

**ALL OUR
ENERGY TO
BRIGHTEN THE
MOROCCO OF
TOMORROW**

CSR REPORT 2022



- ▶ **A TRANSFORMATION BLUEPRINT FOCUSED ON SUSTAINABLE DEVELOPMENT**
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A TRANSFORMATION BLUEPRINT FOCUSED ON SUSTAINABLE DEVELOPMENT

TAQA Morocco is seeking to play a key role in the country's energy transition. Since 2014, the company has been diversifying towards renewable energy generation. TAQA Morocco is now firmly focused on low carbon energy production in line with the global strategy of its parent company TAQA.

TAQA Morocco understands the strategic importance of energy to the nation. Hence the obligation to ensure uninterrupted operations while minimizing its environmental impact.

TAQA, like its parent organization, contributes significantly to energy transition and sustainable development challenges. It is aligned with the 17 Sustainable Development Goals set in 2015 by the United Nations and which define the common roadmap for the world by 2030, especially those related to its core business.

Therefore, TAQA Morocco is not only committed to the universal

goals for all organizations, such as anti-discrimination, equal opportunities, and anti-corruption, but also focuses on addressing and responding to the Sustainable Development Goals where its efforts might have a major impact.

Today, all of the company's strategic decisions and activities are based on sustainability, first through the use of low-sulfur coal to reduce environmental impact, but more importantly, through the transformation of its business model to be more responsible, sustainable, and value-creating for all stakeholders. TAQA Morocco is dedicated to this cause so a CSR Policy has been implemented that now forms an integral part of the company's DNA.

METHODOLOGY AND APPLICATION

For the fourth consecutive year, TAQA Morocco is publishing its progress in terms of extra-financial performance in accordance with Moroccan Capital Markets Authority guidelines.

Guided by the principles of the ISO 26000 standard on CSR, the Reporting Initiative (GRI) reference framework, and the United Nations Sustainable Development Goals, this ESG report covers the actions of TAQA Morocco and JLEC 5 & 6.

A CSR POLICY EMBEDDED IN TAQA MOROCCO'S DNA

Since its inception, TAQA Morocco has been devoted to consistently developing its processes in order to achieve national and international standards of responsible management and integration of local environmental challenges. In order to confront global concerns such as well-being and providing health, safety, and education, TAQA Morocco adheres to the 14 Sustainable Development Goals, but chose to focus on three of them: clean and reliable energy, clean water and innovation.



- 6** **EAU PROPRE ET ASSAINISSEMENT**
 - Save & recycle water
 - Develop plans to reduce pollution during operations
 - Monitor water use
- 7** **ENERGIE PROPRE ET D'UN COUT ABORDABLE**
 - Leverage economies of scale and supplier synergies for the benefit of ONEE
 - Support local energy initiatives
 - Share knowledge with government, communities and civil society on efficient energy production initiatives.
- 9** **INDUSTRIE, INNOVATION ET INFRASTRUCTURE**
 - Support predictive maintenance models for our equipment and infrastructures
 - Make the digitalization project a strategic lever for improving performance
 - Create a new industrial development through a partnership with the government, industrial companies and community
 - Build partnerships with the research and development world

Jorf Lasfar's thermal complex was built with cutting-edge technology and has earned a reputation for preventive maintenance expertise. This allows TAQA Morocco to constantly improve its operational performance while also enhancing its environmental performance.

TAQA Morocco mandated Global Safety in 2022 as part of a health, safety, and environment regulatory monitoring initiative that intends to provide a permanent regulatory watch with regard to current legal requirements and to track compliance using a digital tool accessible to all users.

LRQA
QSE CERTIFICATION RENEWAL
After a follow-up audit which did not reveal any non-conformity and which underlined the maturity of the integrated management system, LRQA has maintained the QSE certification of TAQA Morocco in 2022.

masi.esg
TAQA Morocco is listed in the MASI ESG index, which includes the best ESG rated companies listed on the Casablanca Stock Exchange.



Obtained in 2015, the CGEM label for Corporate Social Responsibility has been renewed, as a result of TAQA Morocco's continuous efforts to constantly create value, share it with its stakeholders and reflect its standards in terms of governance.



