404-2, 405-2, 406-1

APC's success is driven by our exceptional team. We recognize our people as vital to sustaining our business and we prioritize their well-being and professional development. APC fosters a workplace culture that cultivates leadership and empowers individuals to thrive. Our commitment covers the entire employment lifecycle, from recruitment and working conditions to compensation, training, development, succession planning and retirement, ensuring a holistic and supportive environment that attracts and retains top talent.

Employee Governance

APC is home to (1,523) talented individuals whose diversity and unique contributions strengthen our growth and resilience.

Employment at APC	GRI Disclosures	2022	2023	2024	2025
Total number of employees	2-7	1,660	1,592	1,541	1,523
Breakdown by Gender					
Female	2-7	59	57	55	52
Male	2-7	1,601	1,535	1,486	1471
Breakdown by Employment Contract					
Permanent	2-7	1,536	1,477	1,408	1,371
Temporary	2-7	124	115	133	152
Breakdown by Employee Type					
Full-time	2-7	1,660	1,592	1,541	1,523
Part-time	2-7	0	0	0	0
Full-time regular	2-7	1,010	970	930	916
Shift-based	2-7	650	622	611	607

Our Human Capital Strategy[19] drives APC's approach to talent management and retention[20] , employee engagement, workforce capacity building, organizational optimization, and the continuous enhancement of operational efficiency.

[19] For more information on our Human Capital Strategy, please refer to our Sustainability Report 2023.
[20] For more information on talent management and retention and APC's Recruitment Channels, please refer to our Sustainability Report 2024.

In line with this strategic direction, our Recruitment and Planning Department continued to align hiring efforts with APC's operational and technical requirements. This resulted in welcoming (51) new employees during the year, representing a (19%) increase from the previous period. The intake was driven by the growing need for specialized and technical skills across the company, with (38) new hires under the age of (30), reflecting APC's strong appeal for emerging talent. This strengthened workforce supports APC's long-term capability development and reinforces our position as a leading employer within the local labor market.

New Hires	GRI Disclosures	2022	2023	2024	2025
Total number of new employees	401-1	26	39	43	51
Breakdown by Age Group					
Under 30 years old	401-1	14	18	30	38
30-50 years old	401-1	7	12	10	7
Over 50 years old	401-1	5	9	3	6
Breakdown by Gender					
Female	401-1	3	4	1	2
Male	401-1	23	35	42	49

At APC, we foster a high-performance culture that supports productivity and employee growth. Our collaborative performance management approach enables employees and supervisors to set clear goals, identify development opportunities, and receive ongoing coaching and structured feedback. This integrated process, supported by the Compensation, Benefits, and Personnel Department in coordination with the Training and Development Department, ensured that all employees underwent formal performance reviews during the reporting period.

To sustain strong leadership, APC implements structured succession planning and talent identification programs to develop high-potential employees for future roles. We also prioritize retaining our skilled workforce by offering competitive compensation, performance-based incentives, and a comprehensive benefits package.

Driven by our integrated talent management initiatives, we recorded a reduction in employee turnover during the reporting period, decreasing from (6%) in 2024 to (5%) this year, indicating that our strategy is supporting improved employee retention.

Employees Leaving Employment	GRI Disclosures	2022	2023	2024	2025
Total number of turnover employees	401-1	72	108	94	71
Turnover rate	401-1	4%	7%	6%	5%
Breakdown by Age Group					
Under 30 years old	401-1	1	0	1	2
30-50 years old	401-1	25	26	33	21
Over 50 years old	401-1	46	82	60	48
Breakdown by Gender					
Female	401-1	1	6	3	5
Male	401-1	71	102	91	66

Training and Education

APC is committed to building and sustaining a highly skilled workforce as a cornerstone of long-term success. We invest in comprehensive training and education initiatives, combining internal expertise with external learning opportunities to equip our people with the skills, knowledge, and capabilities they need to excel in their roles, adapt to evolving industry demands, and advance within the organization.

2025 Flagship Training Programs

Enhancing Specialized Technical Competencies Program - "APC Teaches APC"

CONCEPT
- Internal capability-building program leveraging APC experts and retirees with focus on mentoring, coaching, and hands-on knowledge transfer

DELIVERY APPROACH
- In-house specialists design tailored training content
- Delivery of highly specialized technical skills
- Knowledge often not available through external training providers

TRAINING AREAS
- Patient Safety Culture
- Steam Technology
- Certified Professional in Healthcare Quality (CPHQ)
- Medical Services Management
- Case Management Agenda
- Advanced Airway Management

ENABLERS
- Addressing hard-to-source technical needs
- Reducing maintenance costs and downtime
- Enhancing occupational safety
- Preserving and transferring institutional knowledge
- Diversifying technical knowledge sources
- Ensuring rapid response to urgent needs

IMPACT
- Builds practical, experience-based competencies for future talent

Internal Trainer Program

CONCEPT
- Structured platform for internal knowledge sharing across APC

DELIVERY APPROACH
- Experienced specialists across engineering and maintenance functions
- Focus on technical and operational skill transfer

TRAINING AREAS
- Hydraulic systems & pumps
- Electrical hazards & safety precautions
- Misalignment & shaft bending diagnostics
- Thermal imaging (thermography)
- PMP fundamentals
- Vibration analysis

ENABLERS
- Addressing hard-to-source technical needs
- Reducing maintenance costs and downtime
- Enhancing occupational safety
- Preserving and transferring institutional knowledge

IMPACT
- 6 internal trainers appointed
- 282 employees trained

Activity	Number of Activities	Number of Participants	Number of Subjects
Internal Training	**362**	**3,963**	**219**
Training in Jordan	**56**	**165**	**53**
Training Outside of Jordan	**2**	**10**	**1**
Research Projects for Graduate Students	**5**	**5**	**5**
Local Community Training	**5**	**191**	**25**
Caliber Training	**29**	**162**	**24**
Field Exams and Interviews	**36**	**96**	**30**
Other Activities (Field Visits)	**6**	**192**	**6**
Total	**501**	**4,784**	**363**

Training Hours	2022	2023	2024	2025
Total Training Hours (hours)	18,499	20,654	30,039	22,293
Breakdown by Gender				
Female (hours)	441	434	833	690
Male (hours)	18,058	20,220	29,206	21,603
Breakdown by Employee Category				
Senior Management (hours)	9	175	299	217
Middle Management (hours)	1,364	1,198	3,857	1,987
Staff (hours)	17,126	19,281	25,883	20,089

Average Training Rate	GRI Disclosures	2022	2023	2024	2025
Average Rate (hours/employee)	404-1	11	12	20	15
Breakdown by Gender					
Female (hours/employee)	404-1	7.11	7.36	15.15	13.27
Male (hours/employee)	404-1	10.71	12.12	19.71	14.68
Breakdown by Employee Category					
Senior Management (hours/employee)	404-1	1.8	7.3	11.5	8.43
Middle Management (hours/employee)	404-1	11.65	10.51	32.97	17.12
Staff (hours/employee)	404-1	10.53	12.13	18.51	14.55

We are dedicated to fostering ongoing performance improvement and career development for our employees. To maintain the effectiveness of our training programs, we regularly gather participant feedback on the relevance of topics and their impact on work performance. This year's assessment indicated an effectiveness rate of (85.1%), demonstrating our continued commitment to aligning training content with employee needs.

