



G R O W I N G  
R E S I L I E N T

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A N N U A L

R E P O R T



*أشرف*  
Future with legacy  
1920 - 2020



His Majesty King Mohammed VI, May God Glorify Him

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01





## 2020, A YEAR OF RESILIENCE

For OCP, 2020 revealed the Group's strengths and symbolized both a turning point and a stepping stone.

As the Group celebrated its first centenary, it faced an unprecedented global challenge. The Covid-19 crisis has changed our outlook on the world, leading us to accelerate some of our central projects, as well as reshaping our vision - informed by the challenges presented by the pandemic.

It was a unique year in many ways, confirming the strategic directions and founding mission of a responsible and committed Group; deeply rooted in our communities and determined to contribute to a sustainable future for all.

The Group adapted decisively and quickly to the shifting landscape, solving internal operational challenges while contributing to the national pandemic response.

Over the last year, we were able to draw on our infrastructure, employees and stakeholders to maintain our core activities while putting the health and safety of our employees and partners first.

On the eve of our second centenary, OCP remains firmly forward-looking, having proven our agility, adaptability and capacity to embrace digital transformation in pursuit of our goals.

We are steadfast in our mission to support farmers and their communities in Morocco, Africa and worldwide.

We are a successful Group which, in 2020, managed not only to maintain our core activities and operational capabilities, but to also grow and bounce back even stronger in the face of a global crisis, while always putting our employees and communities first.

We are a human Group, our 100 years of success is thanks to the efforts of our employees. We recognize the value they continue to deliver, helping us innovate and preparing us for future growth.

Finally, we are a Group preparing for future challenges by learning lessons from 2020 and our last century, by better anticipating challenges, sustaining best practices and accelerating the necessary changes to work towards a sustainable future.

OUR CENTENARY  
YEAR

المكتب الشريف للفوسفات

## 100 YEARS OF PROGRESS

2020 was a landmark year, often for the wrong reasons - the Covid-19 pandemic was complex for all of us to manage, both professionally and personally.

But for OCP and our employees, 2020 was, above all, an opportunity to reaffirm our ability to overcome challenges in the most unexpected circumstances.

Whether at an operational, economic or societal level, OCP transformed a year of health crisis into a year of mobilization, meeting and exceeding our local and national commitments. It has served as a reminder to all of us at OCP of our commitment to make our Group into a good corporate citizen, driving force and a leading contributor to the development of the whole Kingdom, whatever obstacles and difficulties it may face.

In 2020, OCP celebrated our centenary—100 years of activity, resilience, and innovation. Our story is unparalleled, a story of collective successes that continues to be written today by our talented workforce.

As we look forward, we also look back on our great adventure that began with a handful of miners and the discovery of a vital resource for the planet. It continues today with nearly 20,000 employees with various skills, including mining, research and agronomy. It is a centenary that reflects how progress can only exist if people invest in it.

It is 100 years of history, the history of dedicated people who, generation after generation, shape a worldwide Group with a mission to actively contribute to building a sustainable future for all.

## THE RESOURCE



Phosphate, the natural source of phosphorus, is a sedimentary rock that was formed millions of years ago by the accumulation of organic matter on the ocean floor. Morocco holds more than 70% of the world's reserves of this valuable resource, which OCP Group responsibly processes and valorizes in order to provide farmers around the world with fertilizers adapted to their soils and crops, in the interest of setting up sustainable food systems.

## THE PALAEOONTOLOGICAL HERITAGE

The phosphate rock extracted from the Khouribga and Gantour plateaus shows the remains of animal skeletons as fossils. Witnesses to history, these plateaus are ancient shallow seas open to the Atlantic, populated by gigantic animals such as mosasaurs, plesiosaurs and sharks which coexisted with phosphatogenic bacteria transforming organic matter into phosphate.



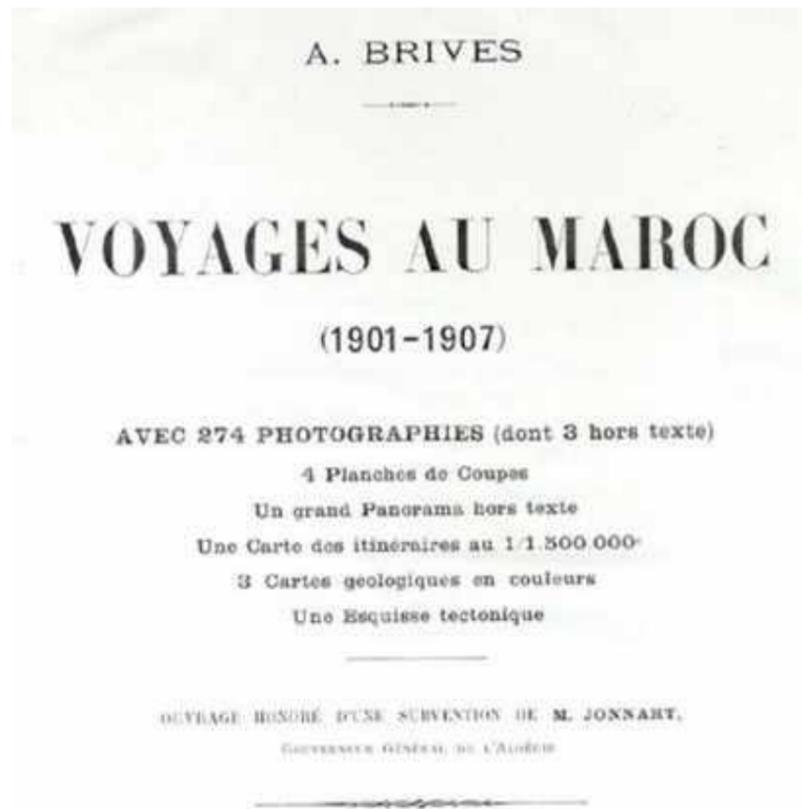
# 1905 - 1929

## FROM THE DISCOVERY OF MOROCCAN PHOSPHATES TO THE RISE OF OCP

1905

Geologist Abel Brives suggests for the first time that phosphates might be present in Morocco

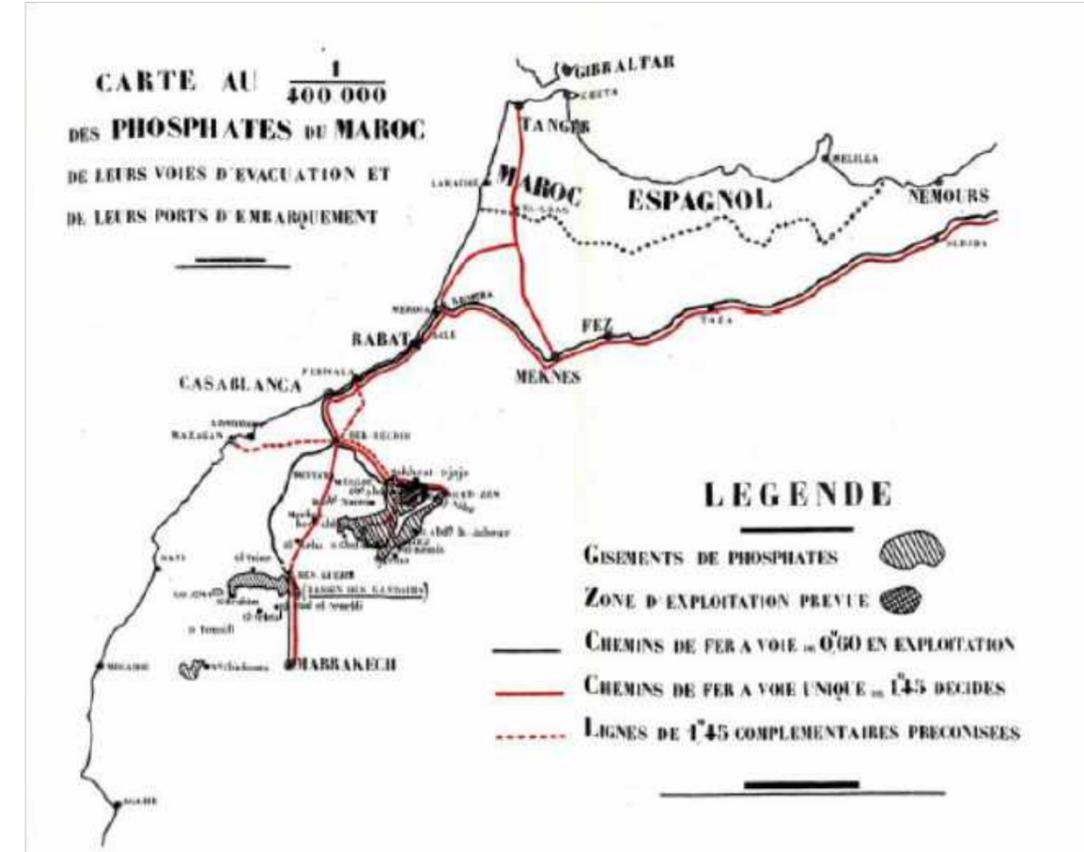
History attributes the discovery of phosphate deposits in Morocco to Abel Brives. Writing in 1908, he mentions a significant deposit south of Marrakech, on the side of the Guergouri plateau. In two earlier notes (1905-1906), Brives attributed the reserves at Chichaoua and Imintanoute, where he had previously identified Thersitea, to the Eocene period. In Chichaoua, the limestone levels of Thersitea constitute the upper foundations of Jebel Tilda, crowning a perfectly visible phosphate seam of more than 100 miles.



1912

"Official" discovery of Moroccan phosphates

In 1912, Mr. Combelas and Mr. Lamolinerie reported a phosphate discovery in the El Borouj region. A systematic exploration of the plateaus was then undertaken, revealing a rich deposit existing to the west of Oued-Zem.





1917

A first study confirms the exceptional nature of the Moroccan phosphates: "The most beautiful deposit in the world"

In the summer of 1917, General Lyautey commissioned a systematic exploration on behalf of the state. He discovers that the sand used by the engineers for the construction of their buildings was in fact... phosphate! In the Oued-Zem region, the abundant presence of phosphate in Morocco is confirmed. Research is organized and deposits are identified.

1920

27 January, Moroccan phosphates are nationalised

7 August, The Office Chérifien des Phosphates (OCP) is created

General Lyautey, the Resident-General of France in Morocco since 1912, entrusted the exploration and exploitation of Moroccan phosphate deposits exclusively to the "Makhzen".

They are a rich, vital resource in the heart of Moroccan soil which thus escapes the covetousness of foreign companies or powers.



DAHIR du 7 Août 1920 (21 Kaada 1340)  
création d'un Office Chérifien des Phosphates

DIEU SEUL,

Préambule :

Vu le Dahir du 27 Janvier 1920 portant modification du règlement minier en ce qui concerne l'exploitation des phosphates et prescrivant que celle-ci sera faite en règle ;

Après s'être assurée de l'assentiment du Gouvernement français a décrété ce qui suit :

TITRE PREMIER

ARTICLE 2.- L'Office jouit de la personnalité civile. Il est géré par un directeur général sous le contrôle d'un Conseil d'Administration.

Le Directeur Général est chargé de l'exécution des explorations et aménagements et des opérations de l'exploitation technique et commerciale.

Il représente l'Office vis-à-vis de toutes administrations et de tous particuliers.

Le Conseil délibère :

Sur les programmes techniques et financiers :

Sur les affaires relatives à la mise en valeur et à l'exploitation des gisements et sur toutes les questions dont il sera saisi par le Directeur Général.

En cas de désaccord entre le Directeur et le Conseil d'Administration, le Gouvernement Chérifien pourra toujours provoquer une nouvelle délibération du Conseil.

Le Conseil comprendra, en outre des représentants du Gouvernement Chérifien, des représentants de l'Agriculture, de l'Industrie et du Commerce.

...

1921

Start of exploitation of the Oulad Abdoun deposit in Boujniba

1 March 1921 saw the start of the exploitation of the Ouled Abdoun deposit in Boujniba, in the vicinity of the future city of Khouribga. The extraction was carried out in a district called Boujniba. 3 Europeans and 25 Moroccans were housed in tents alongside local tribesmen, working hard to extract this new source of priceless wealth underground. Just 4 months after the extraction started, the first train carrying the precious ore left Khouribga for Casablanca, the port of departure for OCP's first loads to the world. In the first year, more than 33,000 tonnes of phosphates were extracted.



1923

Construction of the first houses in the future city of Khouribga

Located in the heart of a semi-desert region populated mainly by shepherds living in tents, semi-nomadic small-scale herders who made little use of agriculture, Khouribga had only a few districts in 1920. Driven by the first extractions of lime phosphate on its rich soil, Khouribga became a town with the edification of the first buildings in 1923. In 1929, 5,000 Moroccan workers and more than 800 Europeans were working on the site. Today, Khouribga has almost 210,000 inhabitants. In addition to the mining impetus that the city has experienced since its foundation, Khouribga is now being transformed into a cultural hub with its socio-cultural centers, festivals and world-class media library.



1925

Commissioning of the first superphosphate plant, the first steps towards valorization

Superphosphate was, at the beginning of the 20th century, the most widely used phosphate fertilizer in the world. In 1923, at the request of Marshal Lyautey, the Compagnie Superphosphates du Maroc was founded in Casablanca, which later became the Cherifian Society of fertilizers and Chemicals. This plant was connected by rail to OCP's mines and had a production capacity of 33,000 tonnes per year.

48 LA PRODUCTION MAROCAINE

### C<sup>ie</sup> des Superphosphates et Produits Chimiques du Maroc

La Compagnie des Superphosphates et Produits Chimiques du Maroc, société anonyme créée en 1923 avec la participation des Etablissements Kuhlmann et de la S<sup>ie</sup> Algérienne de Produits Chimiques et d'Engrais, possède près de Casablanca - au bord de l'océan - une usine importante où partent de l'excellente matière première que constitue le phosphate provenant des mines de Koubra de l'Office Cherifien des Phosphates, elle fabrique le superphosphate de chaux toujours très demandé par l'agriculture marocaine.

Elle fabrique d'ailleurs, dans la même usine, l'acide sulfurique nécessaire à ses besoins ainsi que des engrais composés.

Construite, à l'origine, pour une production annuelle de 27.000 tonnes de superphosphate, sa production en marche normale s'est vue portée, dès sa mise en route, à plus de 36.000 tonnes.

Bien située, raccourcie à la voie ferrée et munie d'un outillage moderne que la Société, soucieuse de satisfaire au maximum aux desiderata de sa clientèle marocaine, ne cesse de perfectionner, cette usine permet aux agriculteurs du Maroc de s'approvisionner, en tous temps, dans les moindres délais et aux meilleures conditions, en engrais de qualité, complètement indispensables des méthodes de culture intensive employées par la colonisation au Maroc.

D'autre part, sa proximité du port de Casablanca lui permet d'envisager favorablement l'exportation.

C'est d'ailleurs, dans l'exportation, que l'usine a pu trouver dès le début, en attendant le développement de la consommation marocaine, le débouché d'une production normale : de 1925, date de sa mise en route, jusqu'en 1929 année qui a marqué pour beaucoup d'industries la fin d'une période de facilité relative, elle a exporté ainsi près de 90.000 tonnes de superphosphate.

Situons enfin la place importante que tient, dans l'économie du pays, la Cie des Superphosphates et Produits Chimiques du Maroc qui, outre ses cadres et ouvriers européens, fait vivre 100 à 150 familles indigènes et consomme annuellement une force motrice de l'ordre de 400.000 Kilowatts.




(Photo Flandrin)

(Photo Flandrin)

**SUPERPHOSPHATE DE CHAUX**  
L'ENGRAIS PHOSPHATE PAR EXCELLENCE

fabriqué par la  
**Compagnie des Superphosphates et Produits Chimiques du Maroc**  
en son usine d'Aïn-Sebaa, par Casablanca (Maroc)

où elle fabrique également  
**ENGRAIS COMPOSÉS**  
**ACIDE SULFURIQUE**

Siège social et Services d'Exportation :  
11, rue de la Baume - Paris VIII<sup>e</sup>  
Adr. Télégr. : Etakalmor, 47 - Paris  
Téléphone : Elysées, 89.01 et la suite

Direction, Services Commerciaux pour le Maroc,  
Bureaux et Usines : à Aïn-Sebaa, par Casablanca  
Adr. Postale : Boite Postale 281, Casablanca  
Adr. Télégr. : Supermaroc - Casablanca  
Téléphone : A. 91-64, à Casablanca

## 1929 - 1956 FROM THE GREAT DEPRESSION TO INDEPENDENCE OR A TIME OF CRISIS

1929

The global economic crisis marks a halt to OCP's exports

Black Thursday on Wall Street marked the beginning of the Great Depression, the greatest economic crisis of the 20th century. This halted OCP's expansion, which sees its order book revised downward.



R. 1064  
27 octobre 1930

Résidence Générale de la République Française au Maroc  
- - -  
CABINET du Résident Général  
- - -  
N O T E  
- - -  
334-D.N

Possibilités économiques du Maroc en cas de crise.

Les statistiques récentes publiées par la Direction Générale de l'Agriculture, du Commerce et de la Colonisation permettent la mise à jour des chiffres présentés dans la Note du 15 Février 1930 et qui exprimaient les possibilités du Maroc en cas de crise. Le tableau joint indique le sens dans lequel a varié au cours de l'année 1929 l'économie du pays.

Les faits remarquables qui jalonnent cette évolution sont :

- l'essor des sorties d'alfa et de crin végétal,
- la diminution du cheptel marocain, conséquence de la forte mortalité durant l'hiver (1926-1927) et qui se traduit par une régression notable de l'exportation des ovins, bovins, des laines et des peaux,
- l'augmentation continue de l'exportation des phosphates, seule substance minérale en exploitation jusqu'à ce jour au Maroc. Les chiffres relatifs aux autres produits miniers, notamment aux métaux non ferreux indiquent les minerais extraits des travaux de recherches et ne répondent pas aux ressources du sous-sol,
- l'accroissement des entrées de houille proportionnel à l'extension rapide du réseau ferré et du trafic, malgré les progrès continus de l'électrification.

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1931

Mining begins at the Gantour deposit

The birth of Louis-Gentil, the future city of Youssoufia

In 1931, exploitation of the Gantour deposit in central Morocco began on the newly created site of Louis-Gentil that was named after the geologist, a pioneer in the exploration of Moroccan phosphate deposits and the producer of the first geological map of Morocco in 1912. The Gantour basin covers an area of 3,600 km<sup>2</sup> and hosts more than a third of Morocco's phosphate reserves. With the arrival of new workers and the construction of new plants, the entire region gets off the ground, especially with the coming of the railway, making it therefore possible to transport the products to the port of Safi. After Morocco's independence, the new town was renamed Youssoufia, in homage to Sultan Moulay Youssef.

1936

Start of Gantour phosphate exports via the port of Safi

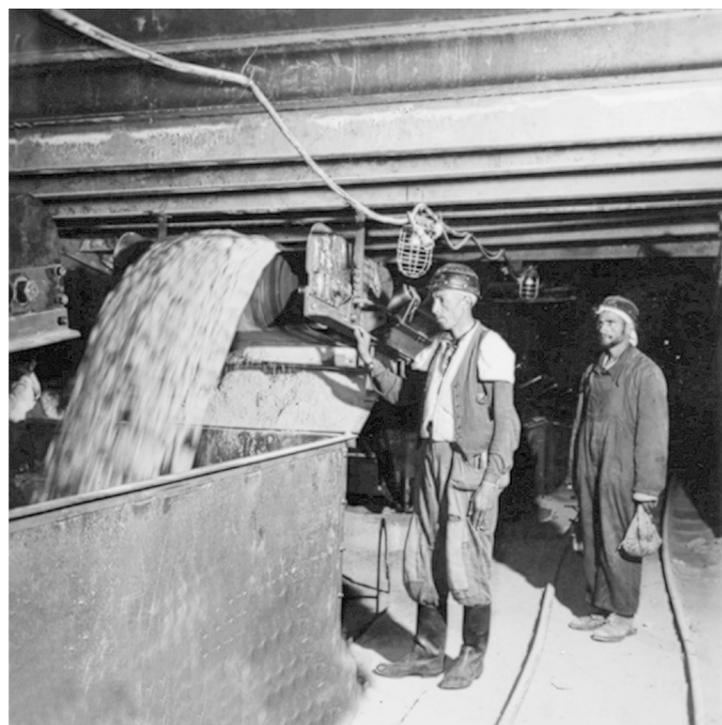
The port of the old city of Safi is enlarged and modernised to allow for the loading, storage and export of phosphate mined in Louis-Gentil, 90 km away. At the time, Safi has become the second largest port in Morocco.

# 1936 - 1937

First strike actions and beginnings of a staff charter



In a worldwide context of demands, the employees of the Office Chérifien des Phosphates began their first strikes. The project of a statute for mining staff, which would regulate and control the difficult working conditions, was considered by the Office, which adopted the Decree on the statute of the staff of mining firms immediately after its promulgation in 1960.



# 1952

First open-pit mining

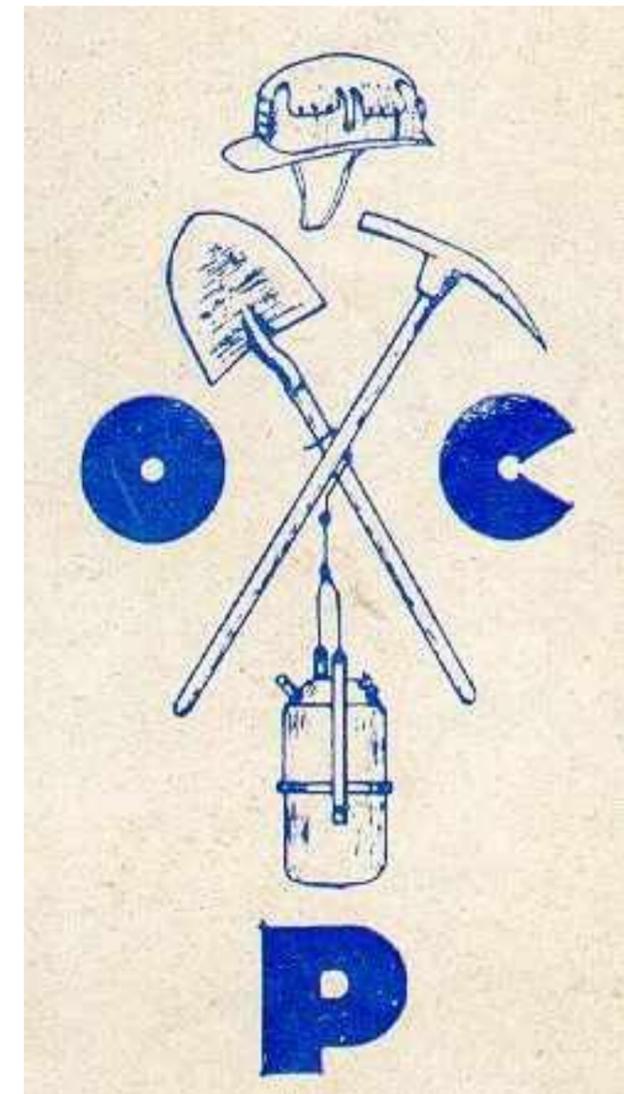


The first open pit mine on the very rich deposit of Sidi Daoui near Oued-Zem, 25 km east of the city of Khouribga, was inaugurated. Until then, mining had been carried out only underground, in a single layer, the richest one in phosphate. OCP innovated with new methods and machinery, entering an era of modernization. The mine roof was blown up before being removed by a large dragline. The phosphate layers were then mined using a dragline, the forerunner of the Marion 7900 and the giant Marion 8400, as well as electric shovels and diesel loaders.

This technology reduced the risk of accidents, the environmental impact of underground mining, and the extraction costs. This initiative, originally designed to supplement production from underground tunnels, has been replicated on other deposits of the same type, using the teachings from this mining school, which continues to be productive today.



## 1956 – 1990 THE MOROCCANISATION OF OCP, THE RECOVERY OF A NATIONAL RESOURCE



1955

Oued-Zem riots accelerate the march towards independence

Two years after the Revolution of the King and the People started, following the deposition and exile of Sultan Mohammed Ben Youssef, the violent riots of Oued Zem were bloodily suppressed by the French Army. Among the rioters were several OCP workers. These tragic events, etched in the memory of the nation, also prompted the French authorities to change their policy in Morocco, leading to the country gaining Independence.

1960

Commercial sovereignty

1 July 1960, OCP left the North African Phosphate Counter, a public limited company (“société anonyme”) under French law that was in charge of marketing Moroccan, Algerian and Tunisian phosphate.

OCP thus regained full control of its trade policy. Sales in 1961 confirmed OCP's new strategy, as they were 37.2% higher than in 1956. In 1962, the Office even set

up an after-sales service made up of engineers and technicians who traveled the world to monitor the use of the phosphates supplied to customers and to study ways to constantly improve them.

1965

Industrialization and development of a valuable resource

Inauguration of Maroc-Chimie



1961, His Majesty King Hassan II laid the foundation stone for Maroc-Chimie in Safi, which he later inaugurated on 15 June 1965. This first chemical processing complex, symbolizing the Kingdom's entry into the world of phosphate industrialization, is dedicated to the valorization of phosphate, particularly the

production of phosphoric acid for the manufacture of phosphate fertilizers. In the same year, the first exports of phosphate products begin. OCP thus became a major player in the world fertilizer market.



1973

Fly-up and smart investments

In October 1973, a spectacular turnaround occurred in the phosphate market, and prices rose worldwide at an unprecedented rate.

In the early 1970s, droughts and crop failures caused global food supplies to run low and demand for fertilizer to explode. In response, Morocco decided to triple the price of its phosphate from \$14 per tonne to \$42 from 1 January 1974, and to \$68 from 1 January 1975. This financial windfall allowed for substantial investments in plants to produce new value-added phosphate products. These funds also enabled Morocco to respond to the rising prices of its imports of raw materials and capital goods.

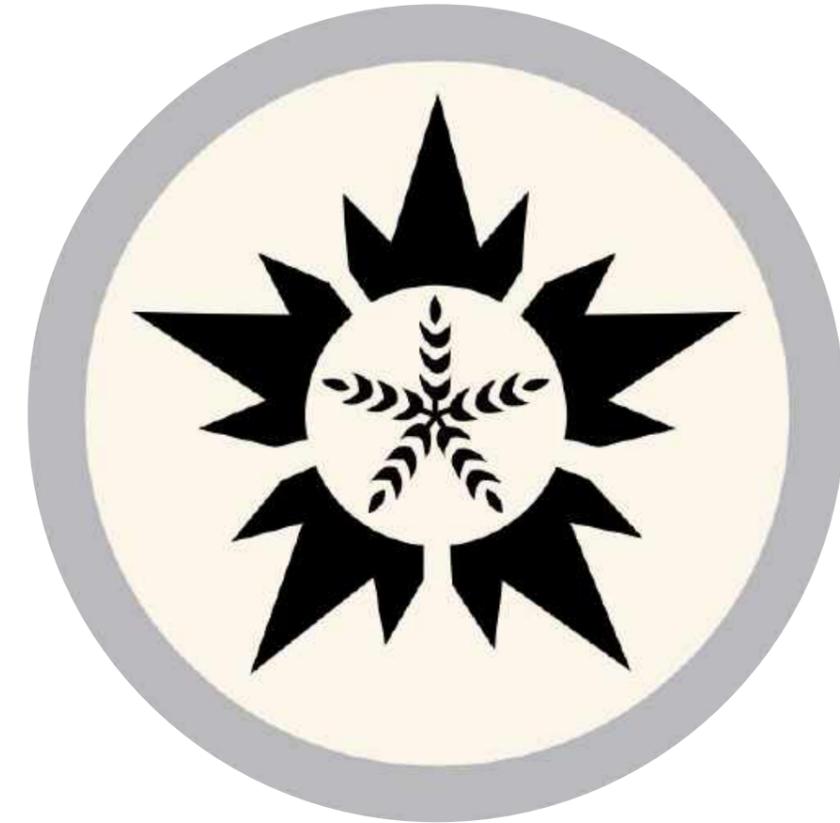




1974

Regulation of fertilizer to support Moroccan farmers

OCP Group took control of the Société Marocaine des Fertilisants (FERTIMA), that was created in 1972 and specialised in production and selling of fertilizers and daily technical advice to moroccan farmers. The Group thus gave farmers access to high-quality products without being affected by price fluctuations, a role it would play until 1999.



1975

Paradigm shift

To support the company's expansion and following the integration of processing industries and other supporting businesses, Office Chérifien des Phosphate became the OCP Group, a modern company with clear internal procedures to the governing entities which constitute it.



Dragalina de Bu-Craa.- Obsérvese tamaño comparativo (Julio 1.974)

1976

Geographic expansion and sustainable impact: OCP buys into the capital of Phosboucraa

On 24 April 1976, OCP bought a 65% stake of Phosboucraa's shares from the Spanish National Institute of Industry (INI) and began joint exploitation of the Boucraâ site, located 100 km from Laayoune. The OCP-INI joint venture continued until 2002, when OCP becomes the sole shareholder of the subsidiary, which was then operated and managed according to the Group's own high

standards of sustainability and community involvement. Since then, Phosboucraa has been contributing to the sustainable socio-economic development of the southern regions by creating value locally, through the development of high value-added industrial activities around phosphate, and also through innovative and inclusive territorial development projects.

1980

Opening of the Benguerir mine, the first open-pit mine since Morocco's independence

The Benguerir mine is located in the heart of Gantour, a mining basin which alone represents more than a third of the Kingdom's phosphate reserves.

Between 1980 and 1994, annual production at the Benguerir mine was around 1.4 million tonnes. Today, production peaks at 4.2 million tonnes per year.



1982

Boldness and major achievements

This year saw the start of extensive work on the Jorf Lasfar phosphate processing complex, which represented an important turning point in the OCP Group's expansion strategy and for the development of the Doukkala-Abda region.