ALIGNING WITH THE PRIORITIES OF OUR STAKEHOLDERS





To achieve its medium and long-term goals of responsible activity management and global integration of sustainable development challenges, TAQA Morocco views collaboration with stakeholders as crucial.

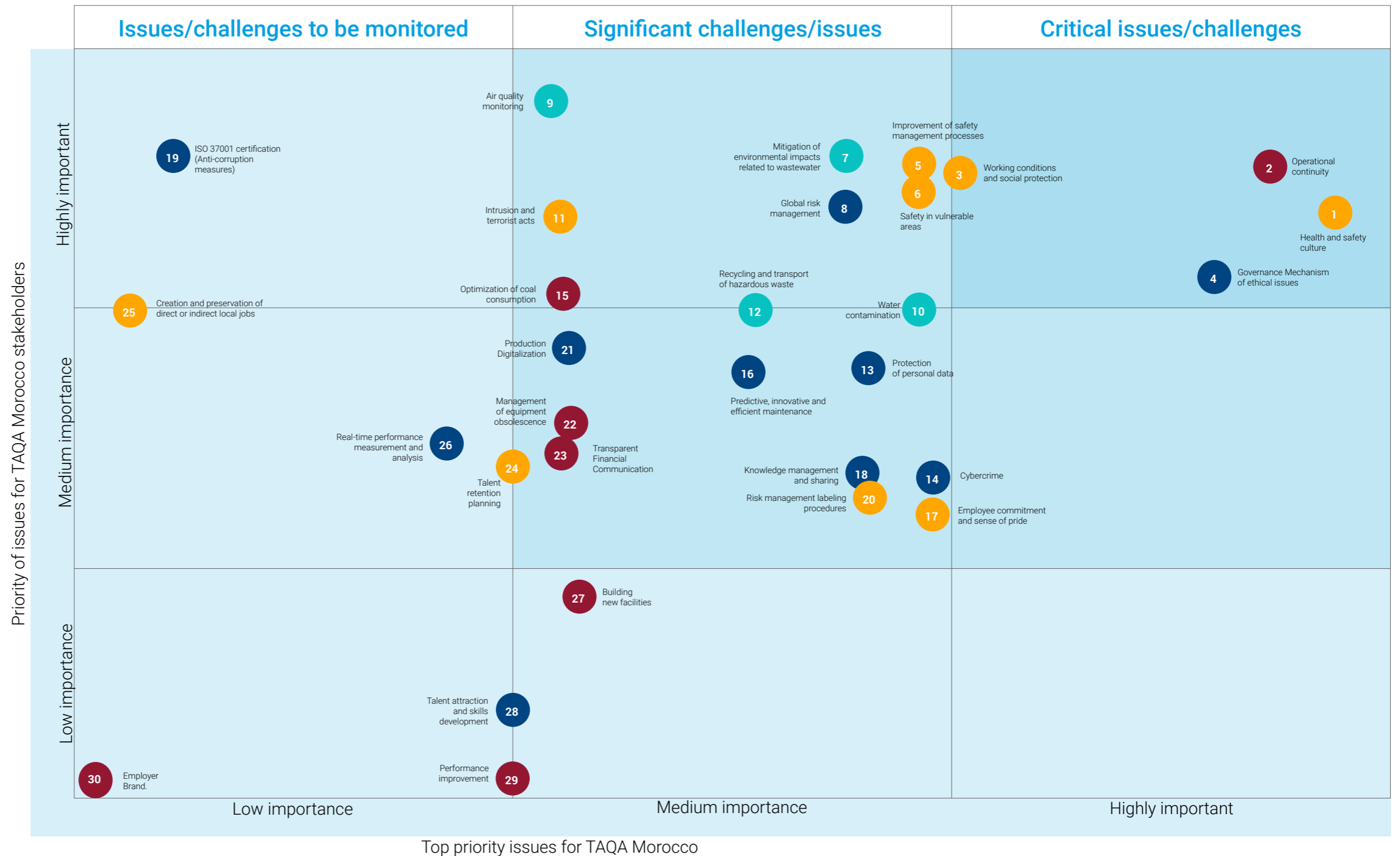
This method has allowed TAQA Morocco to both foresee potential risks from its operations and positively impact the ecosystem.