Building Sustainability Capabilities Across APC

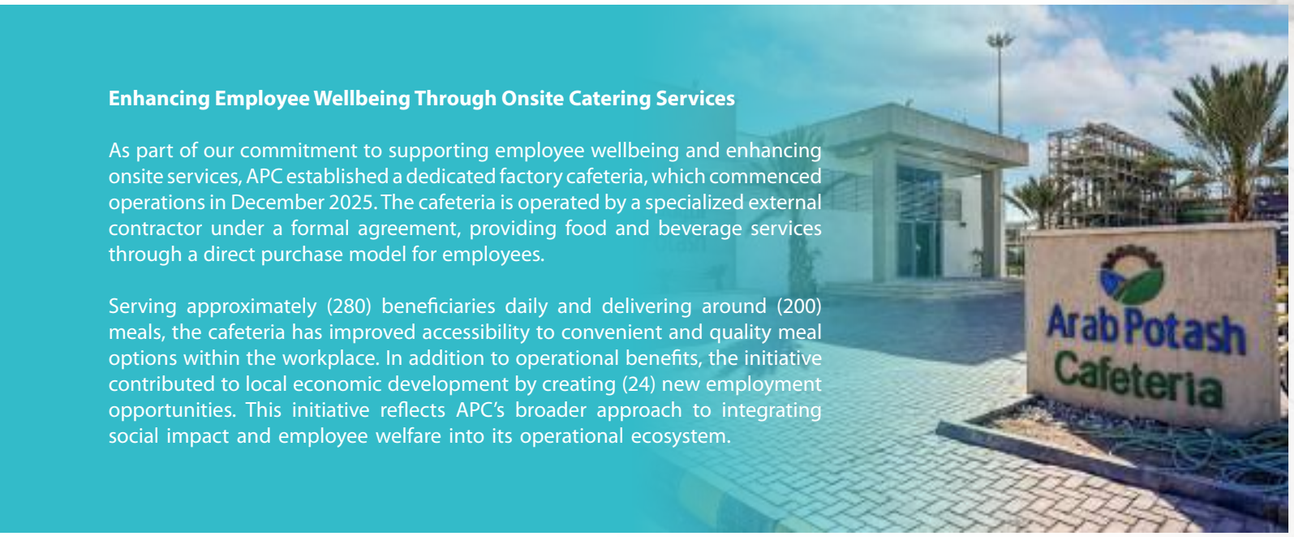
To further advance our sustainability journey, APC developed a Sustainability Competency Framework in 2025 to strengthen organization-wide capabilities in sustainability. The framework identifies the key knowledge, skills, and abilities required across functions and serves as a strategic guide for competency development. It also aims to embed sustainability into APC's culture and operations, ensuring employees are equipped to effectively support the company's long-term sustainability ambitions.

Promoting Well-being

APC's approach to sustainable workforce management is centered on creating an environment where employees can thrive and build long-term careers. We invest in employee well-being, recognizing it as a key source of satisfaction and retention. Our comprehensive benefits package[21] forms the baseline of support, yet we aim to provide much more through a range of initiatives that empower, recognize, and engage our people. By nurturing a culture of appreciation and growth, we strengthen loyalty, encourage innovation, and reinforce APC's standing as a responsible employer committed to sustainable success.

Transparency and employee participation are integral to APC's workplace culture, especially during periods of change. We ensure staff are informed and engaged by giving advance notice of major operational adjustments, with timelines tailored to the scope of each change. Our commitment to fairness is reinforced through complete labor union coverage for all employees. To enhance well-being, administrative staff at our headquarters enjoy flexible start times, and all employees receive a minimum of (21) days of annual leave, surpassing national labor requirements and supporting a balanced personal and professional life.

Parental Leave	GRI Disclosures	2022	2023	2024	2025
Total number of employees entitled to parental leave	401-3	1,476	1,425	1,425	1,337
Female	401-3	42	42	42	36
Male	401-3	1,434	1,383	1,383	1,301
Total number of employees that took parental leave	401-3	146	145	161	163
Female	401-3	4	6	5	1
Male	401-3	142	139	156	162



Enhancing Employee Wellbeing Through Onsite Catering Services

As part of our commitment to supporting employee wellbeing and enhancing onsite services, APC established a dedicated factory cafeteria, which commenced operations in December 2025. The cafeteria is operated by a specialized external contractor under a formal agreement, providing food and beverage services through a direct purchase model for employees.

Serving approximately (280) beneficiaries daily and delivering around (200) meals, the cafeteria has improved accessibility to convenient and quality meal options within the workplace. In addition to operational benefits, the initiative contributed to local economic development by creating (24) new employment opportunities. This initiative reflects APC's broader approach to integrating social impact and employee welfare into its operational ecosystem.

[21] For more information on Employees' benefits package, please refer to our Sustainability Report 2024.