The sulfuric acid and phosphoric acid production lines started in 1986 and the fertilizer production line in 1987. Several projects followed one another over time, including the development partnerships with international groups leading to joint ventures and the building of integrated plants. Today, the Jorf Lasfar site is the largest integrated

phosphate fertilizer complex in the world; a global hub that enables international partners to plug-and-play phosphate and quality fertilizer production benefiting from OCP's infrastructure, processes, knowledge, and human capital expertise.



1983

Structural Adjustment Plan (SAP)

In early 1983, all the economic indicators were pointing down. The debt crisis led Morocco to map out an adjustment and recovery plan with the IMF.

In addition to making exports the main strategic priority, Structural the new Adjustment Plan also made the phosphate sector the engine of this new policy.

# 1990 - 2020 OCP'S INTERNATIONAL DEVELOPMENT: THE PURSUIT OF LEADERSHIP

1990

A worldwide company

As one of the leading exporters of phosphates in all their forms to India, OCP opened its first international representative office, OCP India. An opening that strengthens the company's position in a major market and established cooperation in the fields of business, technology, and agriculture. OCP continued its international development by opening several offices and creating partnerships such as: OCP do Brasil (2009). OCP de Argentina (2011). BSFT - Joint Venture with Turkish group Toros Tarim (2012), as well as opening offices in Ethiopia and Singapore (2015) and the United States, China, Switzerland and the United Arab Emirates (2016).





As part of its environmental approach, OCP adopted new industrial processes that ensure eco-friendly mine rehabilitation, which is based on a simple principle: collect and store the topsoil during the mine's operation and reuse it later. This overburden was then used to create a level site and prepare the ground for agricultural use. This approach not only minimizes the impact of the Group's activities on the environment but also promotes sustainable development in the region, benefiting residents, particularly the owners of the agricultural projects for which OCP created support platforms.

• 1994

Acting for sustainable development: beginning of the mine rehabilitation program

• 2006

A new management for a new momentum

Mostafa Terrab was appointed by H.M. King Mohammed VI to head OCP and has initiated a positive transformation of the Group since 2006. Since then, OCP has multiplied innovative actions by focusing its strategy on training, sharing expertise, supporting communities, using resources appropriately and preserving the environment.



# 2007

## Social and community engagement

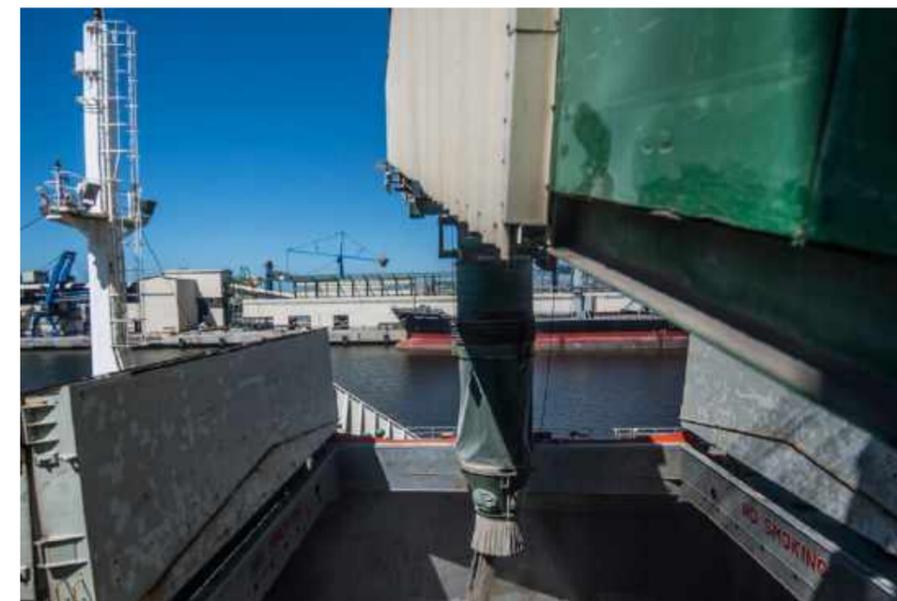
13 July 2007, the OCP Foundation was created to define, implement and execute human development programs for the underprivileged communities. The scope of the foundation goes beyond the borders of Morocco, extending over the African continent and then to the rest of the world, including a significant presence in India. Education, agriculture, health, culture, research and development, social and solidarity economy. Wherever it is possible to help communities thrive, create wealth, and develop, the OCP Foundation is there. In 2012, the foundation was recognized as a public utility, confirming its civic dimension and its positive impact on OCP's social environment.



# 2008

## Capacity building and potential growth of the Group

2008, OCP started an ambitious industrial transformation program with the aim to double the extraction capacity and triple the transformation capacity by 2025. The industrial strategy aims to consolidate the group's leadership in the raw phosphate and phosphoric acid markets, and to position the Group as a market leader in the market for high value-added phosphate fertilizer market. In the same year, OCP was transformed by Decree into a joint stock company whose capital is held by the State as the main shareholder.



The Group was therefore able to raise funds in the capital markets to support its ambitious industrial transformation strategy. The capital raising has been successful, allowing the Group to be valued at up to MAD 100 billion, thanks in part to the entry of Banque Centrale Populaire as a shareholder. A welcome change in status that has helped the company rise from the number 4 fertilizer producer in 2005 to a leader a 31% of the world market share.



2011

Innovative and responsible player

OCP is implementing a strategy that is in line with sustainable development goals, in particular through a vast water program. Three projects were launched this year to achieve a cutting-edge eco-efficiency level in terms of water resource management:

the Khouribga Wastewater Treatment Plant (STEP), Maroc Central Dam, which increases the electricity capacity and the Seawater Desalination program.

2011

Sustainable urbanism

2011, Société d'Aménagement et de Développement Vert (SADV), a subsidiary of the OCP Group, was created to carry out regional projects as well as urban, technological and management services. The primary vocation of SADV is the development of the Green City of Benguerir project, which will be built around a university and offering an attractive and ecologically exemplary living environment around an ecosystem of knowledge. Green Mine is also a flagship project of SADV in the Khouribga region, was designed to respect the environment and the improvement of the urban and

architectural features of the city. The Société d'Aménagement et de Développement de Mazagan (SAEDM), a 100% subsidiary of OCP, was later created in 2013. It was responsible for the PUMA (Pôle Urbain de Mazagan) project aimed at improving business climate and living environment, and promoting the economic and social development in the Grand El Jadida region, while forming the urban hub between the cities of Casablanca and Azemmour to the north and the city of El Jadida to the south.



# 2014

The Slurry Pipeline, a revolution for phosphate transport



# 2016

A Group committed to Africa

In a context of industrial change, OCP challenged new approaches and rethinking uses, including historic transportation by rail, with resource conservation in mind. The Slurry Pipeline, the longest phosphate pipeline in the world, is an important innovation in this disruptive dynamic.

This new phosphate transportation mode is connecting Khouribga and Jorf Lasfar over a length of 235 kilometers, transporting phosphate in the form of

pulp primarily by gravity. At full capacity, the slurry pipeline, currently operating at 50% capacity, will save 3 million m<sup>2</sup> of water per year and reduce the carbon footprint by 930,000 tonnes per year.



25 February 2016, OCP reaffirmed its African roots with the creation of OCP Africa, a wholly-owned subsidiary of the Group aiming to contribute to the development and transformation of agriculture in Africa and to be closer to the smallholder farmers of the continent.

As of March 2016, 14 dedicated subsidiaries were established helping to meet the immediate needs of farmers and future-proof their practices through research, education and partnerships. Through its flagship Agribooster and OCP School Lab programs,

more than one million farmers across the continent have already been supported. OCP Africa is currently present in 18 countries through 12 subsidiaries and has 17 different nationalities.

# .2017

The UM6P, a knowledge ecosystem open to the world

12 January 2017, His Majesty King Mohammed VI inaugurated the Mohammed VI Polytechnic University in Benguerir. An academic institution dedicated to applied research and innovation focused on Africa and globally-oriented. Created as part of the OCP Group's major development projects, UM6P develops innovative education models through content creation and digital learning built around cutting-edge digital technologies. With a focus on Africa and through targeted research programs, UM6P builds on the OCP Group's research agenda and provides answers to the continent's most pressing contemporary challenges and issues.



# .2017

Act4Community, OCP's platform for collective commitment to solidarity



11 November 2017 marks the birth of Act4Community, underscores the Group's vision of social responsibility and allows each of OCP's 20,000 employees to dedicate time to carry out projects in the service of their communities. Thus, in addition to their annual leave, each employee has 4 paid weeks to share their knowledge, skills and energy with volunteer-based dynamic, which communities, supporting entrepreneurship, agriculture, sports, culture, education, but also health, especially initiatives during the COVID-19 crisis. Act4community embodies the Group's social commitment, showing a daily support for sustainable development and solidarity.

# 2018

Farmer Centricity, local agricultural support on a continental scale



# 2020

100 years of Caring Progress

OCP adopted an innovative farmed-focused strategy, providing farmers better access to services and empowering them to set up prosperous and sustainable businesses while raising awareness of good agricultural practices. Among its flagship initiatives, Al Moutmir is a local program that integrates a mobile soil analysis laboratory, demonstration platforms as well as training and support services adapted to the needs of farmers. The scientific approach is at the heart of the system as a

key tool for prosperous and sustainable agriculture. At the African level, the OCP School Lab initiative focuses on sharing the best agricultural practices in the most remote regions of the continent while developing value-added African agriculture. In addition, the Agribooster program optimizes technology for African farmers, while Agripromoter promotes entrepreneurship in the agricultural sector.



As a century-old Group, OCP confirms its commitment to its entire ecosystem, as demonstrated by the set of measures that the Group deployed throughout the pandemic to support the country in its efforts to fight the spread of the Coronavirus and its consequences on the national economy. Thus, OCP contributed by donating MAD 3 Billion to the Special Fund for the Management and Response to COVID-19 created by His Majesty King Mohammed VI.

Beyond this participation, OCP has taken numerous initiatives throughout the year to support farmers in dealing with the crisis, offer innovative tools to communities to turn the crisis into an opportunity, and provide human and logistical resources in the service of the health and education sectors, both in terms of infrastructure, and the implementation of hygiene measures and prevention of the COVID-19 spread.

ABOUT  
OCCP



## FOR A HUNDRED YEARS, A VISION FOR A SUSTAINABLE FUTURE

For a hundred years, OCP Group has been a major player in the fertilizer industry, supporting the sustainable growth of the world's population by nourishing the soil across generations. It is our 100 years of experience that enables OCP to provide the nutrients essential for soil fertility, plant and crop growth and delivering increased agricultural yields.

With more than 70%\* of the world's phosphate reserves, around 50 billion tonnes of this valuable, non-renewable resource, essential for the production of fertilizers and key to sustainable agriculture; OCP Group is a guarantor of global food security, a role we take responsibility and with a duty for future innovation.

In 2020, in the face of an unprecedented global pandemic and a health crisis that represents challenges and constraints, OCP has shown a strong commitment to its core mission. In an unmatched context, OCP Group's resilience and operational excellence enabled it to optimize value creation by relying on its industrial flexibility. Agility, commercial precision and vision have combined in 2020 to meet the growing needs of the major fertilizer import markets with assessed and adjusted volumes.

The Group, strengthened by the tireless commitment of all its employees, ensured operational continuity during the pandemic, in line with its commitments.

\*According to the US Geological Survey



## NOURISHING SUSTAINABLE GROWTH FOR ALL

Confident that agricultural innovation contributes to global food security, we work hand in hand with farmers and our ecosystem to ensure responsible, sensible and appropriate use of fertilizers. We raise awareness of best practices across our ecosystem to achieve more sustainable and profitable performance.

### What is our vision for growth?

Responsible and inclusive, with a positive impact, working with our partners and within an entire ecosystem, understanding the needs of the soil and crops while considering the environment as an essential factor of development.

For us, it is about providing the plant with "the right fertilizer, in the right dose, at the right time, in the right place".

Because we know that by making the best use and reuse of our resources, we can support more crops, more farmers, and more communities while protecting the environment. We are innovating and helping to feed the planet by expanding opportunities for people, the continent and future generations.

We promote disruptive innovation, automation, know-how and education at an African and global scale.

As a regional player, a business with global influence, OCP fertilizes this interconnectivity and the need for balance to better create shared value and sustainable growth for all.



 **100**

years of history and know-how in the phosphate and fertilizer industry

 **56.2**

billion MAD of consolidated turnover in 2020

 **350**

customers across 5 continents

 **35%**

market share in world exports of every kind of phosphate

2020  
NUMBERS





## 2020, PROVEN RESILIENCE



**Phosphate rock  
Production**

**40.7 MT\* TSM\*\***

Exports

**10.3 MT\***

Market share\*\*\*(%)

**37%**



**Phosphoric acid  
Production**

**7.1 MT\* P<sub>2</sub>O<sub>5</sub>\*\*\*\***

Exports\*\*\*\*\*

**1.9 MT\***

Market share\*\*\*(%)

**50%**



**Phosphate fertilizers  
Production**

**11.2 MT\***

Exports

**11.5 MT**

Market share\*\*\*(%)

**31%**

\* In millions of tonnes  
\*\* Amount of phosphate extracted from mine converted to dry & marketable ton  
\*\*\* Preliminary IFA 2020 statistics, excluding purified acid from China for technical use. Percentages are based on P<sub>2</sub>O<sub>5</sub> trade volumes limited to rock, phosphoric acid and DAP/MAP/TSP (excluding NPKs).  
\*\*\*\* Phosphoric anhydride. This formula refers to the conventional unit of measure for the assessment of phosphorus in phosphate and its derivatives.  
In a tonne of phosphate, there is an average of 0.32 tonnes of P<sub>2</sub>O<sub>5</sub>.  
\*\*\*\*\* Unconsolidated phosphoric acid export volume (including sales of JVs).

Consolidated  
revenue\*  
(in MAD)



EBITDA  
(in MAD)\*



Net profit, OCP  
Group share  
(in MAD)\*



Operational  
Investment  
(in MAD)\*



**56.2** billion MAD  
of consolidated revenue\*

**19,657**  
Employees

### BREAKDOWN OF EXPORT REVENUE BY PRODUCT

Phosphate fertilizers:



Phosphate rock:



Phosphoric acid:



Others:



### BREAKDOWN OF STAFF BY CATEGORY

Workers and technical staff:



Line managers and administrative middle  
and senior management:



Middle and senior management:



\*Consolidated figures under IFRS.

## PRESENCE IN MOROCCO

OCP mines are located at four sites in Khouribga (Sidi Daoui, Merah El Ahrach, Sidi Chennane, and Beni Amir), three in Gantour (Benguerir, Bouchane, and Mzinda), and one in Boucraa. Processing phosphate into phosphoric acid and phosphate-based fertilizers is mainly done at the Jorf Lasfar and Safi sites. A major industrial development project for Phosboucraa is also underway for the 2014–2022 period to improve industrial activities at the Boucraa site, diversify the product portfolio, develop the regional business ecosystem, and contribute to the socioeconomic development of the southern regions: Guelmim-Oued Noun, Laayoune-Sakia El Hamra, and Dakhla-Oued Ed Dahab.

### Mining and industrial assets

#### 4 MINING SITES

KHOURIBGA, BENGUERIR, YOUSOUFIA, BOUCRAA

#### 2 PROCESSING PLATFORMS

JORF LASFAR, SAFI

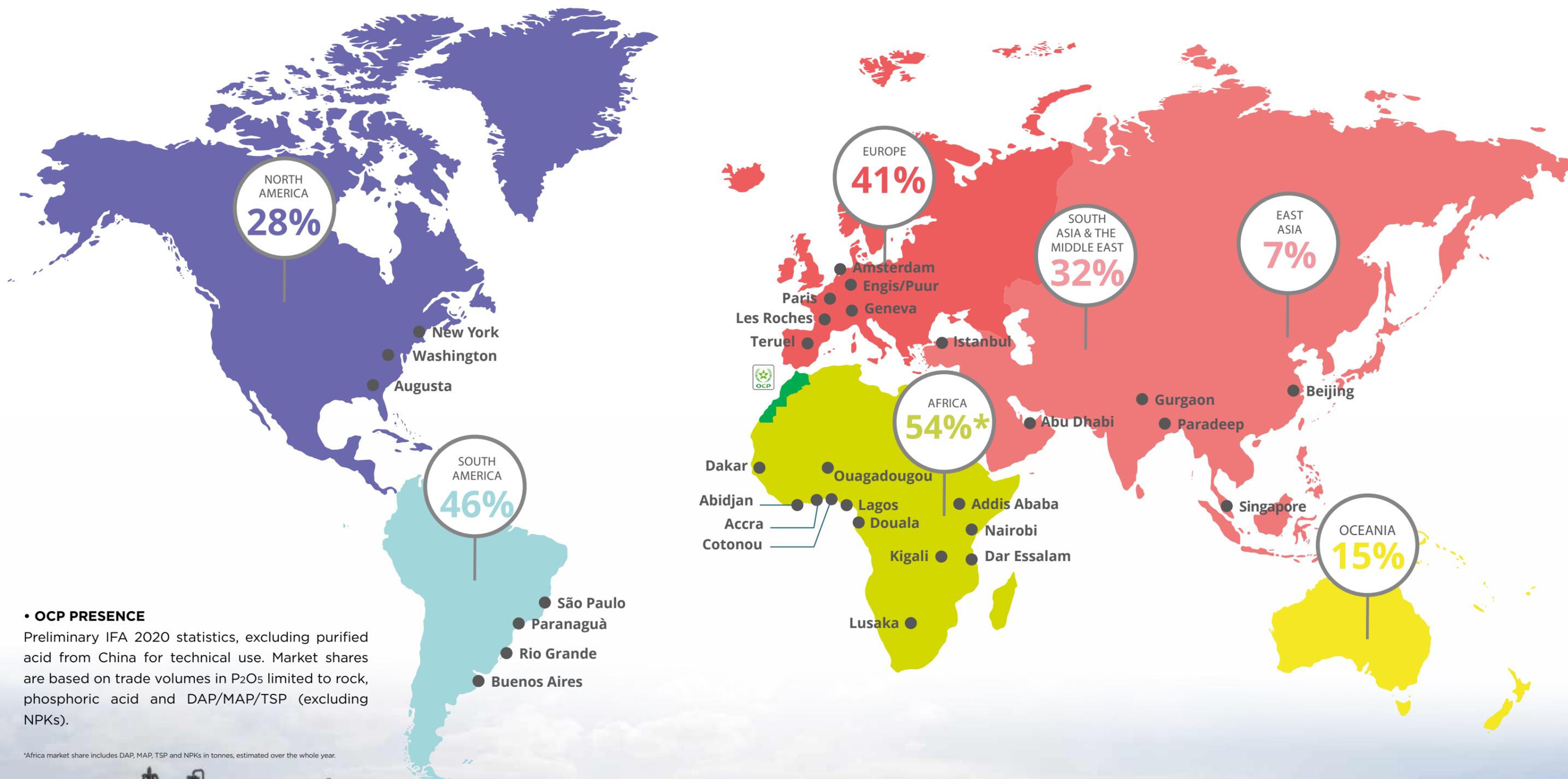
#### 4 PHOSPHATE PORTS

CASABLANCA, JORF LASFAR, SAFI, LAAYOUNE



## GLOBAL PRESENCE

With over 350 clients in 5 continents, OCP Group further strengthened the position of its finished products and its own presence, particularly in Africa, North America, and Latin America. Increasingly diversified products and regional portfolios reflect OCP Group's industrial and commercial excellence.



**• OCP PRESENCE**

Preliminary IFA 2020 statistics, excluding purified acid from China for technical use. Market shares are based on trade volumes in P<sub>2</sub>O<sub>5</sub> limited to rock, phosphoric acid and DAP/MAP/TSP (excluding NPKs).

\*Africa market share includes DAP, MAP, TSP and NPKs in tonnes, estimated over the whole year.



## OVERVIEW OF THE INDUSTRIAL PROGRAM (2008-2030)

	<b>MINES &amp; BENEFICIATION</b>  <b>Doubling of capacity</b>	<b>TRANSPORT &amp; UTILITIES</b>  <b>Improving industrial efficiency</b>	<b>TRANSFORMATION</b>  <b>Tripling of fertilizer capacity</b>	<b>PORT FACILITIES</b>  <b>Strengthening logistics capacity</b>
<b>Khouribga - Jorf Lasfar</b>	<ul style="list-style-type: none"> <li>- 2 new mines</li> <li>- 3 new washeries</li> <li>- Adaptation of 2 existing laundries to Slurry Pipeline</li> <li>- 1 new downstream plant for drying phosphate rock in Jorf Lasfar (export)</li> <li>- Extension of existing mines</li> </ul>	<ul style="list-style-type: none"> <li>- Construction of a pipeline (capacity of 38 Mt/year and length of 187 km) for the transport of phosphate between Khouribga and Jorf Lasfar</li> <li>- Water resource optimisation units (desalination, WWTP and Jorf Lasfar-Khouribga water pipeline)</li> </ul>	<ul style="list-style-type: none"> <li>- 4 new integrated fertilizer production units (1 Mt of fertilizer each)</li> <li>- 2 new granulation units (0.85 Mt of fertilizer each)</li> <li>- 3 new sulphuric acid lines</li> <li>- 2 new phosphoric acid lines (JFC eq.)</li> <li>- 3 new granulation units (1 Mt of fertilizer each)</li> <li>- Implementation of green mining and renewable energy projects</li> <li>- New product diversification units (fluorine, customised fertilizers and demetallization/decadmisation)</li> </ul>	<p>Port of Jorf Lasfar:</p> <ul style="list-style-type: none"> <li>- New 1.5 km long quays</li> <li>- Rehabilitation and deepening of existing quays</li> <li>- Installation of new loading/unloading capacity</li> </ul>
<b>Gantour - Safi</b>	<ul style="list-style-type: none"> <li>- Expansion of the 2 existing mines and opening of a third mine at Gantour</li> <li>- Construction of 2 new washeries and adaptation of the one in Youssoufia</li> <li>- Construction of a new drying plant</li> <li>- Construction of new downstream facilities</li> </ul>	<ul style="list-style-type: none"> <li>- Construction of a pipeline for the transport of phosphoric acid between Mzinda and Safi</li> <li>- (1.5 Mt P<sub>2</sub>O<sub>5</sub> in Stage 1)</li> <li>- Construction of a pipeline (capacity of 8 Mt/year and length of 65 km) for the transport of phosphate pulp between Benguerir and Mzinda</li> <li>- Construction of a 75 km pipeline for the transport of phosphate pulp between Youssoufia and Safi</li> <li>- Water resource optimisation units (desalination, WWTP and Safi-Gantour water pipeline)</li> </ul>	<ul style="list-style-type: none"> <li>- A new chemical recovery platform consisting, by 2030, of:                             <ul style="list-style-type: none"> <li>• 3 phosphoric acid production lines of one unit capacity of 500 Kt P<sub>2</sub>O<sub>5</sub> per year</li> <li>• 3 sulphuric acid production units with a unit capacity of 1.5 MtMH/year</li> <li>• 3 power plants with a unit capacity of 65 MW</li> </ul> </li> <li>- New fertilizer production lines (4 Mt per year)</li> <li>- Implementation of green mining and renewable energy projects</li> <li>- New product diversification units (Fluor, customised fertilizers and demetallisation/decadmisation)</li> </ul>	<p>New port of Safi:</p> <ul style="list-style-type: none"> <li>- Construction of new quays</li> <li>- Installation of new loading/unloading capacity</li> </ul>
<b>Boucraâ - Laayoune</b>	<ul style="list-style-type: none"> <li>- New storage and handling capacities</li> <li>- New washery with integrated flotation unit</li> <li>- New drying plant</li> </ul>		<p>New processing platform:</p> <ul style="list-style-type: none"> <li>- New fertilizer plant (1 Mt DAP equivalent)</li> </ul>	<p>New port of Laayoune:</p> <ul style="list-style-type: none"> <li>- New port suitable for processing operations</li> </ul>

### KEY ACHIEVEMENTS IN 2019



Construction of 2 V&W phosphoric acid concentration levels  
Commissioned in April 2019

Capacity **360,000** t/year



Construction of line D for the production of sulphuric acid  
Commissioned in September 2019

Capacity **1.5** Mt/year



MAP Crystallin  
Commissioned in December 2019

Capacity **100,000** t/year



Pumping and distribution of seas water - start-up of line 6  
Commissioned in December 2019

Capacity **368** Mm<sup>3</sup>/year

### KEY ACHIEVEMENTS IN 2020



Rehabilitation of 4 sulphur smelters in Jorf Lasfar

Capacity **2.1** Mt/year



Commissioning of 4 fertilizer storage sheds in Jorf Lasfar

Capacity **200,000** t

OCCUPATIONAL AND COVID-19



OCP Poste de Secours Principal



50.

## RESPONSE TO THE HEALTH CRISIS

For OCP, being a responsible economic actor means being aware of the key role to play when a crisis as large as Covid-19 hits.

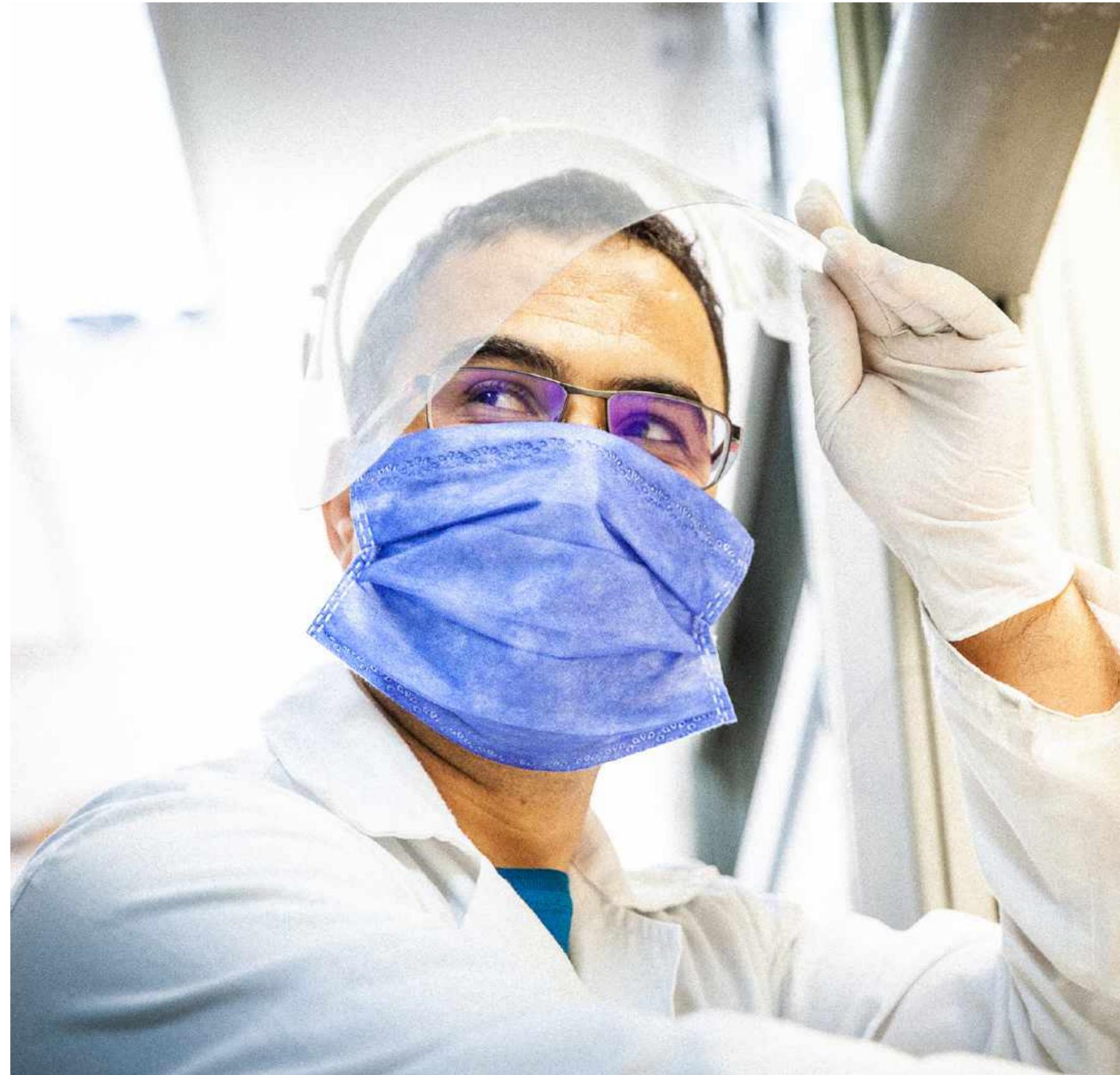
Following the foundation of the Special Fund by His Majesty King Mohamed VI to help combat the Coronavirus pandemic, OCP immediately responded to support the national effort.

OCP contributed three billion dirhams to the Fund as part of a package of initiatives that were immediately launched by the company to support Morocco's effort to combat the spread of Covid-19 and reduce the impact on the national economy.

The Fund, established at the beginning of the crisis, was designed to help cover

the costs of modernizing the health system through adapted infrastructure and additional resources that would be purchased in case of emergency, as well as supporting the national economy through a series of social and economic measures taken by the Government.

In addition to this financial contribution, OCP focused on putting to use our expertise, assets, and know-how at the service of the community. One program delivered by OCP was the provision of digital and human resources to support communities, the education and health sectors in the fight against the complex and unprecedented Covid-19 pandemic.



## ENSURING THE HEALTH OF EMPLOYEES AND PARTNERS

To limit the spread of Covid-19 within its sites, OCP quickly put in place a business continuity plan coupled with preventive health measures. From the beginning of the pandemic, OCP prioritized the health and welfare of our employees, their families and all of our on-site subcontractors. Our Health and Safety Department, which includes a medical team deployed to all OCP sites, has been active around the clock to support employees and implement health protocols to contain the spread of the virus and ensure the continuity of activities at the sites in strict compliance with health regulations. At the same time, awareness-raising activities were undertaken

through a comprehensive communication plan: practical guides, on-site mobilization, awareness capsules, posters and webinars.