TAQA Morocco consulted 162 stakeholders to identify 30 priority issues and rank them by relevance and criticality to the stakeholders and the company in order to realize and define its non-financial challenges. Everyone from internal stakeholders to business partners to social influencers and government regulators were consulted. By pinpointing problems, TAQA Morocco can hone in on the factors that will have the greatest effect on its operations and better align those operations with the needs of its stakeholders.

162
Stakeholders involved

30
Priority issues identified

-  Health & Safety
-  Business Continuity
-  Environment
-  Governance, ethics & risk management



REDUCING ENVIRONMENTAL IMPACT AS A PRIORITY



TAQA Morocco has always been devoted to minimizing the environmental impact of its operations. This determination has prompted the corporation to step up its efforts towards finding solutions that balance operational performance and environmental mitigation.

AUDIT OF AIR EMISSIONS AND AIR QUALITY MONITORING STATIONS ACCORDING TO INTERNATIONAL STANDARDS

An EPA (Environmental Protection Agency) accredited agency conducted an annual audit of TAQA Morocco's air quality and air emissions monitoring station. No anomalies were identified and furthermore the audit indicated performance beyond EPA norms.

This is due to the quality of the maintenance performed by the teams and their adherence to the calibration schedule.

The objective of the audit was to evaluate the performance of the station, review the technical measurement systems to ensure data quality, and verify calibration procedures, TAQA Morocco team training, and other reviews performed according to EPA methods.

WASTE REVALORIZATION

TAQA Morocco has formed a partnership with the country's leading cement manufacturers to recover the ash generated during the production process. Using an electrostatic precipitator system, fly ash from the most recent generation of stacks is caught and used to produce cement. This approach enables TAQA Morocco to reduce air pollution and provides cement makers with an alternate raw material source. The material reuse rate has decreased slightly from 58% to 55% in 2022. This decline is impacted by the decrease in cement sales which directly influences fly ash recycling.

In addition to ash recovery and recycling, TAQA Morocco maintains a quarry for the disposal of excess ash that cannot be used by cement makers. This quarry, which conforms to international specifications, was extended in 2015 and is positioned near an industrial zone to facilitate more efficient waste management.

The total amount of nonhazardous waste created in 2022 was 180 tons, a substantial drop of -21.1% from the previous year.

In addition, TAQA Morocco's CSR policy requires that any alterations or additions to the site be evaluated for their potential effects on the local ecosystem. In this regard, the addition of units 5 and 6 to the Jorf Lasfar site was preceded by an impact study in 2010, which included talks with the many stakeholders involved.

MANAGEMENT OF OTHER WASTE

Waste is sorted on-site in accordance with regulations before being removed for recycling by specialized service providers. Hazardous waste is handled by trained professionals. In 2022, partner companies removed and treated 142 tons of hazardous waste.



PRESERVATION OF NATURAL RESOURCES

Given the importance of water in the production of electricity and its current use in the cooling systems of the various units, TAQA Morocco is careful to optimize its consumption, particularly in this time of water scarcity. On the industrial side, this policy translates into the use of a closed loop system to ensure water reuse.

TAQA Morocco is also building a seawater desalination plant at the Jorf Lasfar site to limit water extraction from wells and reduce drinking water usage.

As part of the optimal water management, 332,000 m³ of seawater are pumped every hour for cooling and then reinjected back into the sea in accordance with environmental standards, including World Bank standards.

In addition, the annual consumption of raw water has been optimized over the past five years as a result of maintenance and preventative measures.

Regarding the water used at Jorf Lasfar, it passes through three distinct treatment plants that treat wastewater and water with oily residues. The water discharged after treatment conforms to international standards, including those outlined by the World Bank, and is routinely monitored by an independent laboratory.