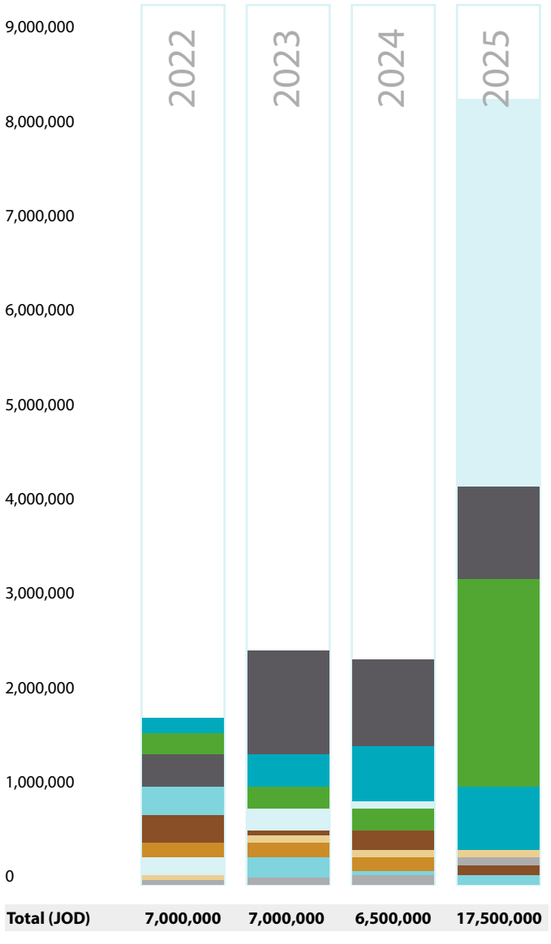
Creating Shared Value for Local Communities

GRI 3-3, 413-1, 413-2

Our (CSR) Strategy is designed to deliver meaningful contributions to local communities while aligning with national priorities. By investing in initiatives that promote inclusive growth and economic resilience, we ensure our success supports community well-being. These efforts are guided by the Corporate Social Responsibility & Donations Committee, comprising two Board members and the President & CEO of APC, which ensures all engagement programs reflect our core values and are implemented effectively across the company.

Local Communities Contributions

In line with our vision for sustainable community impact, we enhanced our commitment in 2025 by allocating JOD (17.5) million to diverse, high-value initiatives. This marks a substantial increase from JOD (6.5) million in 2024 and demonstrates our ongoing focus on strategic, long-term projects. Between 2021 and 2025, our total contributions reached JOD (43) million, averaging JOD (8.6) million annually, supporting education, healthcare, and other essential sectors.



Donations to the Local Communities in 2025

Allocated one million JOD to support the restoration of Karak Castle and revitalize the historic old city.

Contributed JOD (800,000) towards the rehabilitation of the Jordan Valley–Al Karak Road, enhancing connectivity and safety for local communities.

Invested JOD (450,000) in establishing 'Al Sharnaqa' plant in Al Karak with the Ministry of Agriculture and the Royal Society for the Conservation of Nature, supporting eco-industries, circular economy, and local employment.

Contributed JOD (250,000) to develop the Dead Sea tourist beach in collaboration with Greater Karak Municipality.

Supported national humanitarian efforts by **facilitating (100) successful operations** for the Royal Jordanian Air Force, contributing to the Gaza humanitarian air bridge through the company's helipad.

- Education
- Social Development
- Official Organizations
- Water and Environment
- Health
- Sports
- Houses of Worship
- Culture
- Trade Unions

Local Communities Engagement

We deliver comprehensive training programs aimed at equipping local communities with essential skills for the labor market. By offering youth from the local community access to APC's training opportunities, we support both their personal and professional development. This contributes to national economic growth by building a more capable workforce. Between 2024 and 2025, participation in these sessions increased by approximately (22%), reflecting the expanding reach and positive impact of our initiatives.

Number of Participants by Training Program

Junior Engineers	94
Junior Geologists	3
Vocational Training	33
University and College Students	61
Total Number of Trainees	**191**

Appendices

GRI Content Index

Statement of Use	Arab Potash Company (APC) has reported in accordance with the GRI Standards for the period January 1, 2025 to December 31, 2025.
GRI 1 Used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	GRI 14: Mining Sector 2024

For the Content Index – Advanced Service, GRI Services reviewed that the GRI content index has been presented in a way consistent with the requirements for reporting in accordance with the GRI Standards, and that the information in the index is clearly presented and accessible to the stakeholders. The service was performed on the English version of the report.

GRI Standard	Disclosure	Location and/or Direct Answers	Omission			GRI Sector Standard Ref. No.
			Requirement(s) Omitted	Reason	Explanation	
General Disclosures						
GRI 2: General Disclosures 2021	2-1 Organizational details	14				
	2-2 Entities included in the organization's sustainability reporting	12				
	2-3 Reporting period, frequency and contact point	12				
	2-4 Restatements of information	No restatements have been made for this reporting year				
	2-5 External assurance	APC did not seek external assurance for its Sustainability Report 2025				
	2-6 Activities, value chain and other business relationships	16-17, 46-49	-	-	-	
	2-7 Employees	104-106	-	-	-	
	2-8 Workers who are not employees	95, 99, 104	-	-	-	
	2-9 Governance structure and composition	26, 28-29	-	-	-	
	2-10 Nomination and selection of the highest governance body	28-29	-	-	-	
	2-11 Chair of the highest governance body	28-29	-	-	-	
	2-12 Role of the highest governance body in overseeing the management of impacts	28-29	-	-	-	
	2-13 Delegation of responsibility for managing impacts	28-29	-	-	-	
	2-14 Role of the highest governance body in sustainability reporting	29	-	-	-	
	2-15 Conflicts of interest	32	-	-	-	
	2-16 Communication of critical concerns	32	-	-	-	
	2-17 Collective knowledge of the highest governance body	28	-	-	-	
	2-18 Evaluation of the performance of the highest governance body	132, Annual Report 2025	-	-	-	
	2-19 Remuneration policies	-	2-19a 2-19b	Confidentiality constraints	In line with APC's internal policies and regulations, the disclosure of remuneration policies is strictly prohibited to protect the interests of our employees and the company.	
	2-20 Process to determine remuneration	33, Sustainability Report 2024[KPMG	-	-	-	
	2-21 Annual total compensation ratio	-	2-21a 2-21b 2-21c	Confidentiality constraints	In accordance with APC's internal policies and regulations, the disclosure of compensation and bonus information is strictly prohibited for all employees, except for executive management, whose compensation is transparently reported in the Annual Report (please refer to the 2025 Annual Report, pages 112–115). This policy is in place to protect the interests of all employees. APC is recognized as one of the most comprehensive and generous companies in Jordan regarding compensation. Public disclosure of these compensation structures could potentially lead to social challenges within our employees and workforce.	