The OCP Group not only provided staff with all the means and equipment necessary for their protection, but also ensured that these measures were regularly reviewed and updated as the epidemiological situation evolved.

To support our staff, we set up a special Covid-19 medical hotline, available 7 days a week, 24 hours a day.

## A BUSINESS CONTINUITY PLAN IN DEFIANCE OF THE CRISIS

Faced with an unprecedented crisis, OCP's continued operation was vital for the global economy and food security. OCP quickly adopted an industrial and operational business continuity plan, implementing a complete prevention system for risks related to Covid-19, and initiating a massive shift to remote working. These rigorous standards allowed us to serve our national and international customers throughout the pandemic, maintaining mining and processing in all the Group's sites, aided by unique site-focused health and safety plans.

Despite these huge challenges and changes, OCP managed to deliver production volumes and revenues in line with forecasts.

OCP has demonstrated the strength of our industrial and logistics operations to meet the expectations of our customers globally.



## SUPPORTING VULNERABLE POPULATIONS IN THE FIGHT AGAINST THE COVID-19 PANDEMIC

Over the last year, OCP has been proud to stand alongside our communities. It undertook a program of support to help communities cope with the pandemic's catastrophic impact on vulnerable people.

The volunteers have, on a daily basis and under the supervision of the OCP Group doctors and local authorities, shared the health reflexes to adopt in the regions of the Group's sites, as well as in douars and countryside. They also took part in the disinfection of sensitive, high-traffic areas and organized food distribution campaigns for isolated populations and local associations. They supported cooperatives by sharing expertise in areas of organization, digitization and communication, all while encouraging OCP employees and the Group's entities to buy from these cooperatives, which market quality local products.

The OCP teams involved in the Al Moutmir initiative increasingly expanded their impact to a broad ecosystem, optimizing social media and digital tools to spread best health and hygiene practices required in the event of a pandemic to their tight network of farmers.

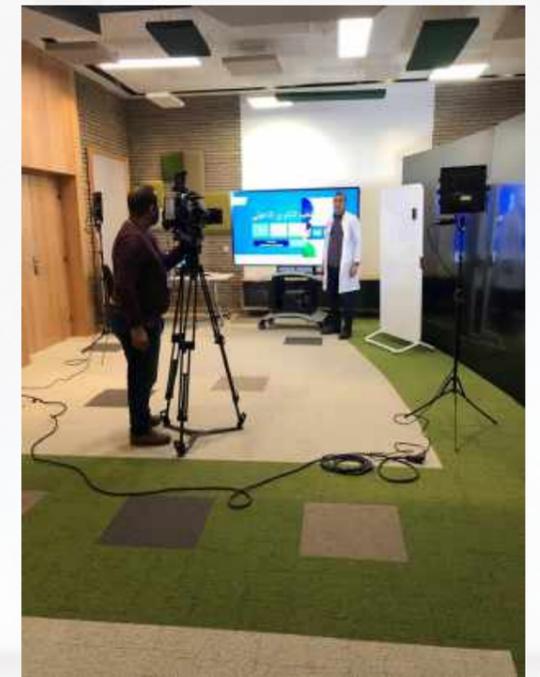


## A WHOLE SOCIO-EDUCATIONAL ECOSYSTEM AT THE SERVICE OF DISTANCE LEARNING

To support the efforts of the national education system in the face of the challenge to ensure uninterrupted learning despite a changing environment, the Group has contributed its educational structures, particularly the Mohammed VI Polytechnic University (UM6P), Schools 1337 and YouCode, the OCP Foundation, High School of Excellence, and the various institutions IPSE (Institute for Socio-Educational Promotion) to provide human, technical, and material resources.

Thanks to educational materials, learning and educational content developed and produced entirely digitally as a video portal, and a platform for students in preparatory classes, Prepadigitale.com, OCP enabled continuity of learning in digital form and established a technical

assistance hotline to remotely guide students, parents, teachers, and administrators to better master the tools developed.



## SUPPORTING HEALTH TO COPE WITH THE PANDEMIC

To strengthen the means of containing the pandemic, the various OCP Group sites, in collaboration with Act4Community teams, offered their assistance to public health services, especially health delegations and hospitals. They provided medical and other equipment, including ambulances, protective clothing and supplies. Volunteers helped rehabilitate and upgrade non-functional departments in some hospitals to increase their treatment and isolation capacity.

OCP staff also demonstrated their

sense of innovation in dealing with this unprecedented situation.

In collaboration with the relevant authorities, their civic engagement has indeed produced innovations every day, proving that the group's collective intelligence is first and foremost at the service of communities and the general interest. In this sense, OCP is proud to have led the development of the first Moroccan designed and made ventilator, a tool vital to healthcare professionals in their fight against Covid-19.



## AT THE SERVICE OF THE SOLIDARITY ECONOMY

To moderate the impact of socio-economic effects caused by the COVID-19 pandemic, OCP's initiatives to support the economy in times of crisis multiplied. Act4Community, through Act4Cooperatives, increased the number of actions undertaken by OCP Group staff and volunteers to help and support local communities in need, by accelerating their digitalization, which equals economic growth.

This program offers artisans and other members of the solidarity economy the opportunity to ensure the continuity of their activities by providing them with online sales tools.

In addition, Mohammed VI Polytechnic University and OCP Foundation have launched CoopLab to promote sustainable, accelerated, and inclusive growth of cooperatives. The CoopLab is a spin-off of the Social Innovation Lab (SIL). This laboratory, launched by the OCP Foundation and UM6P in 2019, aims to support populations and private or public organizations

in the reflection and development of their social projects.

One of CoopLab's first initiatives was the launch of "Sookoa", a solidarity e-commerce platform that offers partner cooperatives a new way to promote local products, digital marketing, and a short distribution channel for their products. This initiative initially covered cooperatives around OCP Group sites before being extended to the national territory and cooperatives in sub-Saharan Africa.

Finally, Act4Community has supported cooperatives to succeed in the contextual transition, as illustrated by the example of Ayadi El Fath and Oqba cooperatives, which operate in the sewing industry in Jorf Lasfar that have successfully made the transition to the production of facemasks to secure the significant national demand.



# HIGHLIGHTS OF THE YEAR



OCP

JORF LASFAR  
MOYENS GÉNÉRAUX

STATION  
DÉSINFECTION

محطة التعقيم

#WORKSAFE #STAYSAFE

06

## THE SUCCESSFUL 100% NPK BLEND SHIFT

In 2020, OCP continued its support to the agricultural sector by supplying fertilizers to the national market with a successful conversion to 100% NPK Blend. In addition to supplying regional NPK fertilizer formulas based on the recommendations of the Moroccan Soil Fertility Map, OCP, through Al Moutmir, has expanded its Smart Blender offering to include customised NPK Blend formulas.

N, P and K nutrients, OCP introduced Smart Blender technology in late 2018. The latter consists of creating NPK Blend formulas for each agricultural plot based on their own soil analysis. The Smart Blender technology is distributed through national partners of fertilizer manufacturers and distributors, as well as aggregators. More than 50 sales outlets are now operating in various provinces close to farmers across the Kingdom.

To further its support to the optimisation of natural resources and the appropriate use of



## OCP FOUNDATION AND UM6P PROMOTE RESEARCH AND DEVELOPMENT THROUGH STRATEGIC PARTNERSHIPS

The OCP Foundation signed several partnerships in 2020 to give a new dynamism to research and development, with phosphates as a driving force, and allow several researchers to develop their research programs, contributing to the development of national priority areas and opening several horizons for collaboration at national and international levels.

Firstly, they created a partnership with the Department of Higher Education and Scientific Research (DESRS), the National Center for Scientific and Technical Research (CNRST), and UM6P to establish a research fund: the National Ecosystem R&D Fund.

This was followed by a partnership with DESRS,

the Ministry of Industry, Trade, Green and Digital Economy, OMPIC (Moroccan Office of Industrial and Commercial Property), CNRST and UM6P, which has led to the establishment of a National Ecosystem Technology Transfer (TT) Fund.

Finally, as part of the development of national R&D in virology, other partnerships have been signed with UM6P and the Pasteur Institute of Morocco for the creation and equipping of a Category 3 laboratory for virological research that will be housed at UM6P, the creation of a medical virology center for highly pathogenic germs at IPM, and the creation of a virology R&D fund.



## INTERNATIONAL MARKETING OF THE FIRST SOLUBLE FERTILIZER PRODUCED BY OCP: THE SOLUBLE MAP 12-61

Following the successful launch of NUTRIDROP® 12-61 in the local market, OCP Group has expanded the marketing of soluble fertilizers in the largest consumer countries: Brazil, Spain, Turkey, Mexico, Egypt, Australia... This product is especially suitable for high-value crops and is based on a patented European technology. It is the first fertilizer that OCP has successfully marketed internationally and is intended for direct use by the farmer. The soluble NUTRIDROP® 12-61 MAP contributes to better water and nutrient use, as it is specifically designed for fertigation systems that provide plants with the exact amount of water and nutrients they need to grow. In its first year on the international market, NUTRIDROP® 12-61 has already made significant market gains thanks to its quality advantages and the logistical strength of OCP Group. It should be noted that the NUTRIDROP® production unit has an annual capacity of 100KT and that the product has been marketed in more than 12 countries to date.



## NUTRIDROP® 12-61, 60% MARKET SHARE FOR THE SOLUBLE FERTILIZER "MADE IN MOROCCO" TO IMPROVE THE COMPETITIVENESS OF MOROCCAN FARMERS

Developed and marketed by OCP, the NUTRIDROP® 12-61 was launched as a preview showing in the Moroccan market with 60% of the local market now using it. The NUTRIDROP® 12-61 has thus positively changed the purchasing channels for soluble MAP and contributed to improving the competitiveness of Moroccan farmers by providing them with

continuous availability of the product at the local level as well as a sustainable supply. Traders benefit from significant logistical advantages from now on (shorter delivery times, reduced safety stock, less risk in freighting, etc.) as well as from the elimination of customs duties and other costs.



## INCREASED TURNOVER FOR PHOSFEED® & LAUNCH OF PHOSFEED® 22

Faced with growing demand for more concentrated products, and with the aim of diversifying the range, the PHOSFEED® team launched PHOSFEED® 22, which has since been adopted by many of the brand's customers around the world. The brand also saw a double-digit increase in sales, consolidation of its customer portfolio and growth in exports, despite the health environment.

This year was also marked by the renewal of the GMP+B3 certification of PHOSFEED®, a reference standard in animal nutrition, as well as the publication of the technical report on the in vivo study measuring the digestibility of phosphate supplements, which confirms PHOSFEED® as the holder of the highest digestibility rate ever measured for a Monocalcium Phosphate 21.



## TSPS, A NEW PRODUCT TAILOR-MADE FOR BRAZIL, WITH PROMISING POTENTIAL IN THE REST OF THE WORLD

Brazil, which relies heavily on the use of phosphate fertilizers for the development of its agriculture, is one of OCP's main customers. In 2020, the Group continued its commitment to the development of the country's agricultural sector by developing a product that meets its specific needs:

a sulphur-coated TSP, an innovative product that has been highly appreciated by local farmers in the testing stage.

This customer-oriented approach is underlined by the Group in its diversification strategy, which is being extended to all regions.



## SOCIAL INNOVATION, LAUNCH OF THE TERRITORIAL PERFORMANCE OBSERVATORY

In order to respond to territorial issues that require the implementation of an integrated, strategic, participatory, and multidisciplinary approach, an Observatory for the Territorial Performance of Rhamna Province was created by the OCP Foundation and the SAP +D School of Architecture and Design of Mohammed VI Polytechnic University. It is a living laboratory to streamline and analyse Smart Data, to support the decision-making process of decision-makers as well as territorial planning, to provide

expertise in analysis, predictive modelling and integration that will enable decision-makers to understand the most complex problems and the consequences of decisions before they are made, and finally to develop smart and resilient territories capable of creating valuable sources of initiatives and entrepreneurial opportunities.



## INCREASE IN SULPHUR STORAGE AND PROCESSING CAPACITY ON THE JORF LASFAR PLATFORM

At the Jorf Lasfar site, the rehabilitation of the sulphur melting points was in full swing, for a port spared by the global health crisis. These melting points, called Unit 63, are part of the oldest sulphur port facility. Designed to liquefy sulphur through smelting, these eight smelting points will allow the Jorf Lasfar site to increase its sulphur conversion capacity to meet its production commitments.

The total capacity of Unit 63 aims to reach more than 12,000 tonnes of sulphur melt per day.



## THE OCP FOUNDATION FINANCES 4 NEW ASSOCIATIONS THROUGH ACT4COMMUNITY

The OCP Foundation continues to support Act4Community by funding 4 associations to implement program agreements in partnership with outreach sites. As such, 4 agreements have been signed, including one from the OCP-OCP Foundation to support local Act4Community associations. The OCP Foundation provides

grants to support programs aimed at strengthening the Group's community engagement in the regions where it operates. To this end, OCP sites are mobilised to support the establishment of programs, validation of achievements and solicitation of funds.

## UM6P DATA CENTER: STATE-OF-THE-ART INFRASTRUCTURE IN THE SERVICE OF TRANSFORMATION IMACID, A MODEL FOR ENERGY EFFICIENCY AND ECONOMIC PERFORMANCE

OCP and the Mohammed VI Polytechnic University (UM6P) have joined forces to create the Data Center. The main objectives are to accelerate the digital transformation of the Moroccan ecosystem, to offer 100% Moroccan solutions that meet the expectations of economic actors, and to offer cloud services on a continental level.

2,000 m<sup>2</sup> of modular clean rooms and 5 MW of IT, certified Tier III and Tier IV by the Uptime Institute - a world reference in this field - located in the heart of the Tech Park of the city of Benguerir, it embodies an infrastructure of world-class data centers and cloud services for national operators. These services are provided by Atlas Cloud Services, a team of experts dedicated to supporting businesses. The UM6P Data Center thus offers two types of services to meet the digital needs of

Moroccan companies and start-ups:

- Colocation solutions, which consist of hosting the expensive and cumbersome IT equipment required for business operations on behalf of companies to optimize their budgets and ensure better data security.
- Diverse cloud services with high added value that are oriented towards the latest technologies and can be flexibly adapted to the business requirements of the contractors. The data center serves the OCP Group's "connected factory" project, offering greater agility, flexibility, and customised solutions.



## IMACID, A MODEL FOR ENERGY EFFICIENCY

In Jorf Lasfar, IMACID, which specialises in the production of phosphoric acid, has made energy efficiency an important issue in its operations. The certification of its energy management system in accordance with the ISO 50 001 version 2018 standard, granted on 25 February 2020, confirms the company's commitment to complying with legal requirements in terms of energy efficiency. IMACID has also obtained the renewal of the triple certification of the Quality, Occupational Health and Safety and Environment management systems according

to ISO 9001 & ISO 14 001 Version 2015 and ISO 45 001 Version 2018.



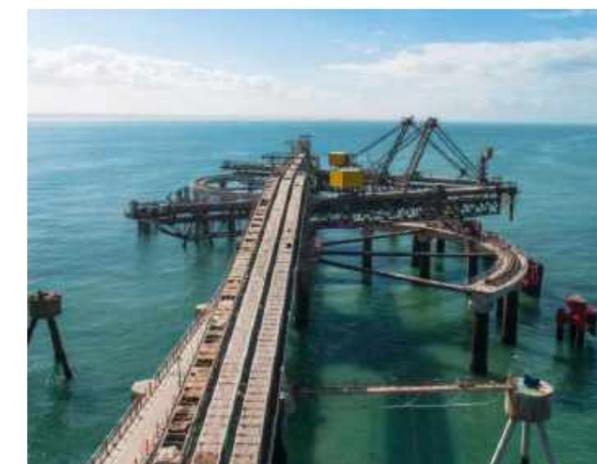
## SUCCESSFUL NON-CONTACT DOCKING IN PHOSBOUCRAA

To maintain its operations in line with sanitary measures against the spread of COVID-19, the OCP Group has converted its sea and port operations to full digitalisation, a technological feat.

Thus, on 30 March 2020, the Phosboucraa site demonstrated technological innovation at the Laayoune quay by docking and loading a vessel without human contact.

A local specialist company assisted staff in monitoring the operation using drones, while OCP engineers viewed the drone footage in real time from the operations room. The teams were also able to carry out the necessary inspections of the vessel's holds before loading began. This unprecedented operation is part of the industrial digitalisation project launched by the Group in 2019, particularly in the OCP port

of Jorf Lasfar, to strengthen HSE excellence through the application of dematerialisation and digitalisation techniques by limiting or eliminating human contact with the ship's crew.



# AL MOUTMIR DEMONSTRATION PLATFORMS PROGRAM 2019-2020: PROMISING RESULTS

## DIRECT SEEDING

On May 20th 2020, the OCP-AI Moutmir team presented the results of the 2019-2020 no-till platforms campaign on a webinar during the 3rd edition of the AI Moutmir Open Innovation Lab. Despite the difficult climatic conditions of an agricultural season characterised by low and irregular rainfall in all agro-climatic zones, the results were very positive. The analysis of the data collected at the different crop stages as well as the preliminary results of the yield obtained from the comparison of several no-till farming and conventional demonstration platforms showed a significant improvement in all stages. With its no-till farming program, the AI Moutmir Initiative aims at accelerating the adoption of dissemination of this practice nationwide as a key lever of the new agro-ecological transition model in our country. No-till is farming or zero

tillage is an agricultural production system that consists of sowing without prior tillage. One of the three fundamental pillars of conservation agriculture, no-till farming preserves the soil and its microbial life as well as water stocks. The program was implemented on more than 10,000 ha and benefited more than 2,000 farmers. The impact has been significant, reducing tillage and seed costs, improving organic yields by more than 31%, increasing grain yields by 28% and increasing profit margins by more than 47%, i.e., a profit of 2,435 MAD/ha.



## CEREALS AND PULSES

As part of the 4th edition of AI Moutmir Open Lab, OCP presented the results of its demonstration platform program dedicated to cereals & pulses on the 3rd June 2020. More than 70 participants contributed to the success of a webinar, with a strong mobilisation of the entire ecosystem including institutional bodies, researchers, fertilizer traders, cooperatives, associations, and farmers.

The analysis of the data collected at the different crop stages as well as the preliminary results of the yields obtained on the 1,764 demonstration platforms showed a significant improvement over the control plots.

The performance average of the cereal plots was more than 43 qx/ha, an increase of 22% over the control plots. For pulses, the demonstration plots recorded a yield improvement of about 28% compared to the control plots, with an average yield of over 18 qx/ha.



## MARKET GARDENING

On 30 June 2020, before 90 people involved in modern and resilient agriculture, OCP presented the results of the vegetable crop demonstration platforms that the OCP AI Moutmir teams had conducted during the 2019-2020. The event included expert-led panel discussions on key topical issues, with the participation of farmers as real agents of good agricultural and technical practises. They were aware of the challenge to sustainable fertilization as a real lever to improve productivity and preserve natural resources. The analysis of the data collected during the different crop stages, as well as the preliminary results of the yield comparison between the 713 demonstration platforms carried out for

the year 2019-2020 (35% potatoes, 20% onions and 15% watermelons), showed a significant improvement over the control plots. This was based on several criteria (yield, profit margin, cost of production, average weight, average size, and price).

The vegetable growing platforms recorded an increase in yield ranging from 5% for industrial tomatoes to 52% for watermelons, compared to farmers' practises in different provinces in Morocco.



## @TMAR, LAUNCH OF A NEW VERSION ENRICHED WITH FINANCING SOLUTIONS

With already 6 services available to everyone with a single click, a new version of @tmar has launched this year in collaboration with Crédit Agricole. It is a financing service that allows farmers and smallholders to apply for the financing they need for their projects. All they have to do is initiate their financing request, enter their data and follow the application process through to initiate their financing request. This 100% Moroccan application was designed and developed by national technicians: Agricultural Engineers, Computer Engineers, Telecommunication Engineers, Solution Architects, Application Designers, and many other real agents. They are all aware of the structural role that technology can play in the new model of rural development and they

are all committed to supporting this issue with real solutions as well as efficient and tailor-made services. Only a year after its launch, @tmar has been able to support more than 150,000 farmers in their agriculture activities, especially during the COVID-19 pandemic. The application is a real-time digital adviser based on science and is designed to help support farmers all throughout the cycle of their respective cultures. The OCP-AI Moutmir team, through its Facebook page, has also helped farmers to adopt the various services offered and support the use of digitisation for all and everywhere in rural areas.



## "AL MOUTMIR ITINÉRANT", EXTENDING AGRICULTURAL KNOWLEDGE ON A NATIONAL SCALE

The "Al Moutmir Itinérant" device continued its tour dedicated to olive cultivation in 2020, stopping in Chefchaouen after Azilal, Taza, Guercif and Khenifra. This device comes in support to the development program carried out by OCP agronomists throughout the country and aims to promote best agricultural practises among

farmers. More than 1,300 farmers participated in these final stages and were very receptive to the experts' advice during the "Sewlouna Njaouboukoum" session, an opportunity for farmers to share their various problems with experts, who responded with solutions and action plans.



## "RESTORE AFRICA SOILS", THE SOIL MAPPING MONITORING PLATFORM

In May 2020, the OCP Foundation and UM6P established Restore Africa Soils, an online platform that allows African researchers and OCP Group partners to debate and exchange scientific opinions and communicate on the progress of both jointly and locally run soil-mapping projects. In 2020, no less than 9 webinars were held on this platform.

OCP Group, through its Foundation, thus reaffirms its commitment as a key player in developing African agriculture, working to ensure the continuity of projects for its partners in sub-Saharan Africa, particularly in terms of training, scientific exchanges, and support for its local institutional partners.



## OCP TECHNOLOGY WINS FIRST PRIZE AT HACKING COVID-19 AFRICA

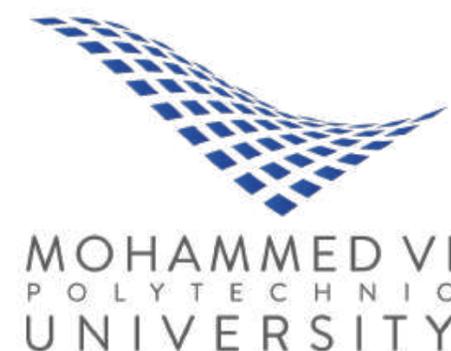
Otech'Air, an OTECH project (OCP TECHNOLOGY), won the first prize at the Paris "Hacking COVID-19 Africa" Hackathon by HEC held in June 2020. Otech'Air is a new and innovative artificial ventilation solution, developed in Africa and for Africa. It has been designed to support the resuscitation medical staff on the African continent with quality, robust and self-contained equipment, offering full functional coverage of three main resuscitation breathing modes: controlled volume, controlled assisted volume and spontaneous mode. This artificial ventilation solution developed to treat patients with COVID-19 operates in the most difficult conditions and is equipped with dynamic and easy to use interface. The 14-person team won a €5,000 grant from Huawei Northern Africa, three months' support from the HEC Paris incubator and the support of Kamix to develop a web application worth up to 10,000 euros.



## UM6P LAUNCHES TWO NEW SCHOOLS

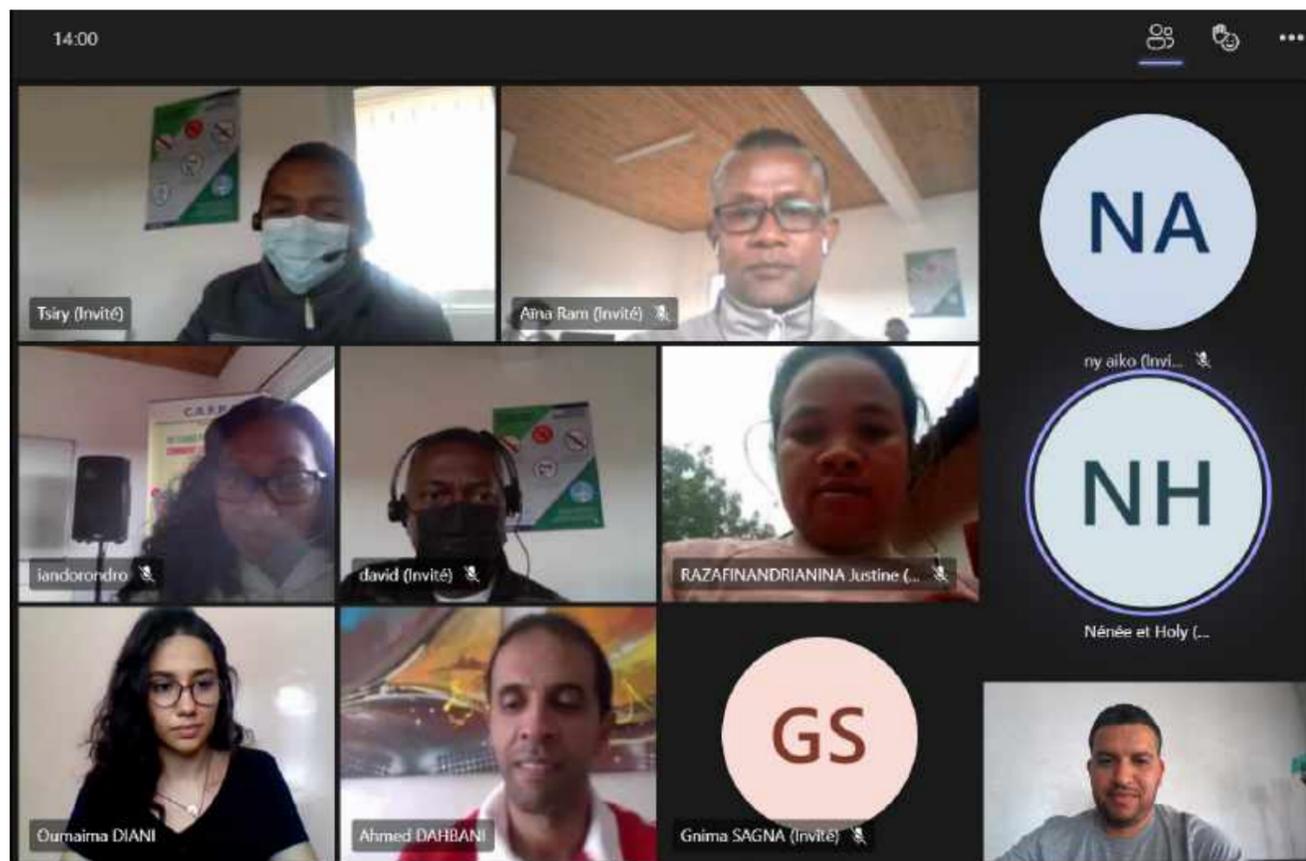
The Mohammed VI Polytechnic University (UM6P) in Benguerir will offer, especially to students interested in a digital career, and starting the autumn 2021-2022 academic year, a five-year training in computer engineering that combines theoretical knowledge and practical experiments. With the School of Computer Sciences (UM6P-CS), which specializes in digital science, UM6P offers a new degree cycle focused on innovation and research. UM6P-CS aims to train highly qualified students and researchers in the field of digital technologies. It will provide world-class higher education with internationally renowned professors and researchers.

UM6P-CS will be housed in the Benguerir Data Center, whose laboratories will allow the School to provide practical training for its students through innovation and experimentation for the new school. In 2020, UM6P will expand its study offer with the creation of the UM6P School of Hospitality Business and Management (SHBM) following an agreement with the prestigious EHL Group (Ecole hôtelière de Lausanne). This partnership will enable SHBM to become the first EHL-certified school in Morocco. The aim of UM6P is to be a unique university program that will empower students to lead the sustainable development of Africa's tourism and hospitality sector. In shaping hospitality leaders, the school focuses on the "Learning by Doing" approach.



## DISTANCE LEARNING TO ENSURE EDUCATIONAL CONTINUITY

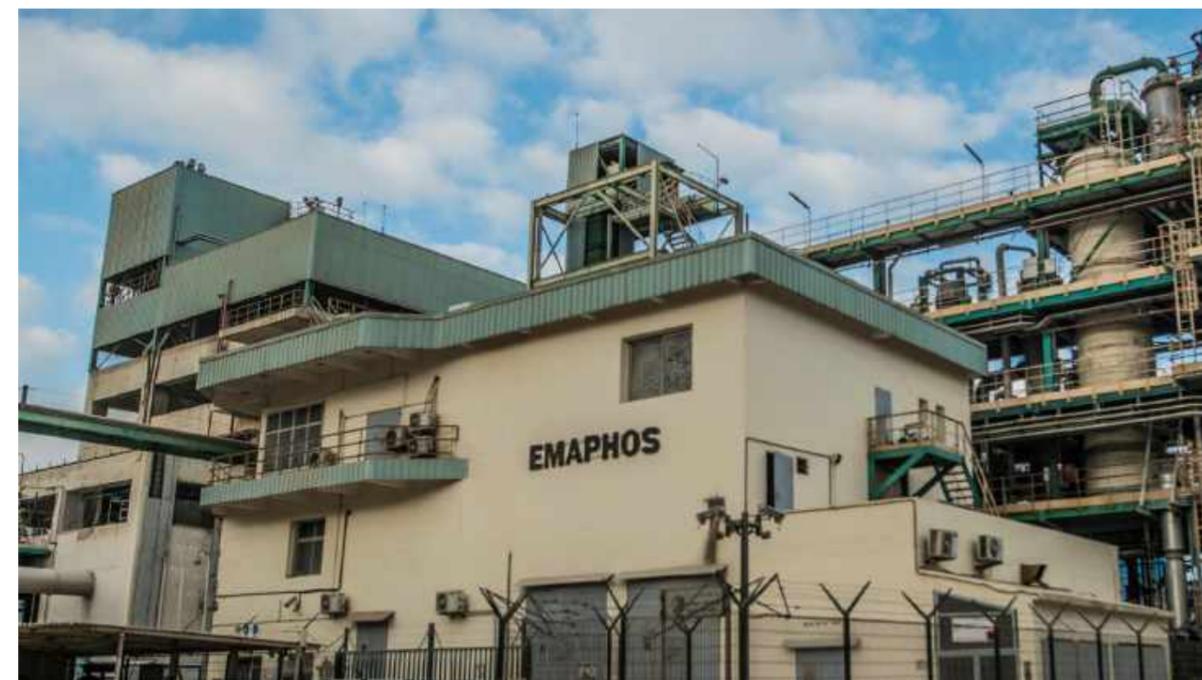
In June 2020, the OCP Foundation and UM6P's ESAFE School of Agriculture developed and launched a new distance learning program for their partners in sub-Saharan Africa, including Cameroon, Ghana, Guinea, Madagascar, Togo and Rwanda. The topics covered were sustainable fertilization and the geographical information system for soil mapping.