Waste and effluent management	2020	2021	2022
Percentage of recycled materials used	51%	58%	55%
Total weight of non-hazardous waste in tons	250	228	180
Weight of hazardous waste transported in tons	71	201	142

Water consumption	2020	2021	2022
Volume of surface water withdrawn, including water from wetlands, rivers, lakes and oceans in million m ³	2.9	2.5	2.9
Municipal water supplies or other public or private water services in Mm ³	1.50	1.58	1.22
Volume of groundwater withdrawn in m ³	0	100	360

Energy consumption	2020	2021	2022
Electricity consumption in MWh	19,911	16,015	11,109



LIMITATION AND DRASTIC CONTROL OF EMISSIONS

In order to mitigate their environmental impact even further, TAQA Morocco has retrofitted its boilers with low NOx burners and electrostatic precipitators. Units 1-4 use low-sulfur coal to keep their SO₂ output to a minimum. Units 5 and 6 benefit from a desulfurization system that uses seawater to absorb SO₂ emissions. Before being released, the seawater utilized is oxygenated in an aeration tank to ensure consistency in physical and chemical properties. TAQA Morocco has erected a 130-meter-tall chimney to improve the dispersion of emissions into the atmosphere thereby, all this in accordance with World Bank guidelines. They have successfully completed the major revisions in record time.

To ensure that the industrial teams meet the Group's standards, CO₂ emissions are continually monitored.

All greenhouse gases described by the KYOTO protocol are treated by the equipment installed at Jorf Lasfar. In addition to these achievements, TAQA Morocco continues its efforts to reduce its emissions.

GHG emissions in Mt	2020	2021	2022
Gross direct GHG emissions TeqCO ₂ (Scope 1)	13.60	13.40	13.06
Gross direct GHG emissions TeqCO ₂ (Scope 2)	0.008	0.009	0.0087

A RIGOROUS PREVENTIVE MAINTENANCE POLICY

TAQA Morocco has implemented a preventive maintenance policy to ensure the continuity of its activities as the country's principal energy supplier, while also assuring the operational and environmental performance of its industrial tools. Based on global best practices, this policy consists of maintenance cycles with different duration shutdowns depending on the inspections to be carried out.

The TAQA Morocco teams execute these tasks in a way that minimizes disruption to production. Thanks to their in-house expertise, the first major upgrade of Unit 6 was finished in a record 61 days.

TAQA Morocco launched its digital transformation in 2020 with the set up of an e-monitoring center that aims at propels the organization towards a maintenance strategy 4.0 based on predictive models and artificial intelligence.

OUR EMPLOYEES, AT THE CORE OF TAQA MOROCCO'S DEVELOPMENT



TAQA Morocco prioritizes employee well-being and places human values at the forefront of its concerns. For this reason, it is essential to implement human resources policies that take into account various subjects like working conditions, safety, industrial relations, skill development, and succession planning.

With a focus on employee growth, TAQA Morocco provides competitive pay, training opportunities, and career advancement based on individual achievement. As such, «talent reviews» are conducted on a yearly basis to help individuals develop their careers by highlighting their strengths and ensuring that they are treated fairly and equitably.

EQUAL PAY FOR MEN AND WOMEN

In keeping with its mission to foster an inclusive and equitable workplace, TAQA Morocco's remuneration is completely equal between genders.

Breakdown of workforce by gender	2020	2021	2022
Women	17	17	20
Men	460	467	442
Total workforce	477	484	462

Breakdown of employment contract by type	2020	2021	2022
Permanent	477	484	462
Temporary	0	0	0
Total workforce	477	484	462

A COMPREHENSIVE RECRUITMENT PLAN

TAQA Morocco has deployed an ambitious recruitment plan, accompanied by a strategy of consolidation of its employer brand. It involves participation in recruitment forums and the organization of recruitment days in specialized schools.

These initiatives are designed to help TAQA Morocco achieve its objective of recruiting qualified profiles and adapted to its specific needs.

TRAINING, AT THE HEART OF THE HUMAN RESOURCES STRATEGY

TAQA Morocco has a human resources policy that focuses on human capital capacity building. Every year, a skills reinforcement program is implemented, responding to employees' objectives and anticipating their future needs for career advancement and job succession planning. These training plans aim to enhance the acquisition of cross-functional know-how for employees in order to facilitate their internal mobility, in addition to boosting their abilities.