GRI Standard	Disclosure	Location and/or Direct Answers	Omission			GRI Sector Standard Ref. No.
			Requirement(s) Omitted	Reason	Explanation	
General Disclosures						
GRI 2: General Disclosures 2021	2-22 Statement on sustainable development strategy	8 - 9, 10 - 11	-	-	-	
	2-23 Policy commitments	28 – 29, 36 – 37, 46, 68, 69, 82, 89, 91, 93, 95, 103, 106	-	-	-	
	2-24 Embedding policy commitments	28 – 29, 36 – 37, 46, 68, 69, 82, 89, 91, 93, 95, 103, 106	-	-	-	
	2-25 Processes to remediate negative impacts	32	-	-	-	
	2-26 Mechanisms for seeking advice and raising concerns	32, 91, 99, 106	-	-	-	
	2-27 Compliance with laws and regulations	28, 29, 33, 57,60, 61, 89	-	-	-	
	2-28 Membership associations	22	-	-	-	
	2-29 Approach to stakeholder engagement	38	-	-	-	
	2-30 Collective bargaining agreements	106	-	-	-	
Material Topics						
GRI 3: Material Topics 2021	3-1 Process to determine material topics	24, Sustainability Report 2024				
	3-2 List of material topics	40 – 41, 44, 66, 86				
Climate Change						
GRI 3: Material Topics 2021	3-3 Management of material topics	69 – 72, 74 - 75	-	-	-	14.1.1 14.2.1
GRI 302: Energy 2016	302-1 Energy consumption within the organization	70	-	-	-	14.1.2
	302-2 Energy consumption outside of the organization	-	302-2a 302-2b 302-2c	Information unavailable/ incomplete	Methodologies for calculating energy consumption outside of the organization are yet to be developed at APC. We are considering developing these methodologies in the future and disclosing these data in our upcoming sustainability reports.	14.1.3
	302-3 Energy intensity	70	-	-	-	14.1.4

GRI Standard	Disclosure	Location and/or Direct Answers	Omission			GRI Sector Standard Ref. No.
			Requirement(s) Omitted	Reason	Explanation	
Material Topics						
Climate Change						
GRI 302: Energy 2016	302-4 Reduction of energy consumption	70	-	-	-	-
	302-5 Reductions in energy requirements of products and services	71 - 73	-	-	-	-
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	72	-	-	-	14.1.5
	305-2 Energy indirect (Scope 2) GHG emissions	72	-	-	-	14.1.6
	305-3 Other indirect (Scope 3) GHG emissions	-	-	Information unavailable/ incomplete	Methodologies for calculating Scope 3 GHG emissions are yet to be developed at APC. We are considering developing these methodologies in the future and disclosing this data in our upcoming sustainability reports.	14.1.7
	305-4 GHG emissions intensity	72	-	-	-	14.1.8
	305-5 Reduction of GHG emissions	72	-	-	-	14.1.9
	305-6 Emissions of ozone-depleting substances (ODS)	-	305-6a 305-6b 305-6c 305-6d	Information unavailable/ incomplete	Methodologies for calculating those emissions are yet to be developed at APC. We are considering developing these methodologies in the future and disclosing this data in our upcoming sustainability reports.	-
Air Quality						
GRI 3: Material Topics 2021	3-3 Management of material topics	72 - 73	-	-	-	14.3.1

GRI Standard	Disclosure	Location and/or Direct Answers	Omission			GRI Sector Standard Ref. No.
			Requirement(s) Omitted	Reason	Explanation	
Material Topics						
		Air Quality				
GRI 305: Emissions 2016	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	-	305-7a 305-7b 305-7c	Information unavailable/ incomplete	Methodologies for calculating those emissions are yet to be developed at APC. We are considering developing these methodologies in the future and disclosing this data in our upcoming sustainability reports.	14.3.2
		Materials				
GRI 3: Material Topics 2021	3-3 Management of material topics	81	-	-	-	-
GRI 301: Materials 2016	301-1 Materials used by weight or volume	81	-	-	-	-
	301-2 Recycled input materials used	-	301-2a	Not applicable	APC's core product, potash, is derived from the Dead Sea's minerals and does not rely on recycled input materials in its production. Renewable and non-renewable additive materials used in the process are disclosed under Disclosure 301-1.	-
	301-3 Reclaimed products and their packaging materials	-	301-3a 301-3b	Not applicable	Due to the inherent characteristics of potash as an agricultural fertilizer, reclamation of the product at the end of their useful lives is not viable. Once applied to soil, potash undergoes chemical processes that integrate it into the environment, making recovery or reuse of the product not feasible.	-

GRI Standard	Disclosure	Location and/or Direct Answers	Omission			GRI Sector Standard Ref. No.
			Requirement(s) Omitted	Reason	Explanation	
Material Topics						
		Waste				
GRI 3: Material Topics 2021	3-3 Management of material topics	82 - 83	-	-	-	14.5.1 14.6.1
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	82 - 83	-	-	-	14.5.2
	306-2 Management of significant waste-related impacts	83	-	-	-	14.5.3
	306-3 Waste generated	83	-	-	-	14.5.4
	306-4 Waste diverted from disposal	83	-	-	-	14.5.5
	306-5 Waste directed to disposal	83	-	-	-	14.5.6
		Water				
GRI 3: Material Topics 2021	3-3 Management of material topics	77 - 80	-	-	-	14.7.1
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	78 – 80	-	-	-	14.7.2
	303-2 Management of water discharge-related impacts	79	-	-	-	14.7.3
	303-3 Water withdrawal	79	-	-	-	14.7.4
	303-4 Water discharge	79	-	-	-	14.7.5
	303-5 Water consumption	79	-	-	-	14.7.6
		Employment				
GRI 3: Material Topics 2021	3-3 Management of material topics	100 – 107	-	-	-	14.17.1
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	101	-	-	-	14.17.3
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	106	-	-	-	14.17.4
	401-3 Parental leave	106	-	-	-	14.17.5
GRI 402: Labor/ Management Relations 2016	402-1 Minimum notice periods regarding operational changes	106	-	-	-	14.17.6