## EMAPHOS LAUNCHES A NEW UNIT TO DOUBLE ITS PRODUCTION CAPACITY

OCP Group and its German and Belgian partners, Budenheim and Prayon, launched the building of a new plant for the production of purified phosphoric acid, through their subsidiary Euro Maroc Phosphore (EMAPHOS) in August 2020. This new plant will double EMAPHOS' annual production capacity going from 140,000 T P<sub>2</sub>O<sub>5</sub>/year to 280,000 T P<sub>2</sub>O<sub>5</sub>/year from the 4th quarter of 2022. This project is part of OCP Group's and its partner's strategy to establish their world leadership in the production of Purified Wet Process phosphoric acid, a technology recognized as BAT (Best Available Technique) in terms of CO<sub>2</sub> emissions. It will thus make it possible to respond to the developments in the world market for purified phosphoric acid intended for specialised uses. This capacity doubling will also make available to OCP Group a part of capacity for producing,

in the future, niche products based on purified acid, thereby strengthening the Group's status as a global producer of specialty phosphate products. Due to its location within the Jorf Lasfar platform, this project will benefit from great synergies and economies of scale, as it will have direct access to the infrastructure, shared services and raw materials provided by the OCP Group within this platform. In addition to these economic benefits, this new plant will benefit from the expertise and know-how developed by EMAPHOS' technical staff over the last two decades.



## UM6P, SADV AND MENARA HOLDING SIGN PARTNERSHIP AGREEMENT TO STRENGTHEN RESEARCH AND PROMOTE SUSTAINABLE DEVELOPMENT

The Mohammed VI Polytechnic University (UM6P), the Société d'Aménagement et de Développement Vert (SADV) and MENARA Holding have signed an agreement in September 2020 as part of the efforts made by the three parties to consolidate sustainable development and strengthen research, particularly within the framework of the Mohammed

VI Green City of Benguerir, which is an integral part of this agreement. AUM6P, SADV and MENARA Holding are committed through several strategic axes such as R&D, real estate development or urban development to join their efforts and expertise in order to promote the Green City of Benguerir and promote the region.



## OCP-MS, A SUBSIDIARY SPECIALISING IN RELIABILITY AND MAINTENANCE

OCP-MS (Maintenance Solutions), an independent business unit specialising in advanced reliability and maintenance 4.0 solutions since 2017, became a fully-fledged subsidiary of OCP Group in September 2020. This innovative initiative aims to contribute to the development of the Moroccan industrial ecosystem in the field of advanced expertise and industrial digitalisation by specialising in the development of highly trusted hardware and software solutions "Made in Morocco". The company is active in the field of advanced industrial maintenance and expertise. Thanks to the smart solutions of OCP-MS, the subsidiary develops know-how to optimize digital technology for the creation of high added value services in the field of maintenance and contributes to improving

production availability by substantially reducing the risk of unplanned shutdowns performance and life of production equipment. The subsidiary also has a training entity, OCP-MS Academy, which provides certification and innovative training for operators. OCP-MS has established several international partnerships, including with the Mobius Institute, a global leader in training and certification in reliability improvement, vibration analysis technologies and condition monitoring. The signing of this partnership has made it possible for OCP-MS to become the first Mobius training and testing center in Morocco with a reach that extends to the African continent.



## ABS JOINS THE GLOBAL BUSINESS SCHOOL NETWORK AND AACSB INTERNATIONAL

In 2020, Africa Business School became a full member of the Washington D.C., based Global Business School Network (GBSN), which now connects it with more than 100 leading business schools on six continents. For over 17 years, the Global Business School Network has been building management education capacity in and for management education in developing countries. Through international events, advocacy and local capacity building projects, GBSN facilitates cross-border networking, knowledge sharing and collaboration. GBSN programs tap the expertise of the member schools to advise, train and mentor developing world institutions and educators.

Africa Business School has also become a member of the Association to Advance Collegiate Schools of Business, known as AACSB International.

The AACSB International is a nonprofit association that connects educators, students and businesses that share the common goal of creating the next generation of leaders.

As a member of the AACSB Business Education Alliance, Africa Business School became part of the world's largest network of business schools and organizations focused on advancing business education.



## MOHAMMED VI POLYTECHNIC UNIVERSITY ACCREDITED SILVER LEVEL STARS IN SUSTAINABLE DEVELOPMENT

Mohammed VI Polytechnic University obtained on 28 October, 2020, a SILVER level accreditation to the international standard STARS (Sustainability Tracking, Assessment & Rating System) with a score of 49.48 points, awarded by the Association for the Advancement of Sustainability in Higher Education (AASHE). This award is in recognition of UM6P's achievements in sustainable development in its various

components: Education, Training, Research, Operations, Planning, Administration, and Innovation & Leadership. This outstanding achievement places UM6P at the forefront of pioneering universities working internationally to promote sustainability. It is the first African university to receive STARS accreditation.



# OCP SUPPORTS RESILIENT AND SUSTAINABLE AGRICULTURE IN AFRICA



In January 2020, Togo unveiled its fertitogo.tg soil characterisation platform, developed by the Ministry of Agriculture, Livestock and Fisheries with support from the OCP Foundation and UM6P. This platform made it possible to analyse and map nearly 1.2 million hectares of Togolese soils and enabled decision-makers in Togolese agriculture, as well as farmers themselves, to use the

information from the fertility maps based on their soils. In addition, since the launch of the project, the Ministry of Agriculture, Livestock and Fisheries, with the support of the OCP Foundation, has organized an agricultural caravan that made 22 stops across the country. The caravan reached 20,000 farmers and raised their awareness of good farming practises.



In February 2020, the Ministry of Agriculture and Rural Development (MINADER and the OCP Foundation officially inaugurated the Soil Fertility Map the project to develop a soil fertility map and a new soil and fertilizer analysis laboratory in Yaoundé. This is the achievement of the partnership agreement that both parties signed in November 2018. The agreement's purpose

is to contribute to boosting the development of the country's agricultural sector by strengthening the technical and scientific capacity of the Ministry staff, modernizing soil and fertilizers analysis at the laboratory of the Ministry of Agriculture and Rural Development (MINADER) and developing the soil fertility map.



The International Finance Corporation (IFC), a member of the World Bank Group, has partnered with OCP Africa, a subsidiary of the OCP Group, to strengthen value chains of rice in Côte d'Ivoire and millet in Senegal, and to help improve the living conditions of thousands of smallholder farmers. As part of this partnership, IFC will provide consulting services

to farmers and farmer groups who are members of OCP Africa's Agribooster program, which is expected to benefit nearly 12,000 Côte d'Ivoire and Senegal by 2022. This project aims at strengthening the technical, financial, and managerial skills of cooperatives and to improve agricultural practices by integrating climate-smart solutions for water and soil management.



The OCP Foundation, with the support of UM6P and the Center d'Appui et de Formation Professionnelle Agricole d'Antsirabe de Madagascar (CAFPA), developed a support program for the Madagascar Center in October 2020 aimed at building teacher

capacity, transferring knowledge to learners and improving living and working conditions in the school.



## INCREASED FERTILIZER EXPORTS

At the end of December 2020, OCP recorded fertilizer exports totalling 11.5 MT, compared to 9.1 MT for the same period last year. The main regions recording this increase were South America (+1.5 MT), Asia (+1.1 MT), Europe (+0.5 MT) and Africa (+0.2 MT). A decrease was recorded in North America (-0.9 MT) due to potential US export taxes.



## OCP RECOGNIZED AS CORPORATE STARTUP STAR FOR AFRICA AND OPEN INNOVATION CHALLENGER 2020

At the Corporate Startup Stars Awards, hosted by Mind the Bridge and the International Chamber of Commerce, OCP Group was awarded Corporate Startup Star for Africa and Open Innovation Challenger 2020.

This annual celebration of worldwide best practises and models of corporate-startup collaboration showcased OCP's efforts to promote open innovation and start-up development.



## A SUSTAINABLE GROUP: TWO NEW INTERNATIONAL RATINGS

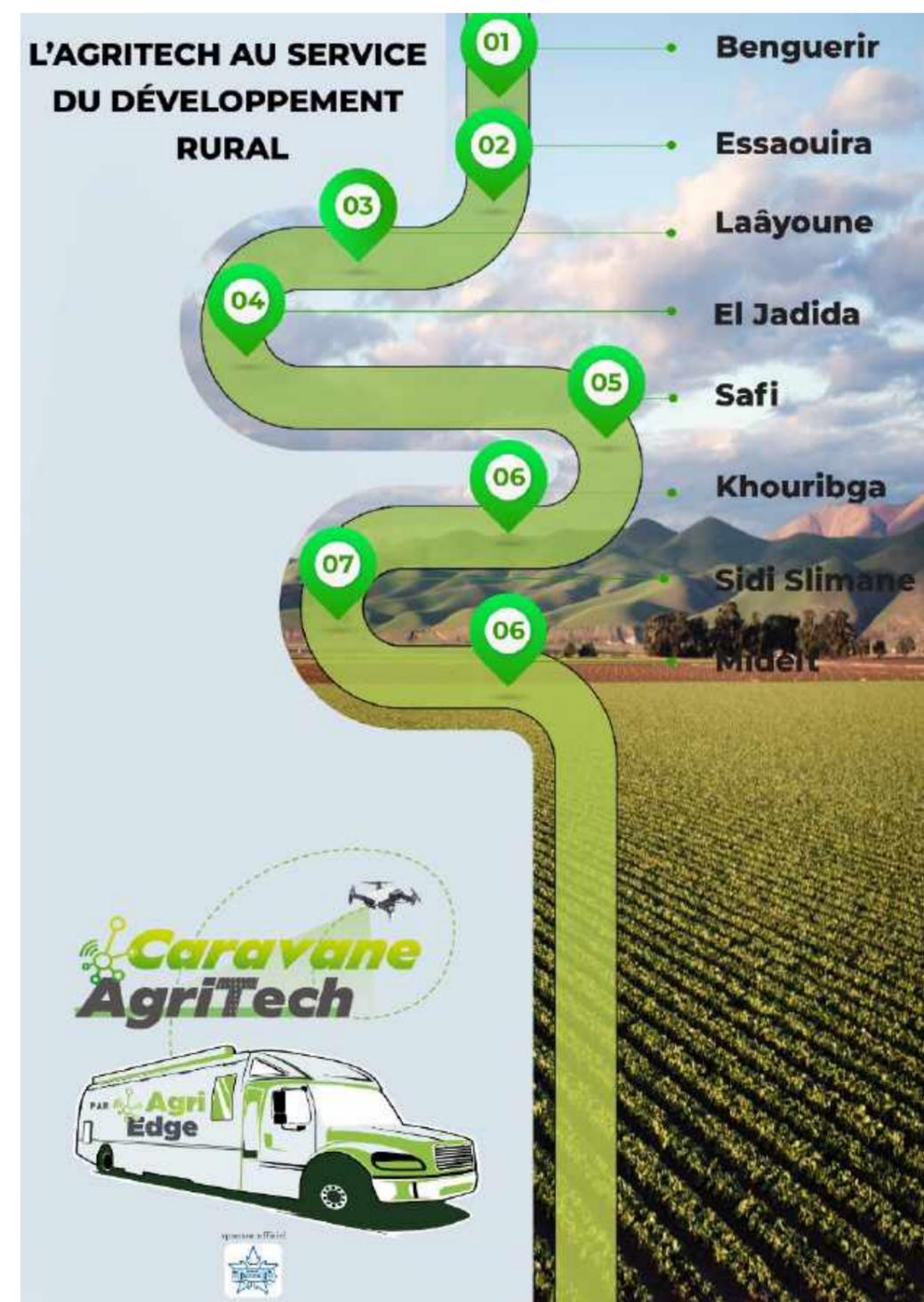
Sustainalytics and Vigeo Eiris once again confirm OCP Group's commitment and leadership to Sustainable Development. Thanks to the expansion of its Sustainability policies and ESG (Environment, Social, Governance) practices, OCP Group was awarded the Top Performers distinction by the rating agency Vigeo Eiris in 2020, which ranked OCP Group as 3rd worldwide in sustainability performance among 206 international companies in the Mining & Metals sector, and 1st in the sector in emerging markets.

OCP Group's overall performance rating increased by 27 points over the last year. OCP Group has also received an updated non-solicited review by Sustainalytics regarding potential ESG risk, now placing OCP among the top performers in the agricultural chemicals sector (56 companies assessed). OCP's risk was significantly reduced, with a score of 25.6.



## "AGRITECH CARAVAN", DIGITAL TECHNOLOGY FOR SMALL FARMERS

AgriEdge, in collaboration with SOTREG, has launched the AgriTech Caravan, an initiative aimed at harnessing the power of digital technology at the service of small farmers and making AgriTech one of the levers for sustainable agriculture. As a real tool for agricultural renewal, the Caravan aims to inform and sensitise small farmers as well as the next generation about the importance of the use of innovative digital tools and the usefulness of these techniques and their contribution in terms of agricultural production. The caravan, which started in Benguerir on December 24th 2020 and traveled across Morocco, passing through Laayoune, Safi, El Jadida and Khouribga in its first stage before moving on to other regions, was an opportunity for farmers to learn more about up-to-date information on digital techniques that can help them maximize the yield of their crops.



# STORIES



## Story #1.

### RESILIENCE

2020, a year of commitment and resilience

## Story #2.

### INNOVATION

1. Health innovation
2. Operational innovation
3. Digital innovation
4. Open Innovation
5. Financial innovation

## Story #3.

### PROXIMITY

1. Protecting People
2. Developing a resilient agricultural ecosystem

## Story #4.

### CO-DEVELOPMENT

1. Act4Community
2. Phosboucraa Foundation
3. Ecosystem Development Program

## Story #5.

### KNOWLEDGE

Benguerir, the city of knowledge and innovation



## Story #1. *RESILIENCE*

### *2020: a year of commitment and resilience*

*Thanks to its agility, the relevance of the actions carried out, and, especially, the strong commitment of its employees, the OCP Group has succeeded in maintaining the continuity of its activities, despite the difficult and unprecedented situation imposed by the COVID-19 pandemic. As a matter of fact: the OCP Group demonstrates solid resilience at the end of a complex 2020 fiscal year.*

As for all companies, 2020 was an unprecedented year for OCP because of the COVID-19 pandemic. The Group had to adapt quickly, and as its financial performance demonstrated, was very resilient in doing so. Very early on, the Group put the essential mechanisms in place and took the necessary actions.

This began, of course, by preserving the health of its employees and partners at the first signs of the pandemic, particularly by introducing remote work before the authorities declared the health emergency. Mostafa Terrab, Chairman and Chief Executive Officer of OCP Group, set this precedent very early on.

In a memo to employees at the onset of the health crisis, he stressed, "*The top priority is the health and well-being of employees, site partners and their families*". This imperative then guided all

of the actions OCP took to address the impact of the health situation, as maintaining health and safety had been identified as the main axis of the Business Resilience Center (BRC), the Group's crisis management and business continuity system. Reorganizing work, adopting barrier measures, strengthening the medical infrastructure, regularly disinfecting the premises and the prevention system put in place led to various measures for ensuring business continuity in complete safety and maintaining our commitment to communities in these pandemic times.

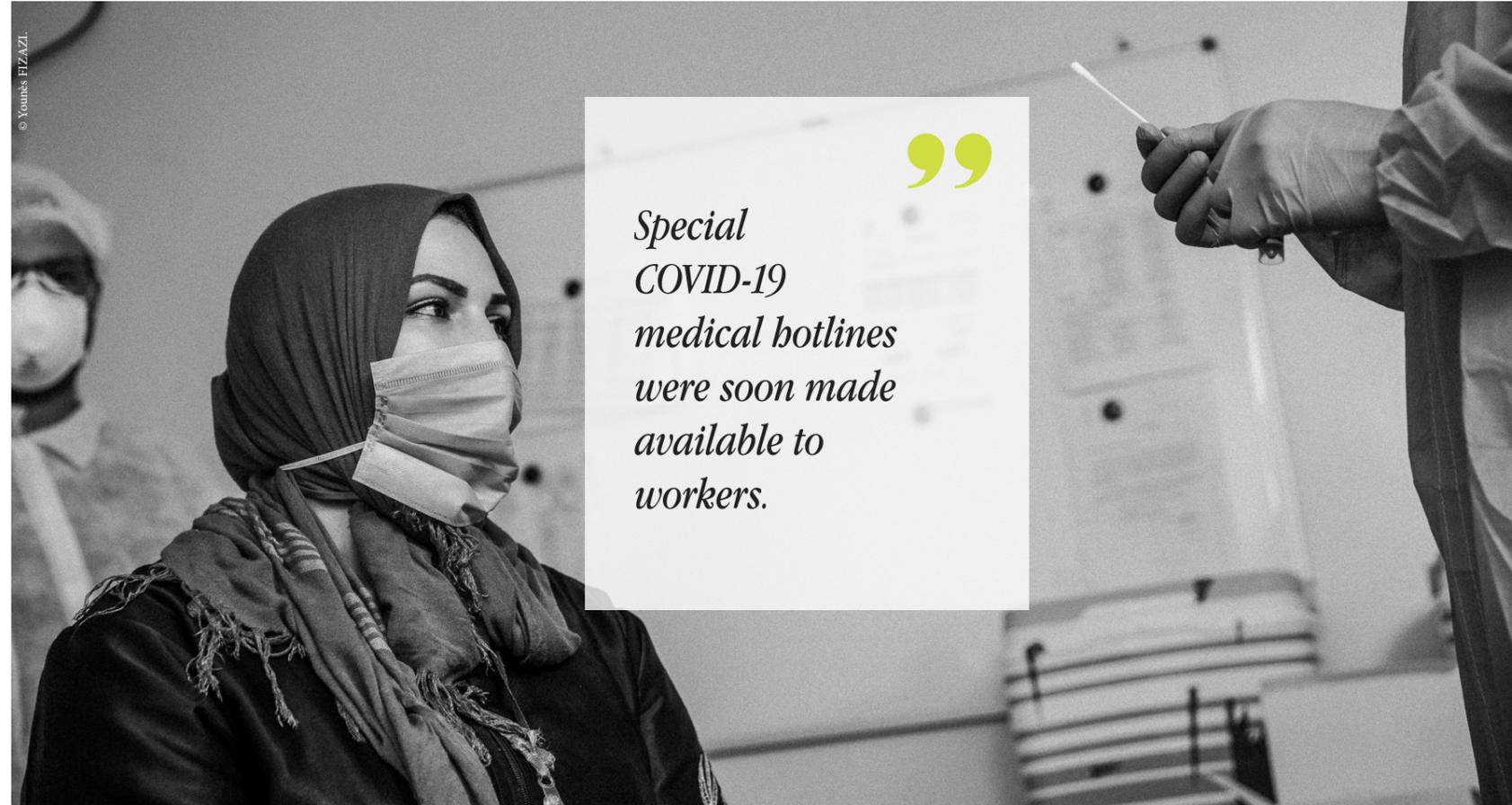
## *An Exceptional situation, an exceptional mobilisation*

In the spirit of this sense of responsibility, all of the Group's sites, and especially the employees at all their levels, were committed to mitigating the negative impact of the health crisis from the very first week of the pandemic by working for the common good. In addition to OCP's participation in the special fund for the pandemic, coronavirus the workers voluntarily contributed to this fund, thanks to a simple procedure that allows them to participate through a source deduction. Moreover, Stream Health & Safety showed a strong commitment at all of the Group's sites. Occupational health physicians, nurses and social workers were present every day to support employees, identify and manage confirmed cases and contact cases, and carry out health interventions and awareness campaigns.

Special COVID-19 medical hotlines were soon made available to employees with availability 24/7 to respond to any reports of symptoms of the virus and take care of employees' medical needs on site or at home.

Aware that this unprecedented situation could also have physical and psychological repercussions, it offered employees counselling and psychological support through the Quality Work Life (QWL) program. In addition, continuous health screening was conducted for employees and subcontractors working on the

sites. This prevented the occurrence of clusters in the Group's facilities. The medical team also ensured constant coordination with the regional health delegations, specifically to adapt the health protocols used by the Group following the decisions and recommendations of the health authorities. The same medical team volunteered to oversee the local community awareness-raising activities carried out by the Act4Community teams, as well as OCP Group's support to the national health sector.



“  
*Special COVID-19 medical hotlines were soon made available to workers.*”

## **#OCP\_Moutadamin**

OCP Group's collaborators, being true to their values of mutual aid and responsibility in sensitive periods, invested in prevention and also dealing with the impact that the pandemic COVID-19 could have. To complement this sense of solidarity, a new initiative was launched to pool workers' suggestions and ideas. Its name is #OCP\_Moutadamin. Specifically, any worker who wishes to do so can suggest initiatives that the Group or their colleagues could launch to help citizens during this pandemic time, through a special space on the company's internal social network. Any suggestions, including education, health, and social were welcome, and many were translated into concrete actions on the ground for the benefit of the communities.



On the ground, the workers took up the torch of mutual aid by supporting in various ways the people who have been tested by this difficult situation. This spirit of solidarity was expressed every day through local citizens' initiatives in the towns and villages around the Group's production sites, particularly through Act4Community. This included, for example, direct and digital awareness campaigns conducted by medical facilities and Act4Community volunteers trained by the Group's medical staff.

Training in first aid and first aid procedures was also provided. As for materials, the wave of solidarity from OCP workers allowed FFP2/ FFP3 (Filtering Face Piece) masks, surgical bibs, disinfectant gels, goggles, disposable suits and gloves, shoes, etc. to be supplied to medical and paramedical staff in various hospital wards in the Kingdom.

The aim was to help those people who work on the front lines in the fight against COVID-19 to protect themselves so that they can care for the population in the best conditions. Finally, several actions were carried out to disinfect public spaces and public transport, rehabilitate hospitals and health posts and distribute necessities.



On another note, teams of multidisciplinary volunteer researchers from Mohammed VI Polytechnic University also mobilised to fight the pandemic.

This initiative was born out of the collaboration between the Social Innovation Lab - UM6P and the OCP Foundation which wanted to document and analyse the initiatives launched as part of the health crisis management and to suggest crisis and post-crisis management mechanisms. This was to find innovative solutions to the problems highlighted by the pandemic while responding to the needs of communities. Indeed, in the first months of the pandemic, a call for projects, called "SILCOVID19", was launched among researchers with the main objective of conducting action research on various social issues that would allow health crisis management. At the end of "SILCOVID19", 33 projects were submitted, out of which 12 were selected.

The selected teams will benefit from the financial support of the OCP Foundation in the form of a Seed Fund Research to open to other UM6P partners and enrich their approaches and results.

## Broad support for national education

These measures were added to another large-scale program that benefited society and especially young people. One of the first measures taken by the authorities in this health situation was the closure of schools and training institutions and the switch to distance learning. In collaboration with the Ministry of National Education, Vocational Training, Higher Education, OCP launched its entire educational ecosystem, including the OCP Foundation, UM6P, LYDEX (Lycée d'excellence de Benguerir), the 1337 coding schools and YouCode. The Group and its ecosystem provided recording studios equipped to produce thousands of distance learning courses, as well as the necessary collaborative tools for students to access these courses. The programming schools and the young talent trained there also provided their expertise for the benefit of the education system set up by the Ministry of National Education, Vocational Training, Higher Education and Scientific Research. They did so through their contribution to optimising the functionalities of TelmidTICE, a distance education web platform, or volunteering as hotline consultants to provide technical assistance to students and teachers using the distance education platforms.

The OCP Foundation and UM6P also launched a series of actions for distance education and digitalisation in 2020. These include the launch of the "PrepaDigitale" platform in collaboration with the Ministry of National Education, which provides free access for students of the Preparatory Classes for the Grandes Écoles (CPGE) to pedagogical contents to deepen their knowledge during distance learning. This also included creating the National Centre for Digitalisation and Distance Education, based at UM6P, to use its know-how and the use of digital tools to promote innovation and excellence, especially in higher education and scientific research.

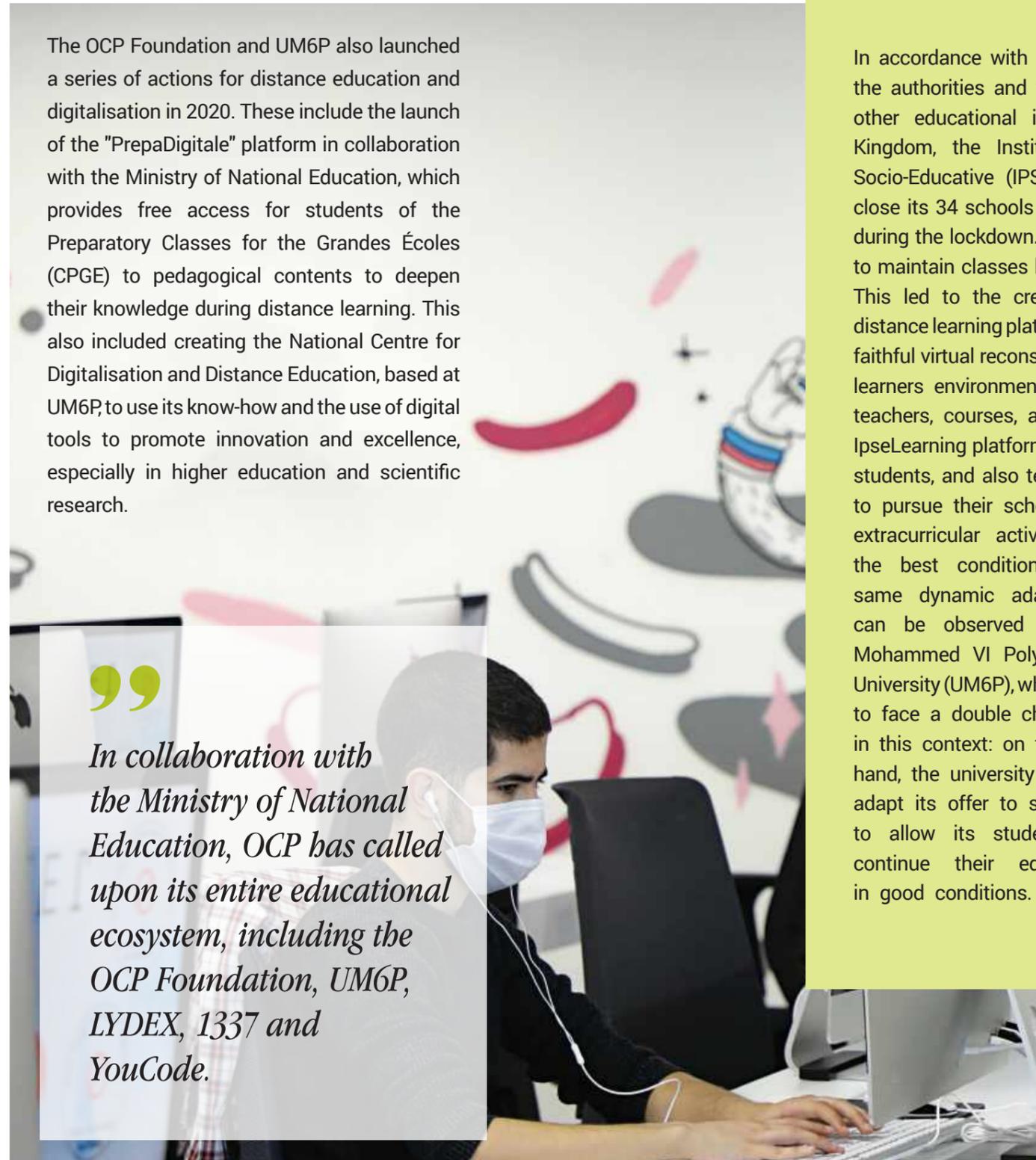


*In collaboration with the Ministry of National Education, OCP has called upon its entire educational ecosystem, including the OCP Foundation, UM6P, LYDEX, 1337 and YouCode.*

## The education ecosystem quickly adapted

In accordance with the instructions of the authorities and the example of all other educational institutions in the Kingdom, the Institut de Promotion Socio-Educative (IPSE) was forced to close its 34 schools in the 5 OCP sites during the lockdown. As a result, a plan to maintain classes became necessary. This led to the creation of a digital distance learning platform that allowed a faithful virtual reconstruction of the IPSE learners environment (classes, friends, teachers, courses, and activities). The IpseLearning platform has thus enabled students, and also teachers, to pursue their school and extracurricular activities in the best conditions. The same dynamic adaptation can be observed at the Mohammed VI Polytechnic University (UM6P), which had to face a double challenge in this context: on the one hand, the university had to adapt its offer to students to allow its students to continue their education in good conditions. On the

other hand, it had to find the best way to support the government. For example, UM6p contributed to the development of the TelmidTICE platform to ensure the continuation of distance learning and the reinforcement of this educational model by broadcasting lessons on national television channels, including through digital platforms, as well as through virtual classes.



### ***Business continuity, another priority***

The employees worked above and beyond to alleviate the impact of the pandemic on local communities. To allow the youngest people to continue their education, the workers were worked to ensure the continuity of operations in the Group's various units and structures. In the release that accompanied the publication of the 2020 results, Mostafa Terrab stated, "The hard work and dedication of all our employees ensured that we were able to maintain operational continuity during the pandemic. We are confident that this collective effort will continue to drive our future success." It must be said that the specific organisation set up has been of great help in this regard. This applies, for example, to the introduction of remote working for all functions that are suited to it, as well as to employees with chronic diseases, as soon as the first cases of COVID-19 appeared in Morocco.