In 2022, 89% of employees received training, at a rate of 69.6 hours per person. In total, 31,758 hours of training were delivered that year, which is 76% more than the previous year.

eTAQAMOROCCO ACADEMY, A DIGITALIZATION OF TRAINING MODULES

The e-learning platform «eTaqaMorocco Academy» was developed by TAQA Morocco to speed up the company's digitization of training during the pandemic.

This platform provided technical and management training as well as training on the company's culture. TAQA Morocco has used this knowledge to its advantage by digitizing and adding to the platform's library of training modules in 2022.

To better support the company's succession plan and ensure that all workers are always developing their skills, TAQA Morocco has certified its internal trainers through the worldwide specialized organization ICPF. The training philosophy of the organization emphasizes the capitalization and sharing of information, and this certification is meant to reinforce their skills in this area.

Trainings	2020	2021	2022
Training hours by employee	41,7	37,3	69,6
Employees who received training	302	405	413
Total training hours	19 868	18 035	31 758

A DIGITALIZED ASSESSMENT PROCESS

At TAQA Morocco, the skills assessment process is a collaborative effort between the employee and the manager, and is the result of a fruitful exchange between the two parties.

This method promotes transparency and communication while also ensuring mutual trust. Its dematerialization enables employees to do a pre-assessment and thereby express their expectations regarding their career progression and skill development.

31 758

Training hours

89,4%

Employees trained in 2022

69,6

Training hours per employee

>76%

Increase in training hours vs. 2021

HARMONIOUS INDUSTRIAL RELATIONS

It is crucial for TAQA Morocco to retain its top performers, and this is reflected in its compensation policy. The organization takes part in the Mercer pay benchmark each year in order to track the evolution of salaries in Morocco and modify its strategy as necessary. In accordance with an agreement that is renewed every three years, TAQA Morocco also keeps a steady social dialogue relationship with its employee representatives.

TAQA Morocco has worked to highlight to employee representatives the importance of retirement savings and health insurance as well as discussing remuneration. As a result, TAQA Morocco is among the Moroccan companies that offers the highest retirement contributions whilst continuing to enhance the overall compensation package.

CONTINUOUS SURVEYS FOR A OVERALL SOCIAL DEVELOPMENT

Every year, TAQA Morocco conducts two different surveys with its staff members: an «engagement survey» and a «wellness survey.»

The «engagement survey» aims at gauging employees' levels of dedication and pinpoint areas that require development. It is conducted annually and has a high participation rate. This survey is an opportunity for employees to express their expectations and motivations in terms of career development, corporate culture and well-being at work.

The «wellbeing survey» collects suggestions from employees on how to improve workplace harmony. Its goal is to build a personal and professional satisfaction environment, which is necessary for producing rewarding work experiences, maintaining a favorable work climate, strengthening commitment, and consolidating expertise.

Social dialogue	2020	2021	2022
Number of strike days	0	0	0
Number of employee representatives	16	14	14
Number of union representatives	3	6	6
Number of social disputes	0	8	0

PROMOTING DIVERSITY

In order to promote diversity and inclusion, TAQA Morocco has taken steps to accommodate people with reduced mobility. This approach aims at promoting TAQA Morocco's vision and its commitment to an open and respectful corporate culture of diversity.

PRIORITIZATION OF HEALTH AND SAFETY AT WORK


Over the years, TAQA Morocco's Occupational Health and Safety Management System has helped foster a «safety first» culture among the company's staff and among the subcontractors and partners that have access to its facilities.

In 2018, a roadmap was developed to establish a transformation and progress dynamic to accomplish the ambitious objective of «ZERO accidents,» which has helped increase the maturity of the safety culture among the workforce. This roadmap was revised in 2021, with a 2025 horizon, and includes opportunities for improvement to cement the results previously obtained. TAQA Morocco has been able to drastically reduce the number of accidents on its sites as a result of this cultural revolution.