GRI Standard	Disclosure	Location and/or Direct Answers	Omission			GRI Sector Standard Ref. No.
			Requirement(s) Omitted	Reason	Explanation	
Material Topics						
		Health and Safety				
GRI 3: Material Topics 2021	3-3 Management of material topics	88 – 99	-	-	-	14.14.1 14.15.1 14.16.1
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	88, 97	-	-	-	14.16.2
	403-2 Hazard identification, risk assessment, and incident investigation	91 - 93	-	-	-	14.16.3
	403-3 Occupational health services	93 – 95, 99	-	-	-	14.16.4
	403-4 Worker participation, consultation, and communication on occupational health and safety	93	-	-	-	14.16.5
	403-5 Worker training on occupational health and safety	97	-	-	-	14.16.6
	403-6 Promotion of worker health	99	-	-	-	14.16.7
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	93 – 96	-	-	-	14.16.8
	403-8 Workers covered by an occupational health and safety management system	91	-	-	-	14.16.9
	403-9 Work-related injuries	95	-	-	-	14.16.10
	403-10 Work-related ill health	403-10a: *i. 0 *ii. 0 *iii. N/A 403-10c: *i. Determined through a formal Risk Assessment process and the onsite measurement and monitoring program for occupational health hazards, including noise, dust, equipment, vehicles, materials, and radiation. *ii. No cases of illness reported in 2025. *iii. We adhere to the hierarchy of controls by eliminating the source if possible, implementing administrative controls, and reducing exposure time when working with radioactive sources. Additionally, we measure and enhance lux levels, manage noise exposure, facilitate acclimatization to hot weather, and provide suitable personal protective equipment (PPE) such as earplugs/ muffs, masks, and other necessary gear. 403-10d: No workers have been excluded from this disclosure. 403-10e: No additional contextual information to be provided on this matter.	403-10b	Information unavailable/ incomplete	APC only accounts for work-related ill health of our own employees. Work-related illness for all workers who are not employees but whose work and/or workplace is controlled by APC are yet to be reported at APC. We are considering developing methodologies to account for these inputs in the future and disclosing this data in our upcoming sustainability reports.	14.16.11
GRI 410: Security Practices 2016	410-1 Security personnel trained in human rights policies or procedures	98	-	-	-	14.14.2
GRI 306: Effluents and Waste 2016	306-3 Significant spills	-	306-3a 306-3b 306-3c	Not applicable	APC's operations do not expose the company to accidental releases of hazardous substances that can affect human health, land, vegetation, waterbodies, and groundwater.	14.15.2
		Training and Education				
GRI 3: Material Topics 2021	3-3 Management of material topics	103 – 105	-	-	-	14.17.1
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	105	-	-	-	14.17.7
	404-2 Programs for upgrading employee skills and transition assistance programs	97, 103, 101, 105, 109	-	-	-	14.17.8
	404-3 Percentage of employees receiving regular performance and career development reviews	105	-	-	-	-

GRI Standard	Disclosure	Location and/or Direct Answers	Omission			GRI Sector Standard Ref. No.
			Requirement(s) Omitted	Reason	Explanation	
Material Topics						
		Local Communities				
GRI 3: Material Topics 2021	3-3 Management of material topics	76, 108 – 109	-	-	-	14.10.1 14.12.1
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	108 – 109	-	-	-	14.10.2
	413-2 Operations with significant actual and potential negative impacts on local communities	76	-	-	-	14.10.3
		Product Safety and Labeling				
GRI 3: Material Topics 2021 **GRI 416:**	3-3 Management of material topics	50, 56 – 57, 58	-	-	-	-
Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	50	-	-	-	-
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	56	-	-	-	-
GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling	56, 57	-	-	-	-
	417-2 Incidents of non-compliance concerning product and service information and labeling	56, 57	-	-	-	-
	417-3 Incidents of non-compliance concerning marketing communications	56, 57	-	-	-	-
		Economic Performance				
GRI 3: Material Topics 2021	3-3 Management of material topics	18 – 19, 26, 108 – 109	-	-	-	14.9.1
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	18	-	-	-	14.9.2
	201-2 Financial implications and other risks and opportunities due to climate change	-	201-2a	Information unavailable/ incomplete	Methodologies to govern and calculate climate related financial implications, risks, and opportunities are currently being developed at APC. APC is in the process of finalizing an exercise to assess climate related risks and opportunities, in which we are considering disclosing these data in our upcoming sustainability reports.	14.2.2
	201-3 Defined benefit plan obligations and other retirement plans	-	201-3a 201-3b 201-3c 201-3d 201-3e	Confidentiality constraints	APC does not publicly disclose information about our defined benefit plan obligations and other retirement plans to protect the interests of our employees and the organization while ensuring privacy and security of such data.	-
	201-4 Financial assistance received from government	No financial assistance received in 2025	-	-	-	-

GRI Standard	Disclosure	Location and/or Direct Answers	Omission			GRI Sector Standard Ref. No.
			Requirement(s) Omitted	Reason	Explanation	
Material Topics						
		Economic Performance				
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	18 – 19, 108 – 109	-	-	-	14.9.3
	203-2 Significant indirect economic impacts	56 – 57	-	-	-	14.9.4
		Market Presence				
GRI 3: Material Topics 2021	3-3 Management of material topics	108 – 109	-	-	-	14.17.1
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	-	202-1a 202-1b 202-1c	Confidentiality constraints -	In accordance with APC's internal policies, information related to compensation structures—including the ratio of standard entry-level wages to the local minimum wage—is treated as strictly confidential and therefore cannot be publicly disclosed.	14.17.2
	202-2 Proportion of senior management hired from the local community	105	-		-	-
		Sustainable Supply Chain				
GRI 3: Material Topics 2021	3-3 Management of material topics	46 – 49	-	-	-	14.17.1
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	50	-	-	-	14.9.5
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	-	308-1a	Information unavailable/ incomplete	APC conducts Supplier Performance Evaluations along with environmental compliance audits for its suppliers; however, formalized methodologies for systematically recording and reporting these assessment results are yet to be developed at APC.	-
	308-2 Negative environmental impacts in the supply chain and actions taken	-	308-2a 308-2b 308-2c 308-2d 308-2e	Information unavailable/ incomplete	APC conducts Supplier Performance Evaluations along with environmental compliance audits for its suppliers; however, formalized methodologies for systematically recording and reporting these assessment results are yet to be developed at APC.	-