*The hard work and commitment of all our workers ensured our operational continuity throughout the pandemic. We are confident that this collective effort will continue to drive our future success*



Just over half of the staff continue to do their jobs remotely benefiting from new, agile ways of working, and especially from the various digital tools that have been made available to them to facilitate the adoption of this new way of working. In addition, work has been reorganised in all locations to provide conditions for staff to carry out their tasks. As part of the Business Continuity Plan (BCP), the Group conducted a large-scale systematic review while the organisation was adapted to maintain social distance. Teams were organized into watertight blocks and the premises were continuously disinfected. This allowed production to continue at full capacity. This is reflected in the performance of each site and the various links in the production chain. In addition to maintaining activities and implementing projects, OCP staff demonstrated innovation throughout the year by offering new solutions to improve performance. This provided farmers with the inputs and fertilizers they needed to produce their crops throughout the year.

### ***Socialink: Alongside employees and communities***

The Group's social sector has also adapted to the health situation. Accompanied by volunteers from all OCP sites, it launched the "Socialink" initiative at the beginning of the health crisis for the benefit of employees and their families. This was originally intended to support them during the lockdown. Sporting, cultural, artistic and entertainment content was made available to them via internal networks and a dedicated YouTube channel. To achieve this, the social stream teams were able to count on the strong mobilisation of the students of 1337 who contributed to the success of "Socialink" during the lockdown period, especially through the video capsule editing cell set up at the coding school level to centralise editing, graphic processing, and artistic creation.

Based on this success, the social network naturally extended its initiative beyond the lockdown period, positioning it as a sustainable tool that always contributes to the well-being of staff and their families. In addition to the content originally offered, "Socialink" has been enriched

over time, for example, by offering Ramadan activities on the holy month and by introducing virtual holiday camps. The latter allowed staff children to experience the atmosphere of a holiday camp, even in these complicated times. Through the Socialink initiative, employees and their families were able to continue enjoying the social activities offered by the group despite the pandemic. Even though the content offered was originally intended mainly for OCP staff and their families, the project team was keen to give "Socialink" a civic and inclusive dimension by granting access to all internet users, especially the communities of the towns where OCP sites are located.



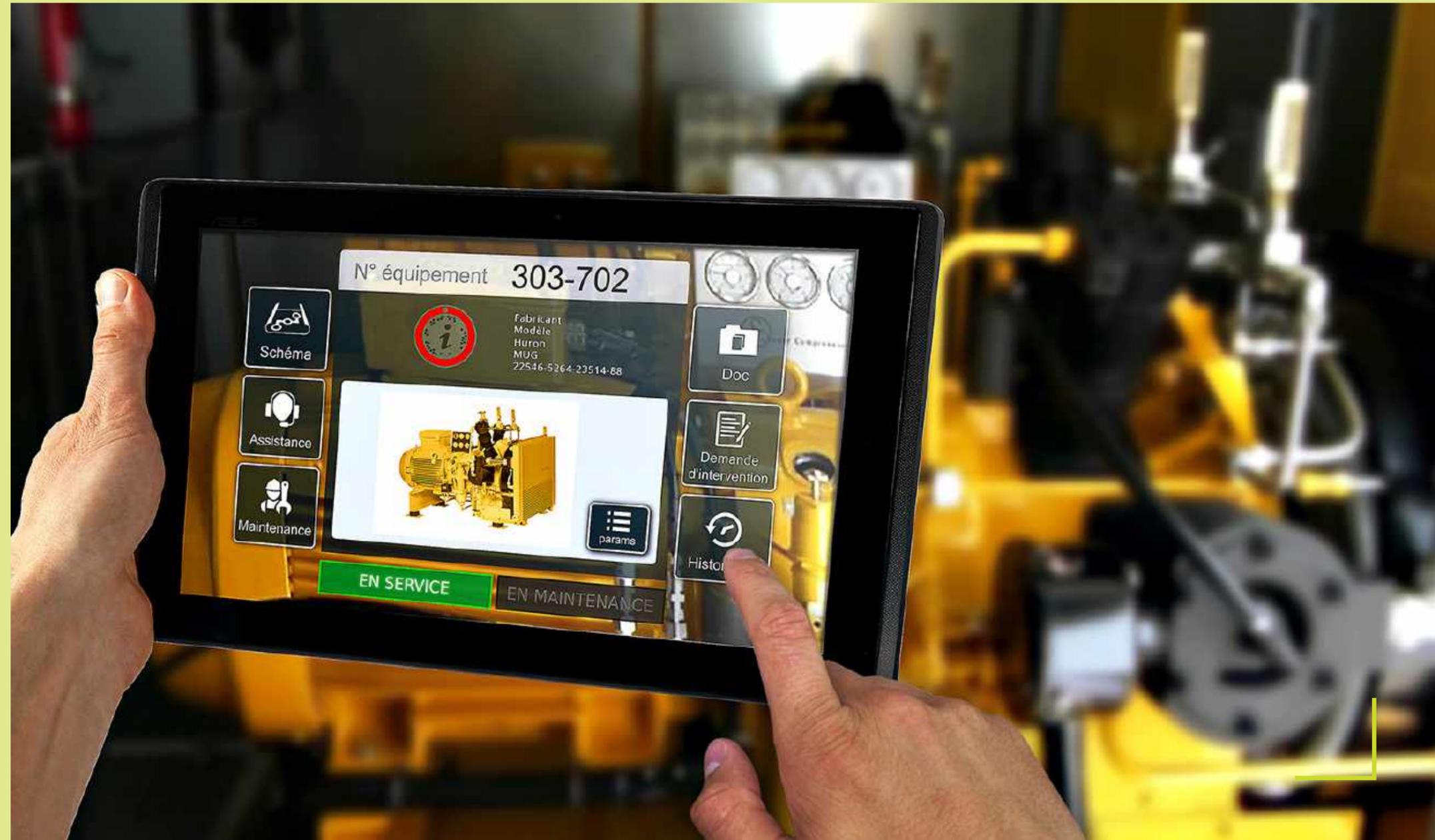
# Focus

## *The "Sustainability & Green Industrial Development" entity takes up the challenge of the crisis*

OCP has placed sustainable development at the heart of everything it does, whether in its day-to-day operations or in the development of its industrial infrastructures. Over time, and with the introduction of the new sustainability strategy a few years ago, sustainability has become the main driver of the Group's daily development and all its strategic orientations. Despite the complex situation imposed by the COVID-19 pandemic in 2020, the Sustainability & Green Industrial Development teams have been able to meet the dual challenge of fulfilling sustainable development commitments on the one hand and implementing industrial development projects that can strengthen the Group's operational capacities on the other. This is how the previous year translated, on the ground, to the achievement of

several projects along these lines, from construction and implementing infrastructures, to guarantee the performance of industrial projects in the best Safety & Wellbeing, cost, quality and timeframe conditions. Other achievements related to activities other than "Green Industrial Development" also allowed the Group to make remarkable sustainable development progress. Not only have they contributed to the

achievement of great international recognition. This will encourage the "Sustainability & Green Industrial Development" teams and, more generally, all Group workers to go even further and consolidate OCP's leadership in these areas.



## ***Industrial Development continues to gain momentum***

During the COVID-19 health crisis, Industrial Development (ID) stayed the course. The pandemic in no way prevented the business unit from continuing projects that were already planned before the pandemic and from starting new ones. Ensuring the continuity of ID's services has led to several projects ranging from the construction or commissioning of infrastructures hangars, units, stations, etc.) to the implementation of a safety management system to ensure that industrial projects are carried out in the best conditions in terms of safety, cost, quality and time.

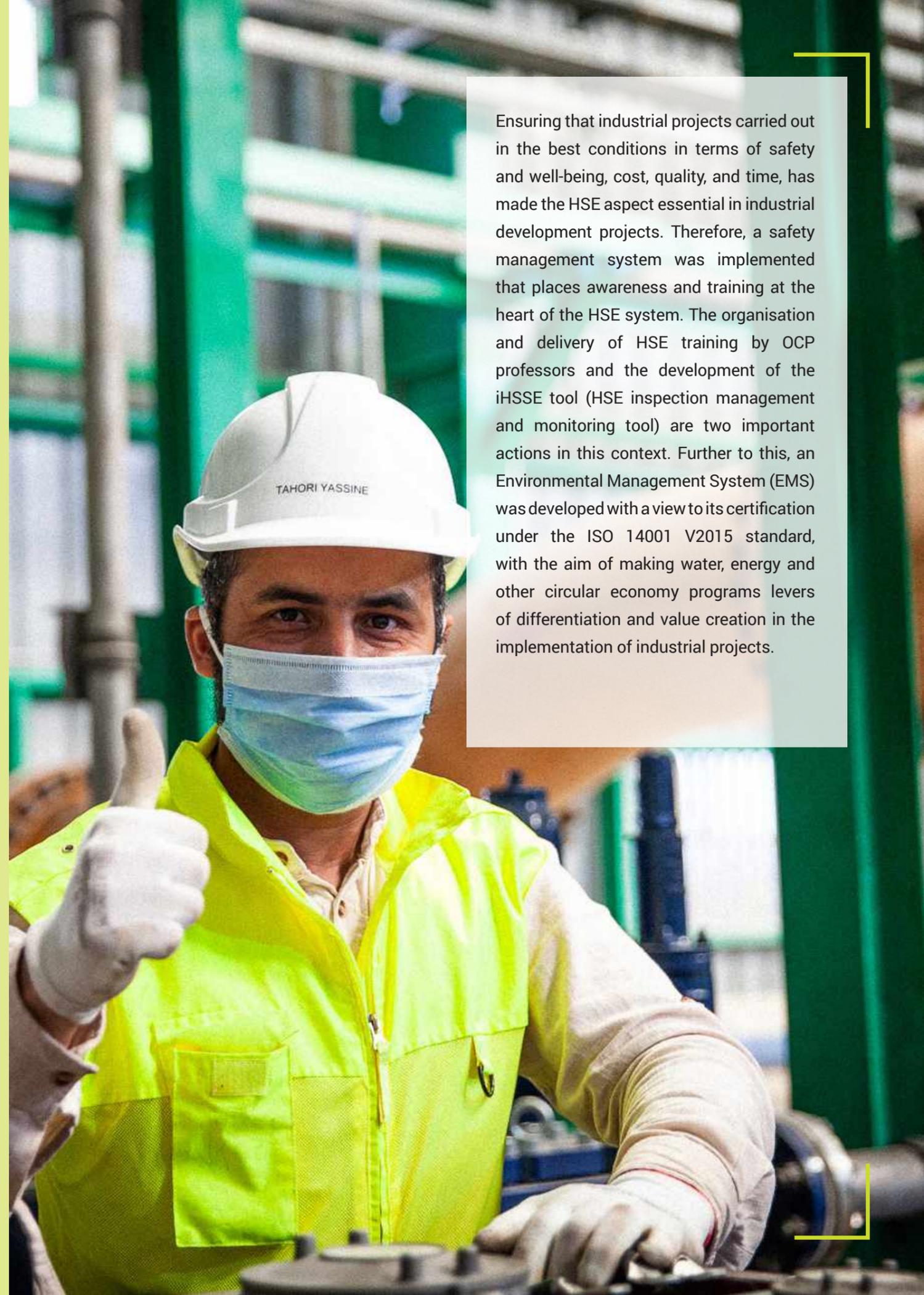
In terms of construction, it is worth nothing the renovation and reliability of the old sulphur fusion filtration unit. In concrete terms, the business built and commissioned four melting and sulphur filtration lines out of a total of eight

lines to ultimately increase the liquid sulphur melting and filtration capacity from 8x800t/d to 8x1500t/d. In the same context, the construction, testing and start-up of the sulphur handling project and performance testing of the scrapers and conveyors for loading and unloading solid sulphur were carried out. In this case, the objective is to increase the capacity for unloading, handling, storage, and recovery of solid sulphur by 150%. Finally the construction of four fertilizer sheds with a storage capacity of 50 KT each was finalised.

The project increases the storage level and autonomy of Jorf Nord by 200 KT and increases production storage by 13 days.

“ *Ensuring the continuity of DI's performance has led to several projects ranging from design [...] to the implementation of a safety management system to ensure that industrial projects are carried out in the best possible conditions in terms of safety, well-being, cost, quality and time.* ”

Ensuring that industrial projects carried out in the best conditions in terms of safety and well-being, cost, quality, and time, has made the HSE aspect essential in industrial development projects. Therefore, a safety management system was implemented that places awareness and training at the heart of the HSE system. The organisation and delivery of HSE training by OCP professors and the development of the iHSSE tool (HSE inspection management and monitoring tool) are two important actions in this context. Further to this, an Environmental Management System (EMS) was developed with a view to its certification under the ISO 14001 V2015 standard, with the aim of making water, energy and other circular economy programs levers of differentiation and value creation in the implementation of industrial projects.





At another level, the Chemical Analysis Laboratory, under the Strategic Development Unit (SD), was awarded the NM ISO 17025 V2018 accreditation certificate, enabling it to move from the 2005 version to the 2018 version. This accreditation, granted during the health crisis, is a recognition of the technical competence of the OCP Khouribga laboratory. The SD organisation also launched several sites to explore and analyse new ways of exploiting and characterising phosphate rock and its derivatives (establishment of the joint OCP/UM6P laboratory: Geo-analytical Lab; synthesis and deepening the geochemical characterisation of the phosphate basins of Oulad Abdoun, Gantour, Meskala and Boucraâ; characterisation, synthesis, and study of new reagents for phosphate upgrading, etc.). As part of this action, more

than a hundred laboratory and industrial tests were carried out in 2020 and 20,000 analyses were performed.

In addition, 2020 was also marked by the diversification of the OCP business plan through the integration of new initiatives aimed at diversifying the OCP business model and introducing new innovative geological exploration methods (exploration of raw materials linked to the fertilizer industry—potash and magmatic phosphate). These projects, launched with other partners such as UM6P or BRGM, the Geological and Mining Research Bureau, aim to open new growth horizons for OCP and ensure the continuation of its activities by securing the raw material needs of the fertilizer industry.

“ *The Strategic Development Department also launched several sites to explore and analyse new ways of exploiting and characterising phosphate rock and its derivatives.* ”

***Sustainability: International recognition for outstanding efforts***

While 2020 may have been a year focused on pandemic prevention and business continuity, it certainly did not push sustainable development into the background. Several important achievements have been identified in this area; and despite all the constraints imposed by the complex situation this past year, OCP has succeeded in sustaining momentum to reach its goals in this area. This is true for clean and renewable energy development, where 89% of electricity demand is expected to be met in 2020, up from 66% two years ago. This was made possible by the 46% improvement in cogeneration at Jorf Lasfar. On the Safi platform, cogeneration covers 75% of the site's energy needs. Wind power continues to account for half

of the mine's electricity consumption. At the same time, measures to improve energy efficiency have also been implemented. In this regard, there has been a 40% improvement rate in the ISO50001 certification of the Group's sites (Safi with 80% and Gantour with 60%), as well as the completion of the study of the pilot project for a digital energy optimisation system for the Group's energy control room. Equally notable achievements were made in water management, one of the main axes of OCP's sustainable development strategy. Thus, despite a sharp increase in water demand, the Group was able to achieve a 31% coverage rate from non-conventional sources in 2020. The production records at

the Khouribga wastewater treatment plant (STEP) and the Jorf Lasfar desalination plant have played an important role in achieving this rate. It should also be noted that one of the most important advances in the Group's water strategy is the ambitious target of meeting 100% of demand with non-conventional water by 2030 at the latest. In this regard, studies in the Safi wastewater treatment plant (STEP) have been carried out and purified water from the Marrakech wastewater treatment plant (STEP) has been transferred.

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*Equally remarkable achievements were recorded in the field of water management, one of the key axes of OCP's sustainable development strategy.*





In addition, the Group's sustainability strategy teams and the various stakeholders at site level have implemented strategic projects in emissions and wastewater control. One example is the completion of the fluorinated gas purification system commissioning at eight phosphoric acid production lines in Safi. These achievements are added to several others relating to various aspects of the Group's strategy on environmental management and the fight against climate change, notably through the 2040 carbon neutrality target. These and other advances in recent years have led to the Group feeling the impact on its reputation with professional organisations in 2020. To top off these efforts, OCP has significantly improved its performance and transparency with ESG (Environment, Social

and Governance) rating agencies. In 2020, Vigeo Eiris raised OCP's score from 38/100 (limited level) to 66/100 (advanced level), allowing the Group to be considered a "top performer", as Vigeo rarely awarded scores higher than 70 for all sectors combined. Sustainalytics also halved the Group's ESG risk level from 52.1 (severe risk) to 25.6 (medium risk). OCP ranked second globally among 56 companies assessed in the "agrochemicals" subsector.

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*OCP was ranked second worldwide out of 56 companies evaluated in the "Agricultural Chemicals" sub-industry.*

*Source: Sustainalytics 2020*



## Story #2. *INNOVATION*

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- 1. Health innovation*
- 2. Operational innovation*
- 3. Digital innovation*
- 4. Open innovation*
- 5. Financial innovation*



## *1. Health innovation*

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### *In the service of preventive health care*

*The COVID-19 pandemic once again confirmed the Group's propensity to use the ingenuity of its teams and workers for the benefit of the country in general, and communities in particular. The "Y connector" to double the capacity of ventilators, the design of masks and protective visors, the production of a hydroalcoholic gel, the development of temperature measurement devices, etc., are all innovations that have emerged as the Group and its employees mobilised in response to the pandemic. **The story.***

As soon as the health crisis broke out in Morocco, the Group's employees multiplied their initiatives to support the national efforts in the fight against the spread of COVID-19 and its impact on communities. Some of these initiatives stand out because of their national reach and the challenges they address. This was the case, for example, with the activities carried out in support of health facilities' capacity of respiratory material. At the height of the pandemic, the strain on this equipment was felt in the various hospitals throughout the Kingdom. In a spontaneous and voluntary move, the Group's employees and

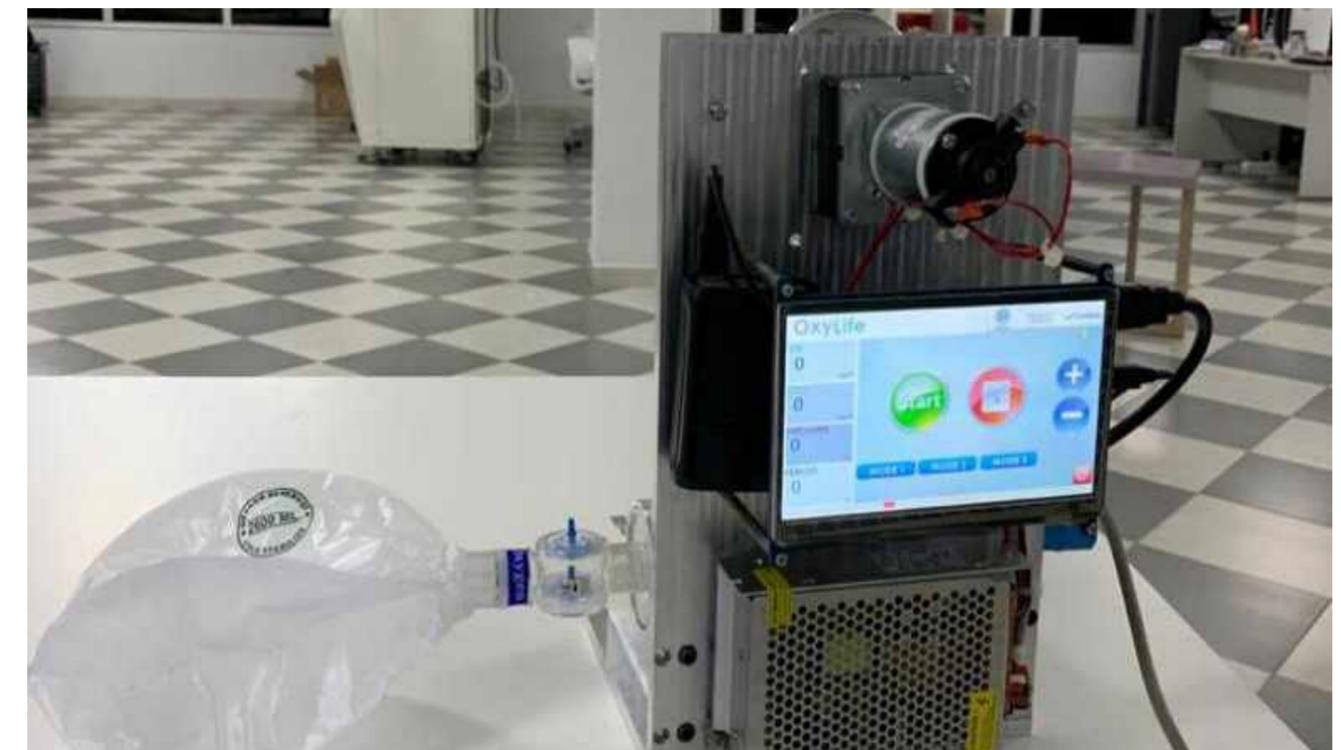
researchers at Mohammed VI Polytechnic University quickly tried to find solutions to the problem. This extraordinary mobilisation eventually resulted in the development of "Nafas" (meaning breath in Moroccan resuscitation and 100% English), the first intensive care respirator. The prototype combines high technology and artificial intelligence. It was developed by a team of over 70 volunteers, including professors, doctors, engineers, PhD students, managers, and students



“*"Nafas" is the first 100% Moroccan resuscitation and intensive care respirator.*”

This project is a perfect example of UM6P's desire to actively participate in the national effort to develop solutions for COVID-19 by applying all the expertise and know-how of its applied research teams. In this regard, Nafas has several strengths: reliability, connectivity, mobility, autonomy, as well as 100% Moroccan cutting-edge technology, technical features that meet international standards, and a competitive price, especially for the African market. In addition to UM6P, OCP Group and the OCP Foundation's staff, this project has mobilised several organisations, including the Mohammed University Hospital VI in Marrakech, the 1337 and YouCode programming and computer science schools, the Abulcasis University of Health Sciences and Le Matin Group. Another invention in which UM6P engineers were involved was a 100% Moroccan artificial respirator for patients with COVID-19. The latter has the particularity

of being made from components available entirely in Morocco and has 3,000 hours of continuous autonomy. In addition to the UM6P researchers, this project mobilised several organisations, including the Ministry of Industry, the INPT, MASCIR, the ANRT GIMAS and other industrial entities. In the same vein, OCP employees demonstrated their innovative spirit by offering a practical solution with the distinctive feature of allowing two breathing apparatuses to be simultaneously connected to a single respirator. The solution was developed at the Phosboucraa and Khouribga sites and was very well received by the relevant authorities. This "Y" connector has doubled the capacity of respiratory equipment and increased the capacity of local hospitals.



At the same time, local employees have voluntarily initiated other actions that have significantly supported the government's efforts to address the health crisis. Among these actions is the example of the Al Jail al Jadid cooperative in Laayoune, which, thanks to the support of Act4community Phosboucraa, succeeded in converting its production tool to manufacture reusable protective masks. This change in business model was topped off with the obtainment of IMANOR certification and marketing these masks to the local population. In the same vein, the mining company's teams at the Phosboucraa site developed an intelligent temperature measurement booth. The device was installed at the entrance of the mining town and serves as an important tool to monitor the temperature of employees and identify those who are potentially infected with the virus.



These are just a few examples of the innovations signed by the employees working in the southern regions. But they were not the only ones working tirelessly to provide appropriate responses in addressing the health crisis. At OCP TECHNOLOGY, for example, the crisis was also viewed as an opportunity to showcase the company's innovation capabilities and make them available for the national fight against the pandemic. In line with its strategic vision and industrial capacities, the business unit (BU) started manufacturing "OTECH'AIR", a device that provides medical resuscitation staff with high quality equipment that allows a respiratory patient suffering from acute distress syndrome to breathe through artificial respiration. This artificial respirator is a solution developed for the whole of Africa and designed to be used in the most difficult conditions.

In Gantour, Jorf Lasfar, Khouribga and Safi, the same spirit prevailed among the employees, who never stopped innovating to support the national effort. For example, in collaboration with Act School, an educational program born out of a partnership between OCP and the Connect Institute, a team from the Gantour site developed a face shield that is lightweight, flexible for use on different occasions and effective in protecting users. At Jorf Lasfar, employees looked into disinfection and started an initiative to produce a hydroalcoholic gel on site. The product achieved approval from the health authorities, in this case the Ministry of Health. It was produced in the pilot production plant, which had a daily capacity of 300 litres at the start. This project is the result of a synergy between the occupational health, which launched the initiative, the UM6P laboratory in Jorf Lasfar, which validated the specifications and conformity of the product and obtained approval from the Ministry of Health for its use, and the process teams in Jorf Lasfar, which set up the necessary manufacturing processes.



Finally, an integrated platform was added to the arsenal of prevention measures. The "BeSafe" application is the result of collective innovation and close cooperation between the different OCP Group sites. It makes it possible to monitor the health status and interactions of employees and subcontractors, control transport operations and better manage the impermeability of the blocks on sites.

The World Health Organisation (WHO) stated, and OCP employees confirmed that the pandemic has been a catalyst for the development of technological innovations in health. Indeed, it has shown how much staff have participated in the management of the pandemic through the development of innovative tools.



*At Jorf Lasfar, the workers looked into disinfection and started an initiative to produce a hydroalcoholic gel on site.*



## 2. Operational innovation

### 2020: a year of operational ingenuity

*Focused on providing solutions in relation to the health crisis, OCP did not set aside the need for innovation in its own operations. In both the industrial and mining sectors, employees not only ensured business continuity but also used this situation as an additional source of motivation to perform their best every day.*

The year 2020 was marked by the successful completion of seven transformation waves as part of the EXPLOI program, which aims to sustainably strengthen the Group's industrial leadership position. Thanks to the strong commitment of employees at all the sites, the program has already yielded initial results, as the successes recorded during the year demonstrate. These include the defruiting wave at the Merah mine in Khouribga, which increased the site's production capacity by 400,000 dry and merchant tonnes (TSM), and the handling wave at the Daoui washery, which significantly increased the site's production. In Gantour, the drying wave helped increase production capacity by 280,000 tonnes, in addition to a significant reduction in costs due to energy efficiency efforts. In Phosboucraa, the teams achieved a 17% increase in capacity, resulting in an additional tonnage of 500,000 TSM. The same is true for Jorf Lasfar, where the operations teams recorded an increase in acid

production as well as in fertilizer loading capacity. Also in Safi, the first effective projects of the EXPLOI program have had a positive impact on the production of phosphoric acid at Maroc Chimie. In addition, there were other important achievements in the production units at the Safi site, such as the successful maintenance and overhaul works at Maroc Chimie and Maroc Phosphore (MP). In the latter unit, the OCP TECHNOLOGY division was able to develop high value-added machinery products for the Group. Indeed, there was a new pump, OTC450, designed and manufactured for MP II's phosphoric acid concentration plant. This is the largest pump ever developed by OCP TECHNOLOGY. Since its introduction under real conditions, it has performed exceptionally well.



“  
OTC450, the largest pump ever designed by OCP TECHNOLOGY.”



*Operational innovation challenged the health crisis in providing new solutions to improve performance.*



In addition, due to the pandemic, teams comprised solely of OCP members performed the general overhaul of Maroc Chimie's turbo blower, a large-scale operation that takes place every ten years and is usually carried out by foreign experts. With internal resources and the support of OCP Maintenance Solutions, the new subsidiary of OCP Group, this piece of equipment, necessary for the combustion of sulphur, was overhauled so that the turbo blower could run at full speed and attain an estimated performance of over 100%.

In Laayoune, as in the Group's other sites, operational innovation has defied the health crisis in finding new solutions to improve performance. At the quay, the site's embarkation unit teams successfully

docked, loaded, and unloaded a ship without any physical contact between OCP employees and the ship's crew. This unprecedented operation, which was monitored by a drone made available by a local SME, is part of the industrial digitalisation project that the Group has been carrying out in recent years, particularly at the OCP port of Jorf Lasfar. The aim of this operation is to limit or eliminate contact with the vessel while strengthening HSE skills through the application of dematerialisation and digitisation techniques.