TAQA Morocco's management actively encourages its employees to identify, report, and analyze all prevented work accidents in order to develop the appropriate preventative action plans. To this end, a digital platform has been set up to allow all employees to interact and report in real time any malfunctioning. Subcontractors must also follow the «12 basic safety regulations of TAQA Morocco» and the «safety reception.»

Health and safety at work	2020	2021	2022
Number of work-related accidents	2	0	0
Accident frequency rate	0.79	0.00	0.00
Total number of hours worked	2,541,296	2,891,565	3,310,230


TAQA MOROCCO'S 12 BASIC SAFETY RULES

1. 


Work permit:
I have a permit to work before performing any specific action

2. 


Energy Isolation:
I follow all lockout/tagout procedures when working on equipment

3. 

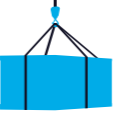
Ground disturbance:
I obtain a permit before starting any excavation work

4. 


Entry to a confined Space:
I respect the procedures for confined spaces before entering them and during the entire period of intervention

5. 


High-rise work:
I make sure to use all fall prevention equipment and to work with a compliant means of access

6. 

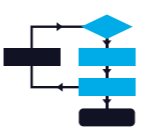
Lifting operations:
I respect the lifting plan and I never stand under a suspended load

7. 


Individual protection equipment:
I wear the appropriate Personal protective equipment at all times

8. 


Driving safety:
I drive carefully and respect all traffic rules

9. 


Change management:
I conduct a change management review before making any temporary or permanent changes

10. 

Access to restricted areas:
I seek permission before accessing a restricted area

11. 

Circumvention System:
I request authorization before deactivating a safety device

12. 

Overhead power lines:
I undertake a risk analysis and use the appropriate equipment when working under and/or near overhead power lines

Safety always comes first, because we care about you.

BREAKDOWN OF THE TOTAL WORKFORCE

Breakdown by contract type & gender	2020	2021	2022
Men on permanent contracts	460	467	442
Women on permanent contracts	17	17	20
Total permanent contracts	477	484	462
Men on fixed-term contracts	0	0	0
Women on fixed-term contracts	0	0	0
Total fixed-term contracts	0	0	0
Total effectif global	477	484	462

Breakdown by category	2020	2021	2022
Managers/Executives	170	171	165
Employees	307	313	297
Total	477	484	462

Breakdown by hierarchy	2020	2021	2022
Senior Management Managers/Executives	19	21	21
Middle Management Managers/Executives	151	150	125
Technical and backoffice staff	307	313	316
Total	477	484	462

Breakdown by seniority	2020	2021	2022
Less than 5 years	102	101	97
Between 5 and 15 years	149	174	180
More than 15 years	226	209	185
Total	477	484	462

PAYROLL IN MAD

	2020	2021	2022
Payroll for the management category	165,715,851	162,969,082	152,167,190
Non-management payroll	151,007,917	149,496,275	148,398,213
Total	316,723,768	312,465,357	300,565,403

EMPLOYEE TURNOVER

	2020	2021	2022
Hirings	5	33	17
Resignations	4	4	6
Layoffs	0	2	0



A FIRM COMMITMENT TOWARDS THE COMMUNITY



To have a bigger impact on Moroccan society, TAQA Morocco has chosen to focus on essential concerns for the country's economic and social growth, such as health, education, and the environment. These three challenges are crucial to TAQA Morocco's development efforts and are of equally vital importance.

PROMOTING ACCESS TO EDUCATION

Opening of a pre-school class

In conjunction with the Zakoura Foundation, TAQA Morocco financed the opening of a preschool class in an elementary school in Sidi Ismail in the province of El Jadida, which accommodated roughly 740 children but provided no preschool education. For the start of the 2021-2022 school year, 53 children (27 girls and 26 boys) have joined the school, divided into two groups for lessons taught by village teachers trained by the Zakoura Foundation in the methods of the Unicef teaching kit.

At the end of the first school year in 2022, a promising assessment was made, with an extremely low absenteeism rate of 0.2 pupils per day and no school dropouts. Parents are also exhibiting remarkable dedication, with 94% attendance at the 10 parent-teacher meetings. The children's skill acquisition has grown significantly, from 25% in December 2021 to 67% in June 2022, thanks to the Zakoura Foundation's pedagogical follow-up and the assistance of its field team. The start of the 2022-2023 school year saw a rise in enrolment of 60 pupils, more than half of whom are girls.