GRI Standard	Disclosure	Location and/or Direct Answers	Omission			GRI Sector Standard Ref. No.
			Requirement(s) Omitted	Reason	Explanation	
Material Topics						
		Sustainable Supply Chain				
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	-	414-1a	Information unavailable/ incomplete	APC conducts Supplier Performance Evaluations along with safety compliance audits for its suppliers; however, formalized methodologies for systematically recording and reporting these assessment results are yet to be developed at APC.	14.17.9
	414-2 Negative social impacts in the supply chain and actions taken	-	414-2a 414-2b 414-2c 414-2d 414-2e	Information unavailable/ incomplete	APC conducts Supplier Performance Evaluations along with safety compliance audits for its suppliers; however, formalized methodologies for systematically recording and reporting these assessment results are yet to be developed at APC.	14.17.10
		Business Ethics				
GRI 3: Material Topics 2021	3-3 Management of material topics	32 – 33	-	-	-	14.22.1
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	-	205-1a 205-1b	Confidentiality constraints	APC considers corruption as a risk factor in our risk assessments as part of our ERM Framework. The results of these assessments are considered confidential and are not publicly disclosed.	14.22.2
	205-2 Communication and training about anti-corruption policies and procedures	32 – 33	-	-	-	14.22.3
	205-3 Confirmed incidents of corruption and actions taken	32 – 33	-	-	-	14.22.4
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	32	-	-	-	-

Topics in the applicable GRI Sector Standards determined as not material

Topic	Explanation
GRI 14: Mining Sector 2024	
Topic 14.4 Biodiversity	APC's operations do not result in significant direct impacts on biodiversity or ecosystems, as mineral extraction is conducted from the Dead Sea, which does not support marine life. While biodiversity is not materially affected by operations, APC voluntarily supports restoration and nature preservation initiatives beyond its operational sites.
Topic 14.8 Closure and rehabilitation	Closure and rehabilitation are not considered material to APC's operations, as the company does not engage in traditional mining. Instead, minerals are extracted from the Dead Sea, which does not involve land excavation or mine closure requirements.
Topic 14.11 Rights of Indigenous Peoples	This topic does not apply to APC's operations or the Jordanian context. Nonetheless, APC maintains a strong commitment to supporting local communities through social investment and engagement programs.
Topic 14.13 Artisanal and small-scale mining	Artisanal and small-scale mining is not relevant to APC's operations or geographic context, as the company uses an industrial-scale extraction process and operates in an area where such practices are not present.
Topic 14.18 Child labor	Child labor is not a material concern for APC, as the company fully complies with all applicable labor laws in Jordan, which prohibit child labor. Compliance is rigorously upheld across all operations.
Topic 14.19 Forced labor and modern slavery	Forced labor and modern slavery are not material risks within APC's operations. The company adheres strictly to all applicable labor laws in Jordan, which prohibit such practices.
Topic 14.20 Freedom of association and collective bargaining	APC complies with all applicable labor laws in Jordan and ensures that all employees are covered by employee labor union agreements.
Topic 14.21 Non-discrimination and equal opportunity	APC promotes a culture of equality and inclusion, ensuring non-discrimination in all employment practices, including recruitment, compensation, and career development.
Topic 14.23 Payments to governments	As a publicly listed company on the Amman Stock Exchange, APC publishes audited financial statements, and its commitment to anti-corruption is addressed under a separate material topic.
Topic 14.24 Public policy	APC does not engage in lobbying or political advocacy and does not consider involvement in public policy as material to its operations. The company remains politically neutral while engaging constructively with regulators as needed.
Topic 14.25 Conflict-affected and high-risk areas	APC conducts risk assessments to ensure its operations are not located in areas affected by human rights violations or corruption.

Key Numerical Data

Economic Indicators

Indicator (JOD thousands)	GRI Disclosures	2022	2023	2024	2025
Direct economic value generated by APC Group - Revenues	201-1	1,268,19	792,523	651,449	725,579
Total consolidated assets	201-1	2,025,795	1,987,348	2,011,801	2,105,896
Consolidated operating profit	201-1	738,012	308,134	199,075	188,228
Consolidated net profit	201-1	601,228	292,644	183,989	172,820
Total economic value generated by APC - Revenues	201-1	1,321,870	824,033	643,491	669,254
Direct economic value distributed	201-1	818,306	688,998	579,458	600,438
Operating costs	201-1	270,052	287,395	285,924	285,302
Employee wages and benefits	201-1	65,461	76,311	65,431	72,915
Payments to providers of capital	201-1	105,310	149,972	108,313	99,981
Payments to government by country	201-1	370,210	168,071	113,041	124,491
Community investments	201-1	7,274	7,251	6,750	17,750
Economic value retained	201-1	503,563,259	135,034,861	64,032	68,815

APC's Sales by Market

Country	Sales (metric tonnes)	Sales Percentage
Europe	572,658	20%
Regional	403,774	14%
India	323,560	11%
South America	218,850	8%
China	442,950	15%
Jordan	265,465	9%
Indonesia and Malaysia	243,244	8%
Other Asian Countries	251,133	9%
Oceania	56,700	2%
Africa	98,380	3%

Potash Production Mix and Associated CO_2 Emissions

Production Quantity	Quantity (metric tonnes)	Percentage	CO_2 Emissions Contribution per Grade (tCO_2e)
Red granular potash	590,200	20.4%	27.2%
White granular potash	34,400	1.2%	
Red fine potash	-	-	33.1%
White fine potash	1,087,760	37.5%	
Red standard potash	51,000	1.8%	39.7%
White standard potash	1,187,190	39.20	

Local Procurement

Year	Percentage of the allocated local purchasing orders
2022	32.2%
2023	62.8%
2024	44.1%
2025	45.9%

Allocated Purchasing Orders (million JOD)	2022	2023	2023	2024
Local Purchasing Orders	101.7	214.6	87.3	124.0
Total Purchasing Orders	315.6	341.5	197.9	270.2

Energy Consumption

Energy Use	GRI Disclosures	2023	2023	2024	2025
Natural Gas (GJ)	302-1	5,872,287.74	5,553,260.22	6,115,164.45	6,189,073.10
Heavy Fuel (GJ)	302-1	139,478.13	355,813.01	54,356.99	191,567.9
Diesel and Gasoline Fuel (GJ)	302-1	1,100,975.98	1,319,436.48	1,253,545.54	1,342,348.6
National Electric Power Company – Electricity (GJ)	302-1	99,338.47	94,561.58	215,704.26	133,132.9
Electricity Distribution Company – Electricity (GJ)	302-1	31,294.80	34,102.80	28,788.12	29,538
National Grid – Total Purchased Electricity (GJ)	302-1	130,633.27	128,664.38	244,492.38	162,670.9
Solar (GJ)	302-1	N/A	1,594.08	2,877.03	2,992.68
Total Energy Consumption (GJ)	**302-1**	**7,243,375.12**	**7,358,768.17**	**7,670,436.39**	**7,888,653.18**