*Production units such as Beneficiation posted record results in 2020, particularly at the washeries, which processed over 25 million TSM.*

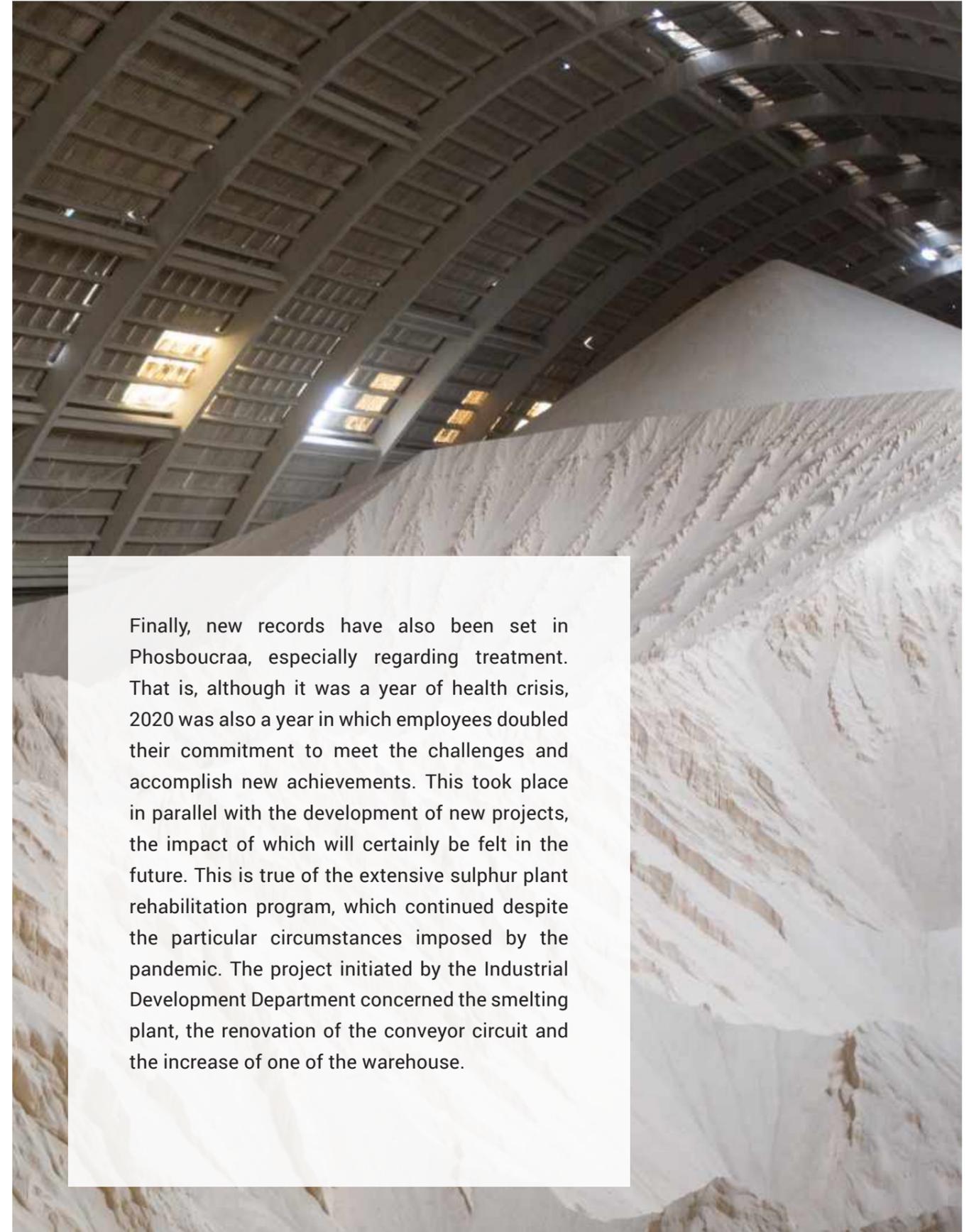
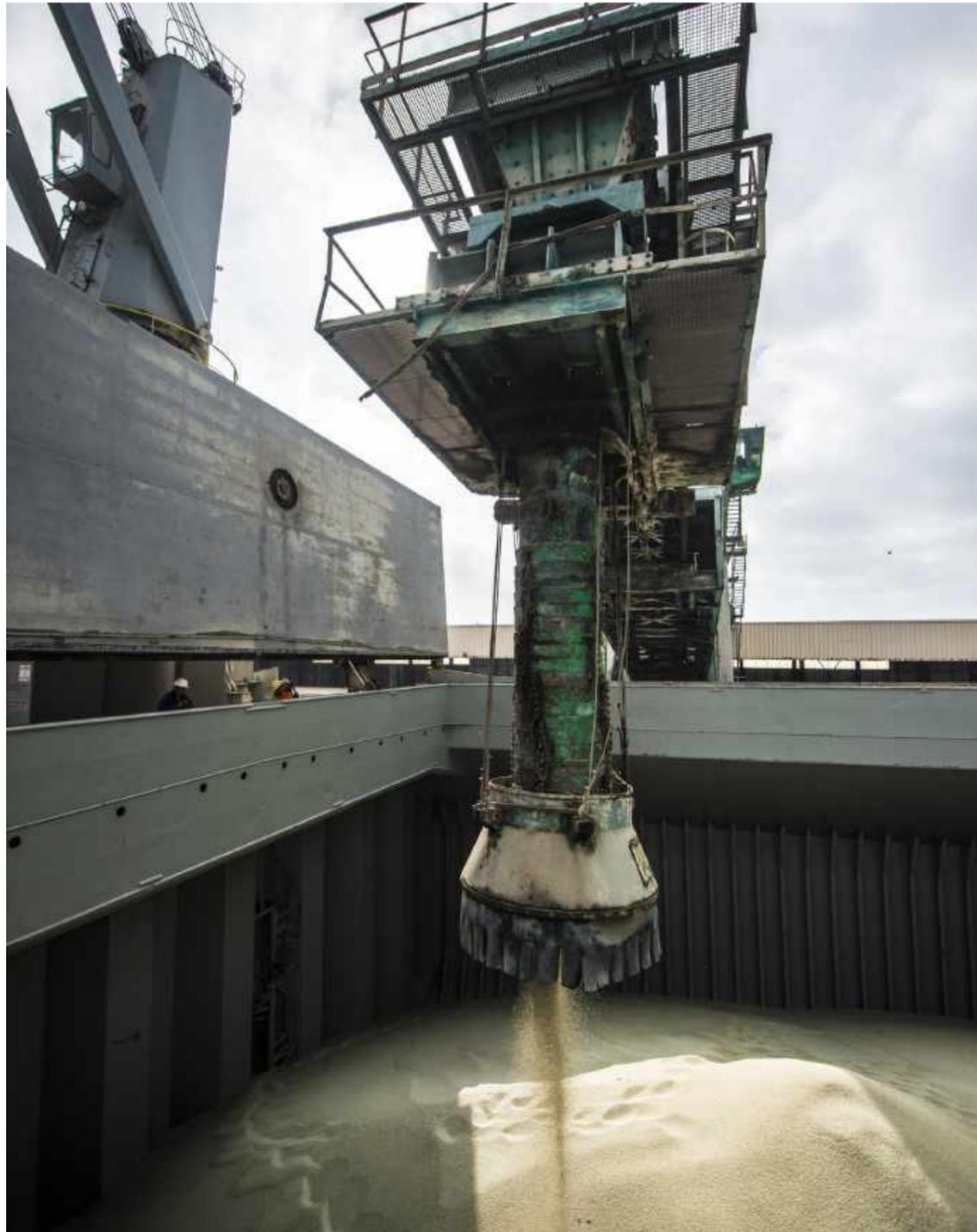


The results of all the actions undertaken by employees, whether under the Industrial Transformation Program (EXPL0I) or related projects, have had a significant impact on the performance of the various sites. Take the example of Khouribga: production units such as Beneficiation achieved record results in 2020, especially in the washeries, which processed more than 25 million TSM. In addition, more than 29 million TSM—an unprecedented level—were shipped. The same is true for Gantour, where remarkable achievements

were made in terms of production, quality optimisation and progress of ongoing structuring projects, and for Safi, where the 17% increase in fertilizer shipments over the previous record (2017) testifies to the exceptional performance achieved throughout the value chain.

There was also exceptional success at Jorf Lasfar with the production of fertilizers and phosphoric acid at Jorf North, with the operations of JFC (Jorf fertilizers Company) units at Jorf South and with port loading.

In total, more than 9.5 million tonnes of phosphoric acid and more than 10 million tonnes of fertilizer were produced at the Jorf Lasfar site.



Finally, new records have also been set in Phosboucraa, especially regarding treatment. That is, although it was a year of health crisis, 2020 was also a year in which employees doubled their commitment to meet the challenges and accomplish new achievements. This took place in parallel with the development of new projects, the impact of which will certainly be felt in the future. This is true of the extensive sulphur plant rehabilitation program, which continued despite the particular circumstances imposed by the pandemic. The project initiated by the Industrial Development Department concerned the smelting plant, the renovation of the conveyor circuit and the increase of one of the warehouse.



### 3. Digital innovation

#### *The successful choice of pragmatic innovation*

*Although 2020 was marked by the COVID-19 health crisis, digital innovation at OCP has not lost its momentum, by focusing on "pragmatic innovation" to quickly develop innovative and impactful solutions together with the Group's business units and start-ups.*

« During this eventful year, the Digital Innovation Lab, together with its partners (business units and start-ups), has developed about fifteen efficient solutions to meet the needs of the business units, while implementing programs to promote digital literacy and awareness." stated Meriem Berrada, Head of the Digital Innovation Lab (DIL), one of the units of OCP's Digital Office. DIL's vision is to continuously promote the Group, its employees and its companies through "exploration", "prototyping" and "inspiration". Though these are the main tasks in normal times, the advent of the health crisis has not changed this triptych, except perhaps the challenge to "react quickly" to provide operational responses.

Therefore, the DIL uses "pragmatic innovation", an innovation approach that consists of developing innovative initiatives with a high ROI (Return on Investment) over a short cycle. The DIL has chosen to be more selective in choosing which initiatives to launch, relying on selection criteria: business impact, innovative nature, and scale potential. The pragmatic innovation aims to have a significant impact through a rapid prototyping approach that responds with agility to the operational needs of the business. "Thanks to its adaptability and mobilising power, the DIL has made pragmatic innovation an accelerator of digital transformation and also a guarantor of resilience", the DIL asserted.



In the digital realm, 2020 drove innovation with several notable initiatives: the inspection of ship holds with drones; the inspection of machine maintenance remotely with augmented reality headsets; and the launch of programs such as OCP Digital Academy or Digital connectors.

### The "digital transformation" still active

To fulfill its mission of adapting to digital transformation, DIL has launched several initiatives whose main objective is to instill a common digital culture in all employees and develop a shared knowledge base for all.

The OCP Digital Academy program and the "Digital Connectors" situation, launched in 2018 and November 2020 respectively, are further evidence of the Digital Office's sincere desire to further embed digital culture among all OCP Group employees. The "Digital Connectors" situation is made up of about 50 digital ambassadors. It is a network of employees from all OCP business units and locations who stood as candidates to bring the digital transformation and mindset change as close as possible to the ground. To support them in their new role, the Digital Connectors were coached (Community building, collective intelligence workshops, information sharing, etc.) to help them identify the "ground-changing" actions to be taken in their local communities. The OCP Digital Academy program was designed and launched 3 years ago to improve the digital skills of employees and support the development of a shared digital

culture. Since 2018, the program, in collaboration with the Learning Institute, has launched several digital acculturation initiatives and offered a training catalogue to employees, which has been further expanded in 2020 and now totals around 40 modules and more than 50 specialised events according to the type of employee profile. To enrich these initiatives enhance the OCP Digital Academy, the Group, in collaboration with the Learning Institute, Africa Business School and OCP Solutions, developed an innovative connectivist "human-centred" learning model in 2020, combining a didactic and experiential approach in an iterative process. The first course to be launched under this new learning model is the Digital for Leaders course. It is aimed at the top 200 of the OCP Group, who need to be on board as role models and drivers of change, equipped to give meaning to their teams and mobilise them to accelerate the Group's digital transformation.



In 2020, two workshops, with the main theme "The Internet of Things (IoT)", were organized by the Digital Innovation Lab in Youssoufia and Safi. These workshops allowed businesses to discover some of the latest technologies, their uses, and capabilities.

"The workshops in Youssoufia and Safi were each attended by about thirty participants, representing different professions of these sites, whose heterogenous profiles covered all existing needs. Thus, at the end of these workshops, 10 ideas were selected", says DIL. Specifically, each workshop consists of an acculturation workshop phase, followed by an idea generation phase and finally a selection phase for the most innovative ideas. During these workshops, DIL helped the business units to identify their problems and then guide them towards innovative solutions that fit their problems. By discovering certain cutting-edge technologies in this way, the professional groups are simultaneously "acculturated" in their use and performance.



### "Innovation: a guarantee of resilience"

The pandemic situation has led to increased reflection on the mechanisms that need to be put in place to meet the urgent needs of the industry. This is an exercise involving start-ups with innovative ideas that –once supported– are likely to suggest effective solutions. "The prototypes that are created, especially in collaboration with start-ups, are the result of this experimentation process and allow the value creation to be validated in a pilot area before considering the solution's possible industrialization", said the OCP Digital Innovation Lab. Therefore, it is important for DIL to "develop an ecosystem of start-ups by identifying disruptive ideas and matching them with internal players." In 2020, DIL worked closely with all the Group's sites and responded to their needs by experimenting with various technologies around IoT (Internet of Things), artificial intelligence (AI), augmented reality and drones. Notable achievements in this regard include the inspection of ship holds by drones prior to arrival at the quay to check for the absence of cargo residues (Jorf Lasfar) and the use of augmented reality helmets to allow remote intervention during maintenance work at the Benguerir site.

Other projects are being developed to meet the needs of the Group's other sites. Several solutions have been tested by DIL in collaboration with the business units of various sites. Some of them, which were in the scoping and prototyping phase in 2020, will be of great use to the Group's industrial and strategic operations. In 2020, IoT was the main technology deployed. By controlling confined space intrusion, it would eventually be possible to monitor gas levels in confined spaces in real time with a live stream captured by the camera. The aim is to monitor the status of the intrusions and the safety of the staff. In addition, a solution for controlling the loading of trains has also been initiated. This time it is about controlling the quantity loaded on the wagons with an automatic activation of the loads. Again, the Internet of Things (IoT) is used to "reduce collisions between machines": the anti-collision solution aims to anticipate and reduce the risk of collisions between attachments and forklifts.

### Co-construction with start-ups

Several of these projects were developed in collaboration with start-ups. Despite the health crisis, DIL has not stopped collaboration with start-ups, but has actually strengthened it. To ensure the resilience of its ecosystems, an ideal that concerns all entities of the OCP Group, the DIL has developed new collaborations across the Group's different sites, giving rise to solutions to the strategic and operational issues of the Business Units (BU). Over the course of 2020, ten new collaborations were signed with Moroccan and foreign start-ups in areas such as Industry 4.0, new ways of working and employee experience.

"DIL has helped start-ups such as InUse and Strayos to deploy their solutions as close to the professions as possible in a "Proof of concept" (POC). They were given access to the Benguerir experimental mine to validate their technologies on site and confirm the value creation hypotheses. InUse is a finalist in the Data Challenge and Strayos is the winner of the 2020 cohort of the UM6P start-up acceleration program called "IMPULSE", according to DIL.

In the case of InUse, it is an IoT application in SaaS mode that helps diagnose critical breakdowns thanks to predictive maintenance. This provides a potential saving of 20% in diagnosis time and a long-term saving of 30-50% in maintenance costs. The use case at the Benguerir mine was to train the InUse algorithm to detect failures on the

bulldozers and suggest an appropriate diagnosis to quickly determine the root cause. Strayos, for its part, specialises in developing advanced machine vision and AI solutions to improve safety, efficiency and productivity on sites. The use case, also at the Benguerir mine, this time involved setting up a blasting and drilling simulator to optimize these operations. A mission was carried out to collect topographical data before and after blasting by drones, and the data was integrated into the platform to train the model. The solutions sought by testing this solution are to reduce the quantities of explosives used, reduce the cost of clearing the blasted area and reduce the nuisance caused by the blasts.



*A mission was carried out to collect topographical data before and after blasting by drones and the data was integrated into the platform to train the model.*



"It must be said that start-ups continue to be important partners for DIL. The latter brings them together with OCP companies and the Group's internal players to test their solutions on real challenges and real experimental fields", explains the Digital Innovation Lab. Other fruitful collaborations with start-ups supported by DIL include "WeeGo", a

collaborative mobility application that facilitates the daily OCP staff travels and enables administrators at SOTREG, the OCP subsidiary responsible for staff transport, to manage the fleet. This solution, tested in Khouribga, allows for a 30% time saving and a 10% optimisation of routes.



## 4. Open innovation

### *When the crisis boosts creativity*

*The health crisis situation has given a kind of innovation boost. Indeed, in the face of the coronavirus progression, the Group has opted for research by strengthening participative innovation and open innovation, two essential components of innovation within the Group.*

In order to co-construct solutions that meet the needs of the business units and to experiment with the most advanced technologies and the most innovative concepts market, the Digital Innovation Lab has partnered with the most innovative digital start-ups on the market, in close collaboration with the operational units. While some collaborations were accelerated by the pandemic situation, others were driven more by the needs of the business during this time.

In total, more than ten collaborations were established with Moroccan and foreign start-ups in 2020 to solve business problems related to operational excellence, Industry 4.0 and the employee experience.

In addition to the acculturation programs launched, eighteen initiatives were launched or continued, five of which were expanded, such as the inspection of ship holds by drones. In industry, a start-up from the OCP ecosystem has proposed a solution to prevent production lines from having to shut down due to equipment failures. Following the same logic and to provide real-time visibility of the entire supply chain, another start-up has provided teams with a platform

to track shipments across the supply chain. In addition, DIL has developed a low visibility driving solution with Tunisian start-up Enova Robotics, winner of OCP's 2019 Mining Challenge.

This is a driving aid with a collision detection and warning system in low visibility conditions (fog, dust or darkness) via the installation of lidars on the transport vehicles in the mine and an on-board driving aid system on the dashboard for the drivers. The solution has been tested in the experimental mine in Benguerir and reduces the usual production downtime, thus improving output despite adverse conditions.



*While some collaborations were accelerated by the pandemic situation, others were driven more by the needs of the business during this time.*





Thanks to their innovations, some employees even won awards worldwide. For example, in the OCP TECHNOLOGY team, thanks to its "OTECH'AIR" device, the Business Unit won the 1st prize at the COVID-19 hackathon, organized by HEC Paris last June. The year 2020 was also rich in successes for the Innovation Unit. For instance, Participatory Innovation supported 26 projects, of which 11 were in the concept and 2 in the phase, launch 3 in the phase prototype and phase organized 4 innovation campaigns. Awareness-raising workshops and meetings on innovation were organized in person before the health crisis and digitally from March 2020.

The same goes for the idea sessions, which benefited nearly 3,900 employees. One of the most important figures to remember about this innovation dynamic is the total amount of investment. Spending on research and applied innovation projects totalled 446 million dirhams in 2020. The second figure is the number of ongoing projects, estimated at 140. They are carried out with prestigious partners such as UM6P, Ecole Polytechnique de Montréal, MIT (Massachusetts Institute of Technology) or Forbon, a Chinese Group specializing in fertilizer additives.

The third key number is related to the signing of more than 90 contracts for confidentiality and transfer of samples for analysis and preliminary testing, as well as cooperation contracts and specific agreements on various topics, with projects related to agriculture and heavy metals predominantly.

It should also be mentioned that the project portfolio with UM6P has developed well, with the signing of 26 specific contracts on various topics around the four main streams, namely Farmer Solutions, Hacking Phosphate, Operations Efficiency, Sustainability & Circular Economy. OCP's employees ecosystem and external partners have clearly understood the challenge and made innovation a gauge of resilience in this distinctive situation. Considering the numbers and achievements, the COVID-19 crisis ultimately has been an accelerator for innovation in 2020.



*Considering the numbers and achievements, the COVID-19 crisis has been an accelerator of innovation in 2020.*





## 5. Financial innovation

### *An unprecedented blockchain transaction*

*In 2020, OCP Group became the first African company to conduct an intra- African trade transaction using blockchain technology. This operation is in line with the Group's digitalisation strategy.*

This unprecedented blockchain transaction, completed in late 2020 and the result of a joint initiative between OCP Group, Trade and Development Bank (TDB) and DLTledgers, consisted of financing a \$400 million shipment of phosphate fertilizer from Morocco to Ethiopia.

This financial innovation facilitates intra-African trade fertilizer sector through digital inclusion.

In addition, many blockchain technology offers more secure operations advantages: thanks to encryption and verification to technologies, greater transparency, and traceability, etc. The time saved by this blockchain transaction is also a great benefit for the stakeholders, who have been able to handle it entirely digitally: the import-export process is completed in less than 2 hours, instead of several weeks for transactions completed on paper. And that is exactly the point of such an operation. OCP Credit Management Group teams, in collaboration with OCP Africa, have used it as a solution to the problem of longer transaction times associated with

the pandemic. This is because, given the slowdown in global logistics and supply chains, trade finance transactions could take up to six weeks due to border and airport closures. It must also be said that this unprecedented transaction, which overcame the logistical and time constraints of COVID-19, allowed "documentation to be uploaded, viewed, edited and validated on a private blockchain, simultaneously and in real time", according to a joint statement from the parties. For OCP and TDB, "this first blockchain operation between two African institutions reflects both a desire to embrace the coming irreversible digital changes and a shared desire to promote intra- African trade."



## Story #3. *PROXIMITY*

### *1. Protecting People*

### *2. Developing a resilient agricultural ecosystem*

**T**he unique situation created by the international health crisis prompted challenges and questions for us all, in all professions. Farmers were not spared from this and 2020 was not a restful year for agriculture, with the pandemic causing major upheavals across the industry. The constraints of preventative measures taken against the pandemic necessitated, more than ever, mobilization to ensure that quality products were available to the population. The OCP Group was aware of this and therefore ensured that farmers

were the first partners with whom its services were mobilized. With awareness raising, support, provision of adapted products and services, innovation to better serve farmers, OCP's teams have spared no effort to enable the agricultural sector in Morocco, Africa and worldwide to understand the hazards of the economic situation and turn it into an opportunity to move forward. This is a look back at a special year in which mobilisation alongside farmers had to be adapted to the constraints of the moment.





## 1. Protecting people

It cannot be emphasized enough how much the upheavals caused by the health crisis have affected everyone's way of life, consumption and production. Many populations have proven vulnerable in this unprecedented situation, including farmers who have had to come to terms with new rules of the game. Between movement restrictions and social distancing measures and other preventive measures taken to contain the pandemic, ensuring the availability of products and maintaining their quality has proven to be a more complex task than ever for agricultural sector actors. Faced with this unprecedented situation, OCP has been quick to mobilise with its historic partners, farmers, with the help of its Al Moutmir Program teams, OCP Africa and the OCP Foundation at national and international levels.

### *Working to raise awareness, protect and empower farmers in Morocco and on the continent*

In Morocco, the Al Moutmir Agriculture Support Program teams were quickly deployed in rural areas. As they have shown since the program's launch in 2018, they have demonstrated their ingenuity and commitment to working with farmers to build efficient, modernised, smart and, above all, resilient agriculture in times of crisis. With the latter, they have also taken on a new role, informing and raising awareness about prevention and protection measures against COVID-19. Capitalizing on their network, they strove to be as close as possible to their partners and to act as a relay for authorities and associations in the fight against the pandemic. Lining up a series of actions on the ground and campaigns in the douars, OCP-Al Moutmir teams competed for ingenuity to prevent health risks and maintain contact with farmers. Thus, all the usual communication tools of the Al Moutmir program were repurposed to support farmers in this challenge. And since awareness was not enough, they were keen to maintain contact and be there for the community during this difficult time.

In a situation where social distancing was crucial, they capitalised on digital means to achieve this. With remote monitoring of no-till farming platforms, remote technical training via WhatsApp, exchange groups, remote support from volunteer agronomists, live webinars on Facebook, video capsules on YouTube, and Instagram campaigns, for example, the teams doubled down on their creativity to ensure that farmers always had the information, techniques, and resources to continue their activities despite the difficulties. All these educational and local initiatives were closely followed and appreciated by the farmers.



30,000

Farmers supported

44

Provinces covered

+55%

Higher yield



*Faced with this unprecedented situation, OCP quickly mobilised with its historic partners - farmers - through the decisive forces of its Al Moutmir program teams, OCP Africa and the OCP Foundation.*



***Protecting communities worldwide***

OCP's mobilisation alongside farmers was not limited to Morocco and the Al Moutmir program. When you own a large part of a global resource that is vital to all plants, animals and even humans, you can only act responsibly at a global level and beyond borders. And when a crisis indiscriminately affects all communities in the world, what better way than to help all farmers continue to feed the world by working their land as efficiently as possible, despite health restrictions? From Africa to India, in remote and landlocked rural areas, the priority was to raise awareness. To respond immediately to the health crisis, OCP participated in awareness-raising through its Foundation among rural populations regarding the health and socio-economic consequences of the pandemic. It launched, firstly, several massive distributions campaigns to share learning toolkits and tutorials for making soaps, hydroalcoholic gel,

protective masks and visors for the benefit of its partners in Burkina Faso, Guinea, Madagascar, and Togo, drawing on UM6P's expertise. It then financed the purchase of raw materials to produce protective equipment against the virus and trained more than 300 women from different agricultural cooperatives to make masks, visors, and soap. Lastly, these actions were strengthened by awareness campaigns on about twenty rural radio stations. There were also campaigns to distribute health kits and other means of protection to rural communities, for example through awareness caravans.



**”**  
*All these educational and community-based initiatives were widely followed and acclaimed by farmers.*

In Rajasthan, actions were also taken by the OCP Foundation in July 2020, which will continue until June 2021, in order to contain the spread of the virus. Thus, 7,508 people were educated about preventive measures against COVID-19, while 120 people were trained to implement effective hygiene measures in each of the 30 villages benefiting from this campaign.

### *In Brazil*

Across the Atlantic, in Brazil, OCP Fertilizantes also participated in the fight against COVID-19 by providing medical equipment to its clients and partners, while continuing its efforts to make Brazilian agriculture more competitive and sustainable. Masks and gels were distributed so that they can continue to work protected.

**13,000**

*KN95 Protective masks*

**6,500**

*Litres of hydroalcoholic gel*

### *OCP Foundation support in sub-Saharan Africa and India*

Nearly  
**300**  
*Cooperatives & associations supported*

**+15,500**  
*Litres of hydroalcoholic gel*

**45,000**  
*Bibs*

**11,000**  
*Visors*

**8,700**  
*Units of soap produced and purchased*

**330**  
*Handwashing kits (basins, buckets, etc.)*

**13**  
*Product guides and tutorials*





## 2. Developing a resilient agricultural ecosystem

Every crisis is first and foremost about management. But often it is also about seizing the opportunities that are hidden within them. The COVID-19 crisis is no exception. While OCP Group's ultimate goal was to help its ecosystem protect itself by contributing to awareness and prevention on a national and global scale, it also quickly moved on to implement its version of a resilient and agile agriculture through even more innovative support for farmers to enable them to seize the opportunities available to them today.

### *Sharing resilience: supporting farmers in optimising their models in the face of the crisis*

OCP's support thus went beyond merely, but valuably, supporting the rapid and comprehensive introduction of hygiene measures. It has worked to give farmers the tools to turn this unprecedented global crisis into an opportunity by giving them innovation tools to increase their agility, ensure their food security mission, expand their capabilities, empower marginalised populations, and give everyone the means to increase their yields and incomes.

By accelerating agricultural reforms and change plans, promoting, and developing new production and consumption methods, Moroccan and African farmers have been helped to master an intelligent, responsible and sustainable modernisation of their techniques and production systems. Especially as this crisis has challenged agricultural traditions and exposed some of their shortcomings. For example,

it emphasised the absolute need for all economic actors to reinvent themselves by embracing innovation, prioritising progress that is sustainable, inclusive, ethical, and beneficial to all communities, and developing responsible growth models, new and more sustainable modes of production and more responsible patterns of consumption.

OCP's immediate and productive responsiveness, agility and resilience have therefore given rise to greater ambition: to co-develop and co-shape socio-economic development models capable of overcoming challenges, taking advantage of such disruptive contexts by harnessing innovative tools and digital transformation.



*OCP has mobilised to provide farmers with the means to turn this unprecedented global crisis into an opportunity.*



## OCP-Al Moutmir device to deal with the crisis: a 3-step response



### The advantages of Al Moutmir



*Sympathy and trust capital enjoyed by the team with farmers and local authorities*



*On-site presence and proximity*



*Team's commitment and continuous mobilisation*

### Ensuring the continuity of the Al Moutmir services

OCP-Al Moutmir teams are aware that they are operating in a sensitive sector that handles food safety. They offered solutions to ensure market supply while respecting the pandemic control measures and protecting themselves. At the same time, to connect farmers and cooperatives with end consumers and to strengthen the resilience of the agricultural system in the face of the situation, consideration was given to building a distribution system based on short channels creating new markets for local agricultural production. In this sense, the teams have accompanied farmers throughout the period of containment to support them in continuing their activities.

Monitoring of demonstration platforms, cereals, legumes, arboriculture, and vegetable crops; monitoring of no-till platforms, especially during the harvest and storage period. These are some of the activities that reflect this support. The teams have continued to run demonstration platforms in the different provinces of the Kingdom, advising farmers on disease management and application of artificial fertilizers. In addition, as part of the resellers support program, the Al Moutmir team has introduced awareness-raising activities for reseller partners to protect their health and ensure that fertilizers are delivered to farmers under appropriate conditions.



### *Mobilised from afar thanks to digital*

Faced with the fact that on-the-ground support has become increasingly difficult due to the lockdown, OCP-AI Moutmir teams have not been discouraged and have been able to adapt by developing digital solutions that ensure continuity of support to farmers remotely across the Kingdom. In addition to the @tmar mobile agricultural extension application, which democratises access to scientific information, several digital solutions have been developed, including a remote learning platform based on AI Moutmir's YouTube channel, which allows farmers to receive training without interruption throughout the crop cycle.

On the channel, there are still several presentations, teaching aids and outreach videos in the local dialect to facilitate understanding for all. A remote learning facility has also been set up through WhatsApp and Facebook, where agricultural engineers regularly interact with farmers on the progress of their crops and give them advice as needed. Similarly, several live broadcasts hosted by experts have been aired on Facebook to answer farmers' various questions. In addition, several thematic webinars were organised by the AI Moutmir team and institutional partners, agricultural experts, and industrialists.



*The OCP-AI Moutmir teams [...] have been able to adapt by developing digital solutions to ensure the continuity of farmers' support, at a distance, throughout the Kingdom.*



Launch of the "AI Moutmir li attakwin aan bouaad" e-training platform

### *Remote support made possible by digital technology*

To compensate for the distance constraints caused by the COVID-19 pandemic, OCP-AI Moutmir teams, who are more committed than ever to farmers, have made available a new training service to provide agricultural advice to as many farmers as possible, despite the distance. This platform, called "AI Moutmir li attakwin aan bouaad", currently features around one hundred thematic training sessions conducted by agricultural engineers. It also contains videos and animations to provide farmers with better support and a timely response to their various questions and problems.

### *Ensuring uninterrupted connectivity to the market through short and resilient channels*

To explore new marketing models with shorter circuits, Al Moutmir has, as part of these actions, launched a special program introducing cooperatives to digital technology. This initiative is particularly important in the health situation we have been experiencing since the beginning of 2020, as one of the negative consequences of the pandemic was its impact on marketing channels, especially for local actors such as cooperatives. With webinars for knowledge sharing in this area, the creation of Facebook pages for commercial purposes, training on advertising, business planning and simplified and accessible digital marketing, the teams have multiplied actions so that more than 400 cooperatives and, in general, all supported farmers can benefit from all the advantages of e-commerce

and use it as a lever for economic performance. At the same time, we have seen the launch of Al Moutmir Open Innovation Lab, an important meeting where the OCP ecosystem regularly gathers to share and discuss how to better support the agricultural sector. Its 6th edition, attended by more than 200 representatives of the main actors in the development of the solidarity economy, was dedicated to the theme "Cooperatives in Morocco, towards innovative, more resilient and agile socio-economic models", a topic that has gained even more weight due to the health crisis.