Energy Intensity

Energy Intensity	GRI Disclosures	2023	2023	2024	2025
KCl Production (metric tonnes)	302-3	2,684,000	2,780,000	2,840,000	2,900,000
Energy Intensity (GJ/ metric tonnes KCl)	**302-3**	2.70	2.65	2.70	2.72

GHG Emissions and Intensity

GHG Emissions	GRI Disclosures	2022	2023	2024	2025
Direct (Scope 1) Emissions (tCO2eq)	305-1	382,864.90	398,520.82	399,273.15	419,620.2
Indirect (Scope 2) Emissions (tCO2eq)	305-2	25,763.78	25,375.47	48,219.33	31,902.3
GHG Emissions (Scope 1 and Scope 2) (tCO2eq)	**-**	**408,628.68**	**423,896.29**	**447,492.48**	**451,522.5**
Emission Intensity (kg CO2eq/ metric tonnes KCl)	**305-4**	**152.25**	**152.48**	**157.57**	**155.70**

Water by Source

Water Resources	Percentage of Water by Source
Dams	33.9%
Surface Water Collection System	25.3%
Safi Wells	19.1%
Al-Hadithah Wells	19.1%
Al Mazra'a Wells	2.6%

Water Withdrawal and Discharge

Water Withdrawal and Discharge	GRI Disclosures	2022	2023	2024	2025
Groundwater (cubic meters)	303-3	7,018,325	5,927,307	5,927,307	5,615,539
Third-party water (Municipal water supplies or other public or private water utilities) (cubic meters)	303-3	4,679,703	5,409,118	5,409,118	4,674,802
Surface water, including water from wetlands, rivers, lakes, and oceans (cubic meters)	303-3	1,324,455	1,459,189	1,459,189	3,478,165
Total water withdrawal from all areas (excluding Dead Sea water) (cubic meters)	303-3	13,022,483	12,795,614	12,795,614	13,768,506
Water withdrawal from the Dead Sea (Seawater) (cubic meters)	303-3	307,525,000	279,717,000	279,717,000	340,989,000
Total water withdrawal from all areas (cubic meters)	303-3	320,547,483	292,512,614	292,512,614	354,757,506
Total water discharge to the Dead Sea (Seawater) (cubic meters)	303-4	205,016,667	186,478,000	186,478,000	117,540,384

Water Consumption

Water Consumption	GRI Disclosures	2022	2023	2024	2025
Total water consumption from all areas (cubic meters) (excluding Dead Sea water)	303-5	12,921,993	12,795,614	13,040,000	12,991,359
Specific water consumption (cubic meters/ metric tonnes KCl)	303-5	4.81	4.60	4.59	4.48

Materials Used by Weight or Volume

Additive Materials	GRI Disclosures	2022	2023
Renewable additive materials (metric tonnes)	301-1	488	456
Non-renewable additive materials (metric tonnes)	301-1	4,353	2,527
Total additive materials (metric tonnes)	**301-1**	**4,841**	**2,983**

Packing Materials	2024	2025
25 kg bags (number)	4,034	600
1,500 kg bags (number)	10,692	56,500

Waste Generated, Diverted from, and Directed to Disposal

Waste Generated, Diverted from, and Directed to Disposal	GRI Disclosures	2022	2023	2024	2025
Total weight of hazardous waste generated (metric tonnes)	306-3	271.6	280.0	315.5	256.0
Total weight of non-hazardous waste generated (metric tonnes)	306-3	4,500.6	6,603.0	5,285.0	2,832.0
Total waste generated (metric tonnes)	**306-3**	**4,772.7**	**6,883.0**	**5,600.5**	**3,088.0**
Total weight of hazardous waste diverted from disposal (metric tonnes)	306-4	NA	179.5	265.0	191.0
Total weight of non-hazardous waste diverted from disposal (metric tonnes)	306-4	NA	6,555.0	5,226.0	2,758.0
Total weight of waste diverted from disposal (metric tonnes)	**306-4**	**NA**	**6,734.5**	**5,491.0**	**2,949.0**
Total weight of hazardous waste directed to disposal (metric tonnes)	306-5	NA	100.5	50.5	65.0
Total weight of non-hazardous waste directed to disposal (metric tonnes)	306-5	NA	48	59	74.0
Total weight of waste directed to disposal (metric tonnes)	**306-5**	**4,772.7**	**148.5**	**109.5**	**139.0**

OHSMS Coverage

OHSMS Coverage	GRI Disclosures	2022	2023	2024	2025
Number of all employees and workers who are not employees, but whose work and/or workplace is controlled by the company, who are covered by such a system	403-8	9,183	10,000	10,000	10,000
Percentage of all employees and workers who are not employees, but whose work and/or workplace is controlled by the company, who are covered by such a system	403-8	100%	100%	100%	100%

Health and Safety – Employees

Health and Safety Performance for Employees	GRI Disclosures	2022	2023	2024	2025
Number of fatalities as a result of work-related injury	403-9	1	0	1	0
Number of high-consequence work-related injuries (excluding fatalities)	403-9	10	4	0	0
Rate of high-consequence work-related injuries (excluding fatalities) (per 200,000 hours)	403-9	0.48	0.22	0	0
Number of recordable work-related injuries	403-9	26	22	11	7
Rate of recordable work-related injuries (per 200,000 hours)	403-9	1.33	0.65	0.63	0.36

Health and Safety – Workers

Health and Safety Performance for Workers	GRI Disclosures	2022	2023	2024	2025
Number of fatalities as a result of work-related injury	403-9	0	0	1	0
Number of high-consequence work-related injuries (excluding fatalities)	403-9	17	38	10	0
Number of recordable work-related injuries	403-9	26	50	31	34

Health and Safety Training

OHS Training	2022	2023	2024	2025
Number of Employees	1,929	1,202	968	1,561
Number of Contractors	9,182	14,877	13,144	16,043

Employees Breakdown

Employment at APC	GRI Disclosures	2022	2023	2024	2025
Total number of employees	2-7	1,660	1,592	1,541	1,523
Breakdown by Gender					
Female	2-7	59	57	55	52
Male	2-7	1,601	1,535	1,486	1471
Breakdown by Employment Contract					
Permanent	2-7	1,536	1,477	1,408	1,371
Temporary	2-7	124	115	133	152
Breakdown by Employee Type					
Full-time	2-7	1,660	1,592	1,541	1,523
Part-time	2-7	0	0	0	0
Full-time regular	2-7	1,010	970	930	916
Shift-based	2-7	650	622	611	607