### *Serving the progress of agriculture throughout the continent*

Like its support program to protect farmers from the pandemic, OCP's actions to increase yields and the economic and commercial performance of agricultural sector actors are not limited to Morocco but are also exported to the rest of the continent. Through its subsidiary, OCP Africa, the Group has collaborated with local governments and partners to launch important programs to promote more efficient agriculture. To achieve this, efforts have been focused on several priority areas, starting with the conversion of production methods. The aim is to secure better yields for farmers and help them equip themselves with the means to meet the needs of their countries' populations.

Consideration was also given to a broader ecosystem of inputs, services, infrastructure, and market linkages. These were necessary to help African countries maximise their local food production to better serve their populations. The Group's actions to support African farmers also drew on the solid experience gained from farmer-led initiatives in recent years, as well as on the ongoing efforts of local governments and public institutions to develop food security plans.

<p><b>+70</b></p> <p><i>Facebook pages created for commercial purposes</i></p>	<p><b>+70</b></p> <p><i>Cooperatives benefited from an e-book and 19 others put their products on sale on the e-commerce platform created by CoopLab</i></p>	<p><b>+200</b></p> <p><i>Participants in the 6th edition of OCP-Al Moutmir Open Innovation Lab</i></p>
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Using tools for vulnerable populations to enable them to achieve material stability; reflecting on relevant partnerships to support governments in crisis management; laying the foundations for agriculture that guarantees food security for an entire continent. These were the main themes OCP's action in Africa in 2020, through various initiatives in Ghana, Nigeria, Senegal, Côte d'Ivoire and elsewhere. An example of these initiatives is Agribooster a program that provides an end-to-end solution for the entire agricultural value chain and

offers farmers the best conditions to increase their yields and incomes. This has proven very effective for the 350,000 smallholder farmers it has reached in four countries (Ghana, Nigeria, Senegal, and Côte d'Ivoire). Overall, it has enabled them to achieve an increase in output of up to 40%.



*The Group's action in Africa is...*

**4**  
*Countries involved*

**+350,000**  
*Farmers targeted*

**+40%**  
*Increased yield*



*"Women in Agribooster" in Ghana :*

**5,000**  
*women supported*

*In Ghana in 2020 ...*

In Ghana, one of the continent's agricultural powerhouses, 5,000 vulnerable women have been supported through financial aid to ensure the survival of their families. This support fund for rural women is part of the Women in Agribooster program launched by OCP Africa, which aims to support women engaged in agriculture through continuous training, access to quality inputs and markets. The program has a technology dimension,

driven by two local start-ups that are part of the IMPULSE acceleration program for Agritech start-ups launched by UM6P with support from OCP Africa and OCP Group. The start-ups TROTRO TRACTOR and SAYeTECH will therefore support women farmers in preparing their land, as well as in optimising their activities to increase their yields.

## In Nigeria in 2020...

In Africa's most populous country, OCP Africa has supported "The Presidential fertilizer Initiative", which brings together all the components of the subsidiary's development interventions in Nigeria, such as the Farmer house (individual distribution points where farmers can find everything they need), Agribooster, Agripromoters extension agents who bring OCP Africa's support to farmers) or the Agritech Udongo application. In Nigeria is also the OCP School Lab (OSL), a program consisting of a sensitisation caravan where farmers receive fertilizer recommendations and training on good agricultural practises. As in other countries where it is used, it was very successful in Nigeria in 2020, owing to the successful measures taken to adapt to the global situation.

The support offered by OSL had to be reviewed in its working methods to continue training the maximum

number of farmers without exposing them to the risks of COVID-19. The appropriate response was to launch Farm & Fortune, a comprehensive and complementary program that provides technical know-how related to agricultural production through distance learning. To educate farmers and the general public about agriculture, the program was broadcast on television, radio and social media to educate farmers about good agricultural practice and provide a platform for agricultural stakeholders to engage, participate and collaborate, showcasing the rich heritage and potential of Nigerian agriculture.

*"The Presidential fertilizer Initiative" is:*

- 50,000** Farmers who received fertilizer
- 525** New jobs
- 6** Great states involved
- 25** Points of sale

## Farm & Fortune is...

**6**  
*Series of TV documentaries*

**9**  
*Fiction radio series*

**132**  
*Daily farming advice episodes on the radio*

**Millions**  
*of Nigerians reached*

CATCH NEW EPISODES EVERY MONDAY 5:30 PM

**FARM & FORTUNE**

ON NTA NETWORK

Also available on YouTube every Tuesday

Powered by OCP Africa



*In Senegal in 2020...*



*The Agribooster Peanut is:*

**100,000**  
*targeted farmers*

**90,000**  
*tonnes of peanuts  
to be produced*

Like the three countries mentioned above, Senegal has also benefited from OCP Africa's programs. The Agribooster Peanut is one example. Through this program, OCP Africa has supported the continuity of activities of the country's largest agricultural cooperative, ASPRODEB, in partnership with the General Delegation for Rapid Entrepreneurship of Women and Youth (DER). To provide the tools for sustainable and productive agriculture, this project will enable smallholder farmers organized in

ASPRODEB to access the quality inputs they need to significantly increase their yields and agricultural production, find a market for their products, and increase their income. In collaboration with the Ministry of Agriculture and Rural Economy, OCP Africa has also provided 4,000 Senegalese households with access to fertilizer as part of its support to smallholder farmers affected by the pandemic.

## Story #4.

# CO-DEVELOPMENT

- 1. Act4Community*
- 2. Phosboucraa Foundation*
- 3. Ecosystem Development Program*

In March 2020, the global health crisis erupted. Organisations were caught off-guard by the surprise effects of the health emergency. While such a situation shook some of the Moroccan economy's most established companies, it mainly threatened the existence of smaller business structures (MSMEs, SMEs, cooperatives). For OCP, there was an urgent need to act: to brave the unknown and not leave it to weak local structures to cope alone in such a context. By no means should the Group stop its usual efforts to support its ecosystems during the global health crisis. On the contrary, now more than ever is the right time

to consolidate the Group's position as an economic player committed to communities and aware of the challenges to be overcome to support its local environment in the most critical situations.

Act4Community, the Mohammed VI Polytechnic University, the OCP Foundation, the Phosboucraa Foundation... As we faced an unprecedented crisis all these Group structures mobilized like never before to become powerful allies for SMEs, cooperatives and other local economic actors.





## 1. Act4Community

### *Short and Digital channels to the rescue of the local economy*

**A**s soon as the health emergency was declared, Act4Community (A4C) saw its social responsibility strengthened more than ever. The support of local communities has never been so necessary, and the volunteers have responded to help the local economy to emerge from a crisis that could cause considerable harm to its most vulnerable actors (SMEs, cooperatives, etc.). *Story.*

On 20 March 2020, the lockdown by the COVID-19 pandemic was creating fear and confusion among vulnerable stakeholders in OCP Group ecosystems. MSMEs, SMEs, and cooperatives were already imagining the consequences of a free fall of their economic model, often based on rudimentary means. With their modest means of production,

the owners of these structures feared the worst: a sudden halt in activity due to prolonged lockdown would dash all hopes! Things did not look good for the local SMEs and cooperatives that rely on a classic operating model in terms of production and logistics.



### *“Disruption” to drive away pessimism*

“Resilience is the art of navigating in torrents”, says Boris Cyrulnik, the psychiatrist who popularised the concept of “resilience”. Before entering economics, the concept belonged to psychology. While the uncertainty and lack of visibility of the future gnawed at the hopes of small players in the local economic fabric, innovative ideas were co-constructed within the OCP Group. Act4Community is at the center of all solidarity actions carried out by the Group and participates in several internal task forces (communication, MSME/SME, agriculture, health, education) created with the emergence of the new coronavirus. The aim of its participation in all the task forces is very clear: identify the actions of each unit in the social and solidarity economy (SSE), A4C’s core business. In terms of “strengthening the local economy”, the objective is equally clear: ensure the resilience of the local economy by preventing local SMEs and cooperatives from falling victim to the conditions of the health crisis.

From Khouribga to Gantour, via Jorf Lasfar, Safi and finally Laayoune, the wheel of the local economy had to turn—no matter the cost, because there was no alternative for the MSMEs and the cooperatives to cope with the hostility of the pandemic. Redefining the contours of the local economy to retain a glimmer of hope among the weakest local economic actors, motivating them to persevere and sharpening their industrial mindset was a crucial first step towards

saving the day. “Disruptive innovation” seemed to be the way to go. It was clearly time for discussion and co-construction.

Specifically, Act4Community met with local SMEs and cooperatives to create roadmaps adapted to the type of industrial activity carried out. The output was the subject of a ‘social pact’ from which two key components emerged: Marketing and Quality, which are essential for promoting the consumption of local products. The challenge was to ensure the resilience of local SMEs and cooperatives by promoting the consumption of their products by OCP Group staff and other local businesses. Thus, Act4Community Jorf Lasfar has launched the “Industriels for solidaires” (Jorf industrialists for solidarity) initiative, which brought together a wide range of industrial actors in the region (Sonasid, Taqa, Kapachim, etc.). To encourage the employees of these large companies to consume local products, the traditional industrial model (long distribution channels) had to be replaced by a new marketing model worthy of an acronym: the short channel.

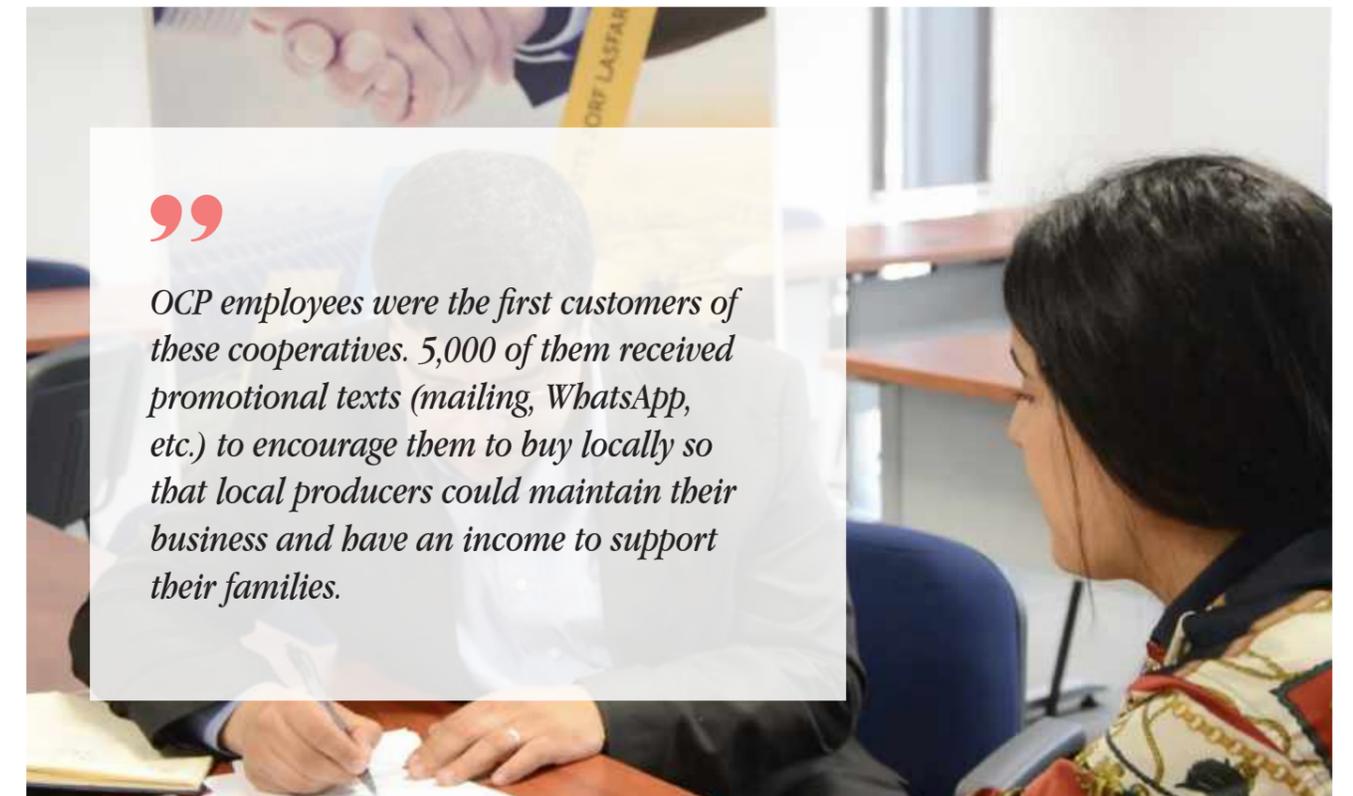


### *“Short” and “digital” channels at the service of the local economy*

While the “produce locally, consume locally” or “eat locally in short channel” initiatives aim at “engaged consumption” – which aims to increase the consumption of products from SMEs and local cooperatives to preserve jobs and keep economic activity going—their success essentially depends on improving the quality of local products and revising pricing policies. If these two conditions are met, the so-called short distribution channel has every chance of success.

As a significant economic opportunity for the producer (safeguarding his economic model), the consumer (adjusting the price to real costs) and the territory (creating local jobs), short-circuit distribution in a pandemic situation nevertheless requires one important condition: communication. In theory, it was necessary not only to support local

SMEs and cooperatives, but also to inform about the continuity of their activities, promote their products and encourage the Group’s employees and other companies in the ecosystem to buy locally. Accompanying, informing, promoting, and encouraging were big tasks in a situation where lockdown was in full force. “OCP employees are the first customers of these cooperatives. We wrote (mailings, WhatsApp, etc.) to more than 5,000 of the Group’s employees to encourage them to buy from these producers so that they could keep their business and have an income to support their families”, says Amal Bellarbi, Act4community’s Social Economy and Solidarity Program Manager in Jorf Lasfar.



“*OCP employees were the first customers of these cooperatives. 5,000 of them received promotional texts (mailing, WhatsApp, etc.) to encourage them to buy locally so that local producers could maintain their business and have an income to support their families.*”

Fortunately, OCP Group's plan to contribute to the government's efforts to fight the pandemic has enabled Act4Community to support small industries as planned. Starting with structuring sectors organic farming, fisheries, handicrafts, textiles) to maximise impact. This approach has led to the implementation of new structuring initiatives that advocate for inclusive support adapted to the pandemic situation. The links forged with small local economic structures (SMEs, cooperatives) since its creation in 2017 have paved the way for Act4Community and its volunteers to convince vulnerable industrial enterprises, often very attached to their traditional way of working, towards a paradigm shift.

Training and support (capacity building, benchmark visits), product development (certifications, labels) through creation and diversification, anticipation of needs for a change of activity and marketing support (packaging and promotion of products) are part of a cycle full of initiatives that fall within the

framework of several "Business Continuity Plans" developed in consultation with producers. All this is completed by the digitalisation of the promotion and sales processes (advertising, home delivery, etc.).

On the ground, a first phase of setting up several initiatives Act4Agriculteurs, Act4Pêcheurs and Act4M3allem, EcoKhadar, Special Aid Al Fitir, Special Aid Adha, etc.) has put "promotion" and "sales" in the hands of digital technology. Many cooperatives have benefited greatly from this support, setting up their own websites and YouTube channels, designing digital catalogues of their local products and being introduced to the use of e-commerce platforms (Sookoa, Agrisoo9) developed by the Group's subsidiaries. Since then, the beneficiary companies have recognized e-commerce and short distance as real allies for the development of their activities.



sookoa



## *Sookoa and Agrisoo9: e-commerce at the doorstep of cooperatives*

In May 2020, Mohammed VI Polytechnic University (UM6P) and the OCP Foundation launched CoopLab, a laboratory of expertise and support for Moroccan and African cooperatives. CoopLab is a model for social innovation and its main mission is to provide training, exchange and support to actors, based on "learning by doing". CoopLab also aims to foster a culture of innovation and excellence by providing the expertise of the UM6P entrepreneurial ecosystem and supporting cooperatives through a professional service with an inclusive and innovative approach. With the help of Coding School 1337, CoopLab quickly launched a pilot experiment, the e-commerce platform Sookoa, which in local products, cosmetics, and handicrafts.

For Act4Community, this solution comes at just the right time! By offering partner cooperatives a new marketing method that favours the digital channel and the gradual introduction of a "short circuit" distribution system, they benefit from access to a local and national market to promote their products and sell their stock. In total, Sookoa has supported 55 cooperatives and enabled the marketing of 600 products. In addition, CoopLab collaborates with the Office of Development

Cooperation (ODCO), and has supported 8 women's cooperatives under the "Lalla Al Moutawina" program.

This initiative complements that of AgriEdge, UM6P's Business Unit specialising in the development of digital solutions for agriculture, in collaboration with Act4community Khouribga and UM6P. This is Agrisoo9, an e-commerce platform targeting farmers and agricultural cooperatives. Against the backdrop of a health crisis, the platform has enabled several agricultural cooperatives to market their products directly to the end consumer. By recording their geographical location, displaying their products, and establishing payment and delivery modalities, these cooperatives have overcome the barriers to interaction imposed by the health emergency, thus ensuring their visibility and the continuity of their business. In addition, the agricultural cooperatives could track their sales online and benefit from marketing advice.

### *Innovate, retrain... market, subsist*

However, the promotion of digitalisation and the introduction of short circuits requires the support of all. To move forward together, Act4Community had to be more innovative in convincing cooperatives that did not yet believe in their potential resilience to the crisis and in initiating communication actions. This was so striking that the Khouribga A4C cell wanted to dedicate its hashtag to the International Day of Cooperatives: #CooperativesduMaroc. The initiative was launched to "give a voice to the small actors of the local economy to promote their products, share their expectations or simply show their creations", according to Act4Community Khouribga. The videos were published on Act4Community's Facebook page with the hashtag #CooperativesduMaroc and a direct link to the cooperatives. In addition, the photos and videos were also shared internally to promote the

willingness of the Group's employees to buy from local cooperatives and SMEs. For example, the support in Khouribga was mainly on the "marketing" aspect. In partnership with Mohammed VI Polytechnic University (UM6P), e-commerce shops (Sookoa) were set up to promote online sales. When accessing the platform, everything is geared towards stimulating a valuable act of purchase: catalogues for local products (Khouribga Special Province & Fqih Ben Saleh Special Province), promotional posters for each cooperative, visual identity to best represent the image and products, etc. In addition, a user manual is available at the touch of a button, providing cooperatives with a complete introduction to the use of the platform.



The Laayoune-based cooperative Al Jil al Jadid, which specialises in textiles, has benefited from Sookoa, as have many other cooperatives in other towns. For example, A4C Phosboucraa integrated it after providing it with production tools and the raw materials to get started. This has enabled the cooperative to be certified by IMANOR (Moroccan Institute for Standardisation) to produce protective masks made of double-layer fabric, a first in the southern regions of the Kingdom. The same certification was also obtained by 2 sewing cooperatives supported by A4C to produce protective masks. This was also the case in other cities where A4C has been digitally engaged on more than one front. In Safi, the development of an e-commerce platform was discussed, as was the experiment of the first transport cooperative. It was a success! The platform, called "CoopTrans", is becoming a preferred channel for home delivery and has opened

employment opportunities for several young inactive people, who have now had the opportunity to work with the cooperatives. In Safi, the media and audio-visual companies were not on the side-lines. They even supported other cooperatives. This was the case with the Coopasala cooperative, which provided media coverage for the actions carried out by Act4Community, and with Taj Media, which promoted the digitalisation of cooperatives and recorded video capsules on behalf of Safi's industrial skills center. Achievements that prove the of success disruptive innovation. "Today, Act4Community Safi has excelled during the lockdown, demonstrating its maturity in challenging itself, innovating and developing projects that respond to crisis situations and the real needs of the community", says Aziz Mhandi, Head of A4C Safi.

Much like navigating in troubled waters, in ensuring the "resilience of the local economy" in times of pandemic has created fertile ground for challenges for all stakeholders. This is even more true for Act4Community, which did not hesitate to dare to "disrupt" at a time when uncertainty about the future of local SMEs and cooperatives was at its peak. Convincing people to go the extra mile and link new methods in such circumstances is only possible with a foundation of mutual trust built long before the COVID-19 episode. This is why the implementation of ideas, however innovative, would not have been possible without strong links with the local SMEs and cooperatives that Act4Community works with, listens to, and continuously supports. This led some small local industrialists, who Act4Community



worked with and listened to, to eventually change their basic activities, some temporarily. Take "Oqba" and "Ayadi El Fath" in Jorf Lasfar, and "Al Jil al Jadid" in Boucraa. Some of these cooperatives have even been persuaded to switch to making fabric masks for COVID-19 prevention, and to sewing more generally!

In just 2 weeks, the Oqba and Ayadi El Fath cooperatives succeeded in revenue 40,000 masks from an order of 100,000 pieces from several cities; their revenue in this period is estimated at 300,000 dirhams.



*Today, the lockdown has pushed A4C Safi to excel, and thus to show its maturity in terms of challenge, innovation and elaboration of projects appropriate to the crisis situations and the real needs of the community.*

By supporting the cooperatives in perfecting their products (masks), Act4Community volunteers have reaffirmed their unwavering support for local communities. In the case mentioned above, the two cooperatives in Jorf Lasfar obtained the first 2 certifications for reusable masks at national level thanks to their efforts. The production was carried out in collaboration with IMANOR and the École Supérieure des Industries du Textile et de l'Habillement (ESITH) in accordance with the requirements of the standard NM /ST 21.5.201. This is in line with the technical requirements of the health authorities.

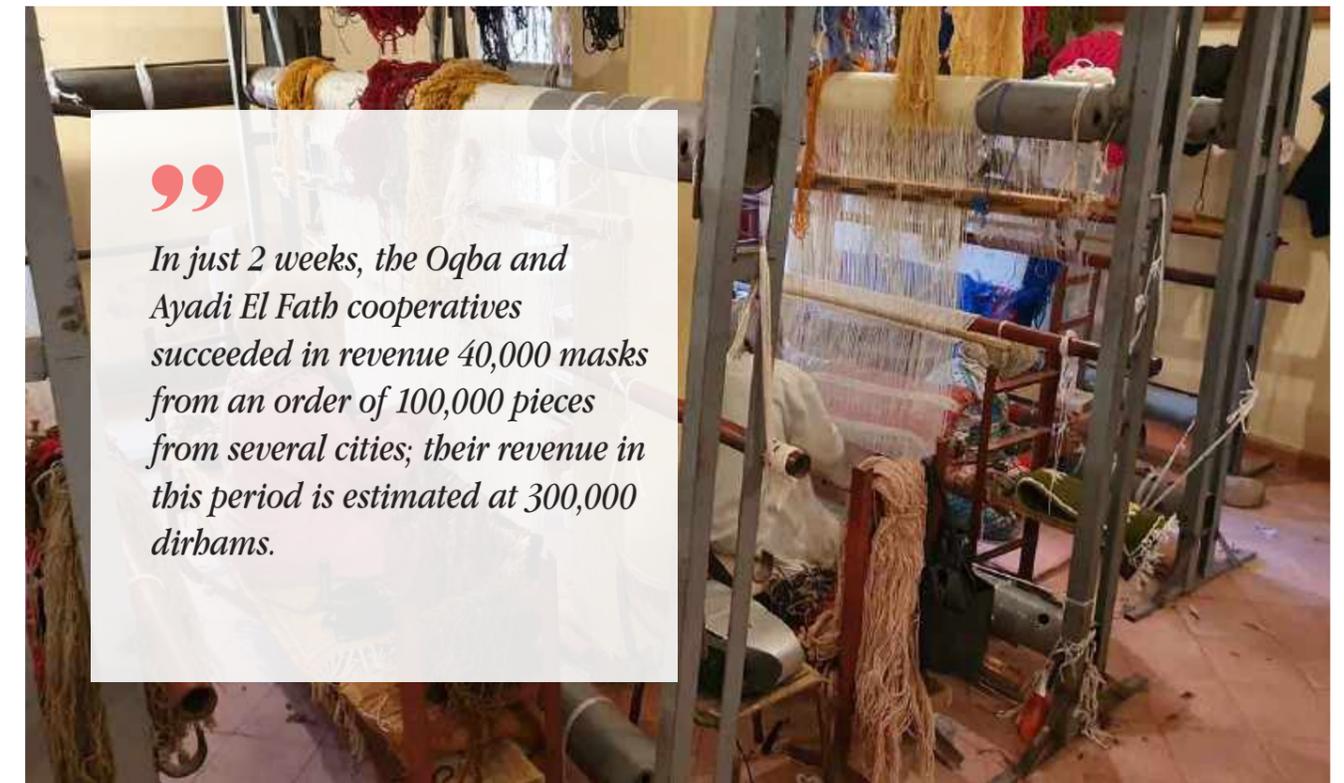
Still speaking about the conversion of cooperatives in Jorf Lasfar, solutions for home delivery were also developed in cooperation with a very small horticultural company that found itself on work leave. It adapted to helping fishermen sell their supplies by charging a delivery fee. The same approach helped a cooperative of 15 farmers in Jorf Lasfar who could no longer sell their produce, and was also taken in other towns.

In Laayoune alone, the cooperative "Ibdaa wa taswik azzarabi" has turned to producing organic and reusable bags. "In this time of crisis, they are in great demand for the distribution of food and other products".

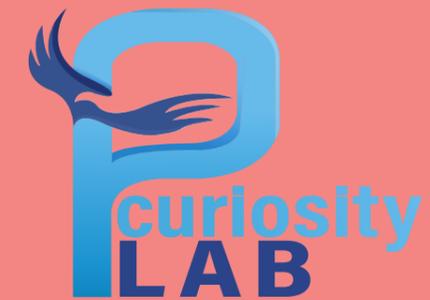
For the professions for which retraining to was not a solution, A4C has been thinking about ways to help them return to work. This can be seen in the example of fishermen, among others. In Jorf Lasfar, for example, A4C volunteers accompanied 300 fishermen in 120 boats in the village of Sidi Abed

"who had stopped working for fear of contamination". "After several trainings and awareness-raising sessions on hygiene measures and possible solutions to continue their activity, they resumed their work", says Amal Bellarbi.

Needless to say, without the tripartite collaboration between Act4Community, UM6P (Agrisoo9 etc.) and OCP Foundation (Sookoa etc.), ensuring the resilience of the local economy would hardly have gone beyond the "dream". These institutions, accustomed to the principles of collective intelligence, topped off their commitment by implementing digital solutions that facilitated the adoption of "short channels". The proof: some MSMEs and local cooperatives succeeded in seeing the end of the tunnel, others are now flying with their own wings.



*In just 2 weeks, the Oqba and Ayadi El Fath cooperatives succeeded in revenue 40,000 masks from an order of 100,000 pieces from several cities; their revenue in this period is estimated at 300,000 dirhams.*



## *The P-Curiosity Lab: innovation for rural areas*

The P-Curiosity LAB is an innovation lab located within UM6P.

Its mission is to develop research and direct services to rural communities to improve their socio-economic situation and serve sustainability. All this through data and scientific research: "The P-Curiosity Lab works more broadly to support rural communities on the African continent through scientific research, data science, innovation and entrepreneurial programs. The program "L'Village", an educational and entertaining awareness program produced by the Communication agency Concept Mena in collaboration with the CRI and UM6P through the P-Curiosity Lab (PCL), is a good example. In the form of a "web TV", "L'Village" supported 20 project leaders from the rural world in the Marrakech-Safi region who were selected following a call for proposals. The PCL contributed by hosting the 20 elected representatives for a week to offer them personalised support (awareness-raising, advice, digital support, etc.).

To promote its main purpose the PCL also

organises hackathons that focus on innovative solutions for rural areas.

The 1st edition of the Social Entrepreneurship Weekend Hackathon, held from 27 to 29 November 2020, and focused on rural girls' education, exemplifies this objective very well by providing the winning start-ups with full support and the necessary resources to progress from the 'idea' phase to the 'prototyping' and 'minimum viable product (MVP)' phase.

LAB members (idea generators, start-ups, researchers, companies) can research, prototype and test innovative services for the rural community. Services can be related to education, healthcare, energy, youth employment, environment, etc.



## 2. Phosboucraa Foundation

### *Southern regions stay the course*

**A**s a major player in human development in the three regions of Southern Morocco, the Phosboucraa Foundation contributes to the socio-economic promotion of its regions through developing the capacities of local communities and implementing structuring projects. In 2020, the year of COVID-19, this commitment to the communities was further strengthened. By mobilising all forces, doubling creativity, and working together, the Phosboucraa Foundation was not only able to ensure the continuity of its services, but also to reduce the socio-economic impact of the pandemic on the community.

According to the Phosboucraa Foundation, the coronavirus pandemic was a test of adaptability, resilience, and resourcefulness. The challenge was met by mobilising all forces to turn difficulties into opportunities and ensuring the sustainability of the engagement.

On the ground, the Foundation's engagement has translated into several initiatives to cushion the impact of COVID-19. The approach has been to take action to help communities better cope with the

changes but also to prepare them to face the future with more resilience. The year 2020 was marked by various initiatives, including the digitisation of the Foundation's programs to ensure the sustainability of services, the continuation of support programs to help project leaders cope with the crisis, and the partnership with the Mohammed VI Polytechnic University of Laayoune and its research institute to prepare for the future.



## *The partnership between the Phosboucraa Foundation and the Research Institute of the Mohammed VI Polytechnic University of Laayoune*

The year 2020 has confirmed how important knowledge and innovation are for managing change. Scientific research has never been more in the spotlight than since the Covid-19 pandemic. In this context, the Phosboucraa Foundation has started a partnership with the Research Institute of the Mohammed VI Polytechnic University of Laayoune. As part of this collaboration, 10 applied research projects have been launched with the aim of providing the local community with solutions and opportunities to face the future with greater resilience.