New Hires

New Hires	GRI Disclosures	2022	2023	2024	2025
Total number of new employees	401-1	26	39	43	51
Breakdown by Age Group					
Under 30 years old	401-1	14	18	30	38
30-50 years old	401-1	7	12	10	7
Over 50 years old	401-1	5	9	3	6
Breakdown by Gender					
Female	401-1	3	4	1	2
Male	401-1	23	35	42	49

Employees Turnover

Employees Leaving Employment	GRI Disclosures	2022	2023	2024	2025
Total number of turnover employees	401-1	72	108	94	71
Turnover rate	401-1	4%	7%	6%	5%
Breakdown by Age Group					
Under 30 years old	401-1	1	0	1	2
30-50 years old	401-1	25	26	33	21
Over 50 years old	401-1	46	82	60	48
Breakdown by Gender					
Female	401-1	1	6	3	5
Male	401-1	71	102	91	66

Training Hours

Activity	Number of Activities	Number of Participants	Number of Subjects
Internal Training	362	3,963	219
Training in Jordan	56	165	53
Training Outside of Jordan	2	10	1
Research Projects for Graduate Students	5	5	5
Local Community Training	5	191	25
Caliber Training	29	162	24
Field Exams and Interviews	36	96	30
Other Activities (Field Visits)	6	192	6
Total	**501**	**4,784**	**363**

Training Hours	2022	2023	2024	2025
Total Training Hours (hours)	18,499	20,654	30,039	22,293
Breakdown by Gender				
Female (hours)	441	434	833	690
Male (hours)	18,058	20,220	29,206	21,603
Breakdown by Employee Category				
Senior Management (hours)	9	175	299	217
Middle Management (hours)	1,364	1,198	3,857	1,987
Staff (hours)	17,126	19,281	25,883	20,089

Average Training Rate	GRI Disclosures	2022	2023	2024	2025
Average Rate (hours/employee)	404-1	11	12	20	15
Breakdown by Gender					
Female (hours/employee)	404-1	7.11	7.36	15.15	13.27
Male (hours/employee)	404-1	10.71	12.12	19.71	14.68
Breakdown by Employee Category					
Senior Management (hours/employee)	404-1	1.8	7.3	11.5	8.43
Middle Management (hours/employee)	404-1	11.65	10.51	32.97	17.12
Staff (hours/employee)	404-1	10.53	12.13	18.51	14.55

Parental Leave

Parental Leave	GRI Disclosures	2022	2023	2024	2025
Total number of employees entitled to parental leave	**401-3**	**1,476**	**1,425**	**1,425**	**1,337**
Female	401-3	42	42	42	36
Male	401-3	1,434	1,383	1,383	1,301
Total number of employees that took parental leave	**401-3**	**146**	**145**	**161**	**163**
Female	401-3	4	6	5	1
Male	401-3	142	139	156	162

Donations to the Local Communities

Sector	2022	2023	2024	2025
Education	1,461,442	705,746	684,980	3,191,233
Social Development	1,672,813	1,245,065	1,278,865	987,901
Official Organizations	1,394,954	2,295,544	2,221,508	4,199,125
Water and Environment	731,763	628,078	550,000	117,212
Health	184,469	744,038	814,400	8,083,118
Sports	348,650	516,800	241,850	235,927
Houses of Worship	942,834	332,433	184,247	150,480
Culture	174,275	417,041	389,150	332,060
Trade Unions	88,800	115,255	135,000	202,944
Total (JOD)	**7,000,000**	**7,000,000**	**6,500,000**	**17,500,000**

List of Acronyms

Acronym	Definition
AERC	Arab Potash Ethics Review Committee
AFA	Arab Fertilizer Association
AFAP	African Fertilizer and Agribusiness Partnership
AFVP	African Fertilizer Volunteers Program
AOS	Aqaba Operating System
APC	Arab Potash Company
ASE	Amman Stock Exchange
BS	British Standards
CCP	Cold Crystallization Plant
CEO	Chief Executive Officer
COSO	Committee of Sponsoring Organizations of the Treadway Commission
CSR	Corporate Social Responsibility
CT	Caliber Trainees
EDCO	Electricity Distribution Company
EIA	Environmental Impact Assessment
EMS	Environmental Management System
EPA	Environmental Protection Agency
ERM	Enterprise Risk Management
ESG	Environmental, Social, and Governance
FAI	Fertilizer Association of India
FLA	Fertilizer Latino Americano
GHG	Greenhouse Gases
GRI	Global Reporting Initiative
HAZID	Hazards Identification
HLP	Hot Leach Plant
HR	Human Resources
HRSG	Heat Recovery Steam Generator
HSE	Health, Safety, and Environment
IFA	International Fertilizer Association
IHC	International Halal Certification
IPCC	Intergovernmental Panel on Climate Change
IT	Information Technology
JEA	Jordan Exporters Association
JEA	Jordan Engineers Association
JOD	Jordanian Dinar
JQM	Jordanian Quality Mark
JSF	Jordan Strategy Forum
JVA	Jordan Valley Authority
KCI	Potassium Chloride
KPI	Key Performance Indicator
MOP	Muriate of Potash
MSDS	Material Safety Data Sheet
MWp	Megawatt peak
NEPCO	National Electric Power Company
NFPA	National Fire Protection Association
NOP	Potassium Nitrate
OH&S	Occupational Health and Safety
OHSMS	Occupational Health and Safety Management System
OSHA	Occupational Safety and Health Administration
PPE	Personal Protective Equipment
QHSE	Quality, Health, Safety, and Environment
RA	Risk Assessment
RD&I	Research, Development, and Innovation
RO	Reverse Osmosis
RSCN	Royal Society for the Conservation of Nature
RSS	Royal Scientific Society
SASB	Sustainability Accounting Standards Board
SCAT	Systematic Cause Analysis Technique
tCO2eq	Tonne CO2 equivalent
TFI	The Fertilizer Institute
TRA	Task Risk Assessments
UL	Underwriters Laboratories
UN SDGs	United Nations Sustainable Development Goals
UNFCCC	United Nations Framework Convention on Climate Change
USD	United States Dollar

البوتاس العربية
Arab Potash

P.O. Box 1470, Amman - 11118 Jordan
T: +962 6 5200520
F: +962 6 5624441
E: info@ArabPotash.com