The UM6P research institute in Laayoune, called the African Sustainable Agriculture Research Institute

(ASARI) aims to contribute to the economic and social development of the southern regions of Morocco and the African continent by addressing the challenges of agriculture in the Saharan and saline environments. With its three research units dealing with biotechnology, renewable energy, water, and the environment, ASARI aims to provide practical solutions that improve the lives of people in the South and in Africa. It is a mission that motivates the close collaboration between the UM6P of Laayoune and the Phosboucraa Foundation.



UM6P Laayoune and the Phosboucraa Foundation have placed the needs of communities at the heart of the research approach. They have chosen to start with 10 high added value research projects, following a study and consultation process launched in 2019 with the national and international scientific community and the various local stakeholders, including institutional actors, farmers and cooperatives. It is also based on the results of the projects carried out by the Phosboucraa Foundation in the southern regions since 2015.

Of the 10 projects identified and selected, 3 are underway and 7 are in the start-up phase. The first ongoing project concerns the introduction of a large-scale program to introduce new salt-resistant crops to salinity-affected farms in the southern provinces of Morocco. The second project aims to develop aquaculture in the continental and coastal regions of Laayoune, where there is a lack of fresh water. This is a solution based on the use of saline water for the cultivation of Salicornia and

other halophytes with high fodder potential. As livestock feed costs still represent the largest part of production costs for farmers in the South, this innovation will allow them to better manage their feed production and thus improve the performance of their farms. The third project concerns the preparation of an atlas of threatened native plant species in the Laayoune-Sakia El Hamra region. The book will serve to identify the plants while providing their chemical and biochemical characteristics as well as guidelines on how to collect, clean, shop and effectively germinate seeds.

In addition to promoting sustainable agriculture based on innovative cultivation models, the partnership between the Phosboucraa Foundation and the UM6P of Laayoune aims to open new economic opportunities for local communities and, above all, to prepare the future.



## Support for project leaders

Since its establishment in 2014, the Phosboucraa Foundation has focused on entrepreneurship as a lever for development in the southern regions. The COVID-19 pandemic has not hindered the continuation of support and recovery programs for project leaders. On the contrary, the Phosboucraa Foundation has redoubled its ingenuity to ensure the continuation of its commitment and to provide support to project leaders hit hard by the crisis. For the program to strengthen the business capacities of cooperatives in the Laayoune-Sakia El Hamra region, the year 2020 was marked by

the provision of materials and planning of the cooperative's locations. The success of this step was difficult but crucial. Normally, standardised premises and adequate equipment are important for the success and development of an entrepreneurial structure. With COVID-19, the challenge was made even more acute by the great risk of a complete sale of the company. It was necessary to overcome the difficulties and use the downtime caused by the pandemic to provide the cooperatives with locations that met standards, so that they could resume their activities in the best

conditions as soon as the sanitary measures eased. For this operation, the teams were organized in a small committee and in full compliance with sanitation measures. They monitored the accreditation of the cooperatives' premises on the ground to ensure that they complied with the hygiene standards prescribed by ONSSA for the national level and PGI for the international level. Thus, 32 of the 64 cooperatives involved in the program benefited from this measure to prepare for reconstruction with greater serenity. This commitment to social and solidarity economy actors strengthens the work of the Phosboucraa Foundation to promote entrepreneurship. In early 2020, before the outbreak of the pandemic, the Foundation organized a second training and certification for project leaders (CEFE) in collaboration with the Mohammed V Foundation for Solidarity. This training was attended by 20 young project leaders from the southern regions: Laayoune and Tarfaya (8), Dakhla (4), Boujdour Es-Semara (4). The aim was to provide the southern regions with a network of expert entrepreneurial coaches.

Entrepreneurial support is a very important service for business start-ups, especially for MSMEs and cooperatives. These structures, which make up the bulk of the local economic fabric, need more support and expertise in coaching due to their structural vulnerability. Through its unique methodology, the training provided trainers with a range of tools to support an entrepreneurial project. The CEFE approach has the advantage of being based on experiential learning. Thus, the class of 2020 was hosted for 26 days at the Mohammed V Foundation for Solidarity training center in Salé. The 20 participants experienced a series of cases designed to encourage them to develop management skills and abilities to better understand the changing contexts and thus better advise project leaders. The training ended with the awarding of certificates.



*The year 2020 was marked by the handing over of equipment and the fitting out of the cooperatives' premises*



### Support to project leaders' funding structures

Promoting entrepreneurship requires several measures, including support for financing. In 2020, the Phosboucraa Foundation continued its support for the Moubadarat, local structures for financing project managers. The latter, often very small businesses, do not have sufficient guarantees to benefit from bank loans. The Moubadarat, which receives financial support from the Foundation, selects project leaders to grant them loans.

This interest-free financing without guarantees or collateral is combined with support for the project leaders. With the outbreak of the pandemic, the

need for advice and support became even greater. The coronavirus crisis slowed market momentum, so project owners sought relays to help them prepare for recovery. The Foundation's support to 5 Moubadarat in the southern regions met the needs of project owners in Laayoune, Boujdour, Dakhla, Tarfaya and Es-Semara. In total, more than 4,300 project leaders received support and advice in 2020.



### Digital transformation of programs

In times of pandemic, agility and innovation have proven to be invaluable assets of the Phosboucraa Foundation.

From the beginning of March 2020, as COVID-19 began to spread and Morocco prepared for a phase of national lockdown, Phosboucraa Foundation took immediate steps to accelerate the digital transformation of its training centres in Laayoune and Dakhla. The introduction of the remote learning program, L'Formation Mendarek, has enabled Learning Center members to continue their courses with the same quality standards as those offered in the classroom.

For the Emergence of Competences Program (EDC) - the Learning Centres' flagship program - 505 young people used this remote learning platform to develop their skills and prepare for their socio-professional integration. The online version of the EDC offered them a range of modules in different interactive formats: videos, written courses, interactive

exercises, webinars, and live courses. For 2020, the EDC program recorded a positive recruitment rate of 64.5%, despite the pandemic. As for the "Job Training" program, the "L'Formation MenDarek" platform served 227 beneficiaries enrolled in the professions of digital technology, computer graphics and accounting, with an insertion rate of 100% at the end of the course. This success is explained not only by maintaining the quality standards of the training but also by mobilising the entire teaching team to monitor and evaluate the progress of each member of the center, even when they are remote. By transferring the programs of these centres to digital technology, the Foundation has demonstrated its ability to deal with crisis situations. Its agility has earned it national recognition: the L'Formation MenDarek initiative was included in the top 10 actions launched in Morocco to promote education.



In addition to agility, the COVID-19 health crisis has also underlined Phosboucraa Foundation's innovative capabilities. Not only has the Foundation digitised its programs, but it has also developed a webinar program to help the community better manage the changes. More than 129 online conferences were held on topical issues (entrepreneurship, new professions,

personal development, civic engagement, etc.). The relevance of the topics covered, and the quality of the speakers mobilised, made it possible to widen the circle of beneficiaries and reach out to other members of the community who were attracted by the quality of the programs. In a period of less than a year, the Learning Centres have recorded around ½ million views of their online lectures.

Another important measure that has reinforced this momentum in support of the local community is the establishment of online creativity workshops on entrepreneurship. Based on the co-design approach of MIT D-Lab, Phosboucraa Foundation's learning centres in Laayoune and Dakhla offered sessions for local entrepreneurs to foster their imagination and explore new approaches to better manage change. A total of 208 budding entrepreneurs benefited from the online creativity workshops, which enabled them to identify and develop solutions to the problems raised by the crisis. The co-design workshops also put the digital transformation of projects at the heart of their programming. Whether

they were involved in the Business Creation (86 project ideas), Scale-up (64 businesses supported) or Women Entrepreneurship (72 entrepreneurs) programs, all beneficiaries were supported to seize the opportunity to use digital technology as a lever for development, visibility, and growth. By putting all its energy into meeting the needs of the community during this time of pandemic, Phosboucraa Foundation has stayed the course and reaffirmed its unwavering commitment to improving the lives of communities in the 3 southern regions.



*In a period of less than a year, the Learning Centres have recorded around ½ million views of their online lectures.*

مركز العيون لتأهيل الكفاءات  
Laâyoune Learning Center

مركز الداخلة لتأهيل الكفاءات  
Dakhla Learning Center



### 3. Ecosystem Development Program

***The OCP Industrial Ecosystem Development Program to support supplier integration and performance improvement***

OCP Group has always played a leading role in the development of its ecosystem through a strong commitment to its suppliers. Since 2019, the Group is reinforcing this engagement, including the use of the Ecosystem Development Program, which is based on 4 main mechanisms (bringing suppliers into the OCP Ecosystem, improving their performance and competitiveness, providing financing support and digitising purchasing processes). This program aims to provide suppliers with support and advice tailored to their needs for progress and professionalisation.

***Mechanisms for integrating suppliers into the OCP Ecosystem:***

The first mechanism for integrating suppliers into the OCP Ecosystem is the Local Content Purchasing mechanism. Its aim is to increase OCP Group's engagement with local suppliers (VSMEs) in OCP regions and to foster the emergence of new local players. More than 1.5 billion MAD of OCP commitments were made to local suppliers (local SMEs) in 2020 and more than 2.1 billion MAD in 2019.

This system, which is used at all OCP sites, is based on the following 3 principles: Award of contracts exclusively to local MSMEs by allocating OCP projects, obligation to subcontract (up to 30% of the awarded contract) in favour of local suppliers that meet the requirements of OCP markets, and introduction of local preference to give local MSMEs a competitive advantage.

In the same spirit, this system is supported by a series of side measures which result in a digital supplier platform dedicated to local MSMEs allowing them to access opportunities in their regions of establishment, the adoption of a simplified contract model adapted to local MSMEs, the reduction to 30 days of the payment period for local MSMEs with the establishment of a single invoice submission window, and the organisation of training and mentoring adapted to the benefit of local MSMEs. The deployment of this scheme has enabled the qualification of 650 local MSEs.

The mechanism for engaging the local MSEs of the OCP ecosystem in the purchasing process requires first a phase of identification, followed by the equally important phase of support. These two tasks are the responsibility of Act4Community, which,

as part of the Group's community engagement, ensures the identification and registration of local MSEs and cooperatives so that they can respond to procurement opportunities identified at the local level: since 2019, 800 local MSEs have been supported and registered on the OCP supplier portal to bid for local contracts.

The second mechanism is co-development with national suppliers to promote 'import substitution'. This approach aims to promote innovation within the OCP ecosystem by creating value through the joint development of locally produced substitutes or new alternatives to products used by the OCP Group. Import substitution amounting to 200 million MAD was achieved through several projects for the



*Since 2019, 800 local MSEs have been supported and registered on the OCP supplier portal to bid for local orders.*

joint development and localisation of actors, especially in auxiliary materials, the production of spare parts for pumps, the production of grids for converters of Meehanite-certified sulphuric acid units and grinding balls for mills.

In this context, it is also worth mentioning the creation of a special channel through the "Supplier Portal" to obtain spontaneous offers from suppliers wishing to carry out joint development projects with

### *Measures to improve the performance and competitiveness of suppliers*

This pact, developed with suppliers to strengthen OCP's Industrial Ecosystem, provides them with incentives and privileged access to OCP's opportunities. It does this through incentive mechanisms, to recognise and promote efforts by awarding contracts to the best bidder; mechanisms to integrate companies into the OCP ecosystem (especially through entrepreneurship and support for SMEs); and mechanisms to support suppliers

in their progress, based on alignment and sharing of best practices with national and local suppliers (HSE, operational excellence, etc.), while considering suppliers' progress efforts in purchasing processes.

The use of the on-site progress pact within the OCP ecosystem has enabled, among other things, the mobilisation of more than 400 national and local suppliers in strategic sectors (civil engineering, metal and electrical construction); the monitoring of development and performance through a supplier assessment by sector, using the two axes of finance and capabilities, accessible to suppliers through the e-supplier portal; on-site audits of supplier capabilities by OCP experts in business, operational excellence and HSE, to enable suppliers to draw up their progress and development plan.

Supporting suppliers to improve their growth and progress is also designed as skills development. The development of subcontractor employees' competencies at the Centres of Industrial Competences (CCI) level is carried out through a global certification assessment program, NCCER. More than 290 subcontractor employees for mechanical and electrical maintenance on the Jorf Lasfar platform have been assessed for training and certification to reach 900 employees by 2021.



## Support for supplier financing

### • Supplier payment performance

To honour its commitments to suppliers, OCP Group has taken measures to limit the economic impact of the COVID-19 pandemic on the ecosystem. Several measures and procedures have been put in place to ensure that payment obligations are met without interruption.

The Group is paying special attention to Moroccan SMEs affected by COVID-19 by setting up an ecosystem task force responsible for following up and monitoring the payment of supplier invoices. This has led to concrete successes in the payment of suppliers, which account for more than 94% of

unpaid invoices.

Thus, despite the logistical constraints resulting from the current situation, OCP Group has been able to ensure a consistent rate of invoice processing thanks to the digitalisation of its supplier processing and payment processes. In this sense, the submission of invoices has been fully digitalised to protect suppliers and limit their trips to the processing centres.

### • Establishment of a guarantee fund "Damane Tamayouz Fund"

With a total financing capacity of up to 950 MAD, the "Damane Tamayouz" Guarantee Fund is an innovative financial mechanism to support SMEs in the OCP industrial ecosystem. This fund enables eligible suppliers to have better access to finance for their business cycle. To this end, OCP Group has signed a partnership agreement with Finéa, a specialised financing organisation and subsidiary of the Deposit and Management Fund (CDG), to use the Guarantee Fund to cover financial risk and to offer attractive financing to eligible suppliers.

Thanks to this arrangement, the eligible suppliers of OCP Group can benefit from financing for their orders as soon as the order is signed, up to 70% of the market value and on advantageous terms, without having to present additional guarantees.

The covered loans amount to between 100,000 MAD and 15,000,000 MAD and are granted to eligible suppliers for the financing of contracts concluded with OCP for the supply of goods or services.

The Damane Tamayouz Fund is an innovative mechanism that concerns OCP suppliers who have committed to developing their capabilities under the Progress Pact. Initially, this fund will cover three sectors that are part of the OCP ecosystem and the Progress Pact: Construction, Metal Construction and Mechanical and Electrical Maintenance.

## Digitalisation of purchasing processes bringing greater integration of suppliers into the OCP value chain

OCP offers digital services to its ecosystem to simplify the supplier experience, reduce transaction costs and integrate suppliers into the Group's value chain. These digital services are mainly available through 3 platforms.

First, the new OCP supplier portal. Through this portal, more than 9,000 visitors can access OCP offers every month. This platform has been operational since the beginning of July 2020 and is available to all current and potential OCP suppliers, who now have a single point of access to all the functions and services that OCP makes available to its suppliers.

This supplier platform is freely accessible and allows any company to access and respond directly to all the offers published by OCP Group and to interact with the various interlocutors through

a secure messaging system. It allows them to have a 360° view of the progress and status of their consultations, contracts and invoice processing, thus covering the entire transaction cycle with OCP, publicise their structure and areas of activity, update their information and regulatory documents and make their credentials, expertise and key achievements available to OCP teams.



The second platform is SAP Field Glass. It is a service contract execution platform currently in operation, allowing advanced supplier integration and external resource tracking through the digitisation of exchanges throughout the execution of the contract, from the service order to contract

closure, advanced integration of the supplier and its collaborators in OCP value chain, as well as the submission and processing of supplier attachments. In 2020, the platform managed more than 500 service contracts and over 9,500 external resources.

And finally, the third platform is Myskills, for skills development. OCP Group, in its vision and commitment to the local and national industrial fabric, aims to promote and develop a professional employment pool to professionalise and improve the quality and performance of industrial services. This innovative system is based on a standardised skills database: a training and certification program with 4 qualification levels and a digital platform that

automates the training and certification process for Ecosys employees.



“  
*OCP Group aims to promote and develop the employment of professionals, to professionalise and improve the quality and performance of industrial services.*

This certification program was developed entirely by CCI Jorf Lasfar and is currently being rolled out to all CCIs in the Group.

The digital platform called "My-SKILLS" used for this program includes several functions such as assessing the knowledge and know-how of OCP ecosystem staff, defining individual training plans, managing training processes (automatic scheduling of sessions, online access to standardised

documentary resources, etc.), the provision of theoretical training content as well as prerequisites (e-learning) for the benefit of learners, and a unique database of learners' results and names.

More than 900 subcontractor employees will benefit from the certification program within the different CCIs of the Group.



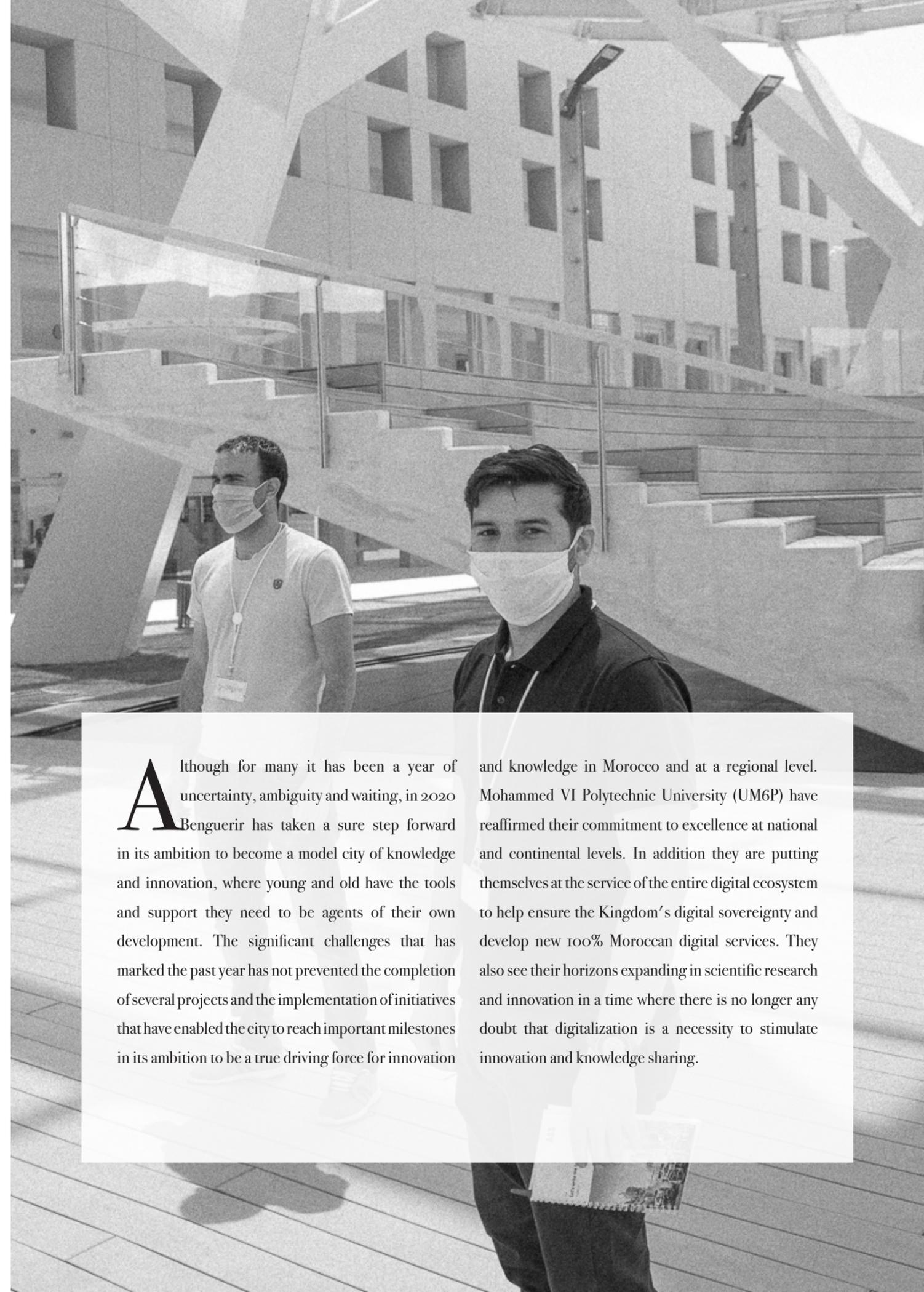
## Story #5. *KNOWLEDGE*

### *Benguerir, the city of knowledge and innovation*

*In its quest to become a renowned capital of innovation and knowledge, Benguerir prioritizes the needs of young people, offering them the means to realize their potential and to be the agents of their development.*

Although for many it has been a year of uncertainty, ambiguity and waiting, in 2020 Benguerir has taken a sure step forward in its ambition to become a model city of knowledge and innovation, where young and old have the tools and support they need to be agents of their own development. The significant challenges that has marked the past year has not prevented the completion of several projects and the implementation of initiatives that have enabled the city to reach important milestones in its ambition to be a true driving force for innovation

and knowledge in Morocco and at a regional level. Mohammed VI Polytechnic University (UM6P) have reaffirmed their commitment to excellence at national and continental levels. In addition they are putting themselves at the service of the entire digital ecosystem to help ensure the Kingdom's digital sovereignty and develop new 100% Moroccan digital services. They also see their horizons expanding in scientific research and innovation in a time where there is no longer any doubt that digitalization is a necessity to stimulate innovation and knowledge sharing.



This data center will also enable the development of cloud offerings, as well as a range of services and agile platforms that will be made available to businesses, administrations and, above all, start-ups. The latter currently enjoy special attention in Benguerir, mainly thanks to several other initiatives by OCP or UM6P. OCP and UM6P are aware that start-ups are a key component of any city that wants to become an innovation capital and have therefore developed support projects to encourage their emergence and provide them with the conditions to succeed. In this situation, it is worth highlighting the creation of an innovation center for start-ups: the "StartGate". Specifically, it hosts various incubation and acceleration programs with the aim of creating a complete environment for start-ups within the UM6P ecosystem, its living labs, and the Mohammed VI Green City of Benguerir.

One of these programs is Plug and Play Morocco, which is the result of a partnership between UM6P and the global innovation platform Plug and Play. This initiative positions Benguerir, and by extension Morocco, as a leading location for start-ups in the region and even on the continent. Operationally, Plug and Play Morocco is open to all Moroccan and African start-ups, especially those working in the fields of mobility, the Internet of Things, real estate and construction, and energy and sustainability. Thanks to the acceleration program offered to them, these start-ups increased their growth in three months to a level they would normally only reach after at least 12 months of activity. This is achieved, among other things, through targeted and relevant connections to a global network of business decision-makers, experts, and mentors.



## Serving start-ups



Like Plug and Play Morocco, which was the first external program to be integrated into the StartGate innovationhub, it also hosts other internal programs initiated in 2020 to support young people with projects, ideas, and innovations. These include, for example, U-Founders, created with the aim of contributing to the emergence innovative start-ups in all sectors of activity, spreading the entrepreneurial spirit and increasing the value of research entrepreneurship awareness, pre-start-up and start-up

programs for students, researchers, entrepreneurs and intrapreneurs who are part of the university ecosystem. These programs are based on two main themes, namely 'Deep Tech' and 'Shallow Tech'. The first theme includes projects that emerge from research and of development and focus on disruptive innovation in sectors related to UM6P's research agenda. The second theme concerns projects which have an economic based model relatively simple technological innovations.

Two classes have already been launched under this programs.

In addition to U-Founders and Plug and Play Morocco, StartGate also hosts the Filaha Innovation Lab and the UM6P Explorer program. The former is a program to support innovative digital agriculture projects on the continent, with its first call for projects launched in 2020. In practical terms, the Filaha Innovation Lab initiated by AgriEdge and its partners aims to support the transformation of these innovative projects into start-ups. In this way, young people can be mobilized and accompanied to develop solutions adapted to the context of African agriculture. The second project is the result of a partnership between the university and the MIT Sandbox Innovation Fund. UM6P Explorer aims to provide entrepreneurs and innovators with access to entrepreneurial training, mentoring and potential funding opportunities. Since March 2020, a first cohort of 12 start-ups has benefited from six months of coaching that allowed the entrepreneurs to develop their different solutions and explore their markets, with financial and educational support

from the program.

Strengthening Benguerir's position as a city of knowledge and innovation in 2020, where start-ups have every opportunity to successfully meet the challenges they have set themselves, also involves the continuation of other programs that were initiated several years ago. This is the case, for example, with Impulse, which enabled 16 entrepreneurs selected at the end of a demo day to receive support in developing their businesses and coping with the impact of the pandemic on their projects. As a reminder, Impulse is a start-up acceleration program launched in 2019 by UM6P with the support of OCP Group and its subsidiary OCP Africa, and in partnership with MassChallenge. It was designed with three main objectives, namely, to strengthen the Group's innovation capacity in areas related to its value chain, to support entrepreneurship and the innovation ecosystem, and to provide solutions for smallholder farmers in Africa.

# PLUG AND PLAY MOROCCO

## *Start-ups: beyond the borders of Morocco and Africa*

Like other engagements of the Group, its support for young people to become agents for their own change and development goes beyond the borders of Morocco and even Africa. It also concerns other regions where OCP is present, such as Brazil. In this country, the Group is involved in supporting innovative start-ups through the AgTech Garage. The AgTech Garage is an innovation center that connects agri-food companies, start-ups, producers, investors and universities. The aim is to enable the promoters of innovative projects to develop technological solutions that improve

the sustainability and competitiveness of the Brazilian agricultural industry. As part of the Intensive Connection, an acceleration program organized every year by AgTech Garage, OCP has selected two start-ups to support them in the realization of their projects. These are InCeres, a digital agricultural platform capable of collecting, processing and storing agricultural data on soil fertility and nutrition, and Agripad, a digital marketplace for grains and agricultural inputs that uses artificial intelligence algorithms to connect sellers and buyers.

### *UM6P as a leader*

In addition to initiatives specifically dedicated to young promoters and start-ups, Benguerir's "City of Innovation and Knowledge" model continues to rely on the development of the Mohammed VI Polytechnic University, a true model of research and knowledge. In 2020, it will further expand its offer by opening two new schools designed to enable young people who enrol there to gain new perspectives and strengthen their entrepreneurial spirit.

First, there is the School of Hospitality Business & Management (SHBM). It is a business and hospitality management school of UM6P. It is located where UM6P is building an entire ecosystem that promotes innovation, applied research and entrepreneurship in the hospitality sector. SHBM is the only school in Morocco that is an associate member of the EHL (Ecole hôtelière de Lausanne) network of certified schools, reflecting the importance placed on excellence in education. Then there is the School of Computer Science (UM6P-CS), an engineering school for digital sciences. Again, UM6P has designed it as an institution whose curriculum is focused on innovation and research, providing high-level engineering education. With the establishment of this school, UM6P aims to train highly qualified

students and researchers in the field of digital technologies.

In the field of technology, the university has teamed up with the world leader in augmented and virtual reality knowledge and skills for industry and education, Aeon Reality, as well as other partners, including the Ministries of Education and Industry, to launch IDC Morocco, a center that will provide unprecedented access to augmented reality (AR) and virtual reality (VR) technologies to support the Kingdom's digital transformation in the academic, industrial and government sectors. The seven partners involved in this project are a perfect example of the 'triple helix', a model through which the Center is helping to shape the technological revolution in Morocco through collaboration between government, academia and industry. Specifically, IDC Morocco will be able to train up to 100 students per year to create the future generations of virtual/augmented reality experts and will enable the deployment of a solution that will prepare more than 5,000 students and learners for the jobs of the future.



# Focus

## *YouCode & 1337: Coding schools, and ultimately start-up incubators*

Like 1337, YouCode needs no introduction. The Coding School, which first set up in Youssoufia and then in Safi, contributes to the strengthening of the local economy and thus to the emergence of a new generation of start-ups through its goal of "socio-professional inclusion" of young people in its ecosystem. In each of the two provinces where it has been established so far, it provides 70% of the available places for young people. In 2018, the year it opened its first campus in Youssoufia, the school, born out of a partnership between OCP Group and Simplon, accepted 112 out of 3,000 pre-applicants. In Safi, another 100 of the 2,200 applicants were admitted a year later. "Learners are selected based on their motivation and not on their diploma or technical

requirements", says the school. This motivation has led to several innovative start-ups that have served the needs of more than one institution and several communities. Today, when we speak of "YouCodeurs startupper", it is because the "learning by doing" approach adopted by the school has led to learners being able to design applications and platforms even before they have completed their two-year course training. PELUX, the first start-up developed by YouCode learners and known for its application Pelia.ma, is a good example. The development of this application, which deals with telemedicine, started at YouCode Youssoufia and ended at 1337 Labs.

“*Learners are selected based on their motivation and not on their diploma or technical prerequisites.*”

1337, for its part, is in no way inferior. With 2 campuses in Khouribga and Benguerir, 1337 School is the first African campus of the 42 Network, which has 33 campuses in 22 countries and offers the same pedagogical model based on peer learning and gamification. 1337 provides a vibrant and stimulating work environment for students to develop innovative personal projects while learning computer programming. As a result, several start-ups have emerged, working in different fields, and serving the local ecosystem and economy. This is the case with Parkini, Joodek, Leethub and CyberLeet, which participated in the UM6P Plug & Play program. Parkini is an application that provides access (geolocation, reservation, and payment) to parking spaces rented by private individuals. Joodek is an online platform where visitors can save money with discounts on various local and international brands. Leethub is an innovative process automation solution based on robotics, artificial intelligence, and object recognition. Finally, CyberLeet is a citizen start-up that develops sustainable IoT-based solutions to help farmers and water utilities better manage water consumption and distribution.

YouCode and 1337 welcomed a total of 848 students and as many potential future start-ups. In addition, both schools continue to expand their infrastructure to give entrepreneurial initiatives every chance to thrive. One example is the new collaborative workspace set up at 1337 Khouribga. This is a coworking space where the school's start-ups can develop, concentrate, and receive their future clients. At least twenty of them have already found a place there, giving them a new advantage for the success of their projects. YouCode is also expanding its capacity and creating new spaces and living areas where the apprentices can develop.

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