Promoting the Education of Underprivileged Youth

TAQA Morocco is a partner of the Bab Rayan association, which adopts, educates, and protects orphaned, abandoned, or abused children in a specifically designed Casablanca home that opened in 2015. This facility can accommodate children as young as three years old and has a capacity of 60 youngsters who are given the opportunity to build a future and grow up with dignity while respecting family values.

Sponsorship of 5 deserving female students

Within the framework of the programs of the FME (Moroccan Student Foundation), TAQA Morocco has sponsored a promotion of 5 brilliant female students who are studying at Moroccan elite graduate/higher schools.

The FME is a non-profit organization with the stated mission of enabling financially disadvantaged recent high school graduates to continue their education at top institutions of higher learning. The program includes comprehensive support for tuition, equipment, transportation, and medical care, as well as support for the acquisition of soft and life skills and for the development of technological knowledge.

Fighting Child Labor

Child protection and development, a critical component of social development, were at the forefront of TAQA Morocco's actions in 2022, in collaboration with the Charity Insaf. The NGO was the driving force behind the Moroccan law forbidding the employment of minors (16 years old) as domestic employees (Law 19-12, article 24-2017) and has been battling the dropout of young girls in rural communities from its inception. TAQA Morocco has contributed to the Insaf association's activities, allowing 10 young females to receive an education necessary for their professional success. In the last ten years, the Insaf organization has helped 550 girls return to school.



CONTRIBUTE TO THE DEVELOPMENT OF SOCIETY

Social inclusion of people with Down syndrome

TAQA Morocco has taken part in the AMSAT (Moroccan Association for Support and Assistance to Down Syndrome People) program. The goal of this program is to promote access to cultural and sports activities that are open to everyone, so that people with Down Syndrome can be more involved in society and get their medical checkups. This program includes workshops on sports and leisure activities to encourage healthy living, psychological support for families in need, training to strengthen the skills of AMSAT workers, and awareness raising on barrier measures.

This program has directly benefited 100 young people for paramedical, speech therapy and psychomotricity procedures and 180 young people and their families for psychological support and psycho-educational assistance. As far as sports and artistic activities are concerned, 200 young people took part in various creative workshops.

Organization of summer camps

The association « Initiatives for Development and Solidarity » worked with the Ministry of Youth, Culture, and Communication to put on the « Vacances for All » project during the summer of 2022.

The goal of this project was to enable the recipient youngsters develop their skills and integrate into civic life. It helped 50 youngsters from Tamedit commune in Taounat province, who participated in a week-long program of educational, sports, and cultural activities. This operation was funded by TAQA Morocco in order to promote educational and cultural inclusion in rural communities.

Support for the social caravan developed in collaboration with ENSEM students

For its ninth edition, the ENSEM ELKHIR CIDH club decided to support two landlocked villages, Khang Sidi Rezzouk and Akkauguern, both located in the province of Tata, by carrying out a series of projects to improve the daily lives of the inhabitants of these villages. This program included the building of a solar photovoltaic pumping system to offer access to clean drinking water, the use of solar energy to electrify 20 dwellings in the village, the rehabilitation of the school and sanitary facilities, and the distribution of food and clothing. Former ENSEM laureates from TAQA Morocco also took part in this effort.



IMPROVING ACCESS TO HEALTH CARE

Medical caravans

Together with the Sheikh Zaid Ibn Soltan Foundation, TAQA Morocco has set up medical caravans to help people get the care they need. These caravans have a mobile multidisciplinary unit where doctors, nurses, and volunteers from the Sheikh Zaid Hospital intervene. These caravans are like mobile multidisciplinary diagnostic centers. They are equipped with an ophthalmological intervention unit and travel to remote areas.

Two medical caravans were set up in the cities of Azilal and Khenifra in 2022. They helped more than 750 people and made it possible for 500 eye doctor appointments, 356 cataract surgeries, 300 explorations, and 303 pharmacy vouchers.

Dental care coverage

In collaboration with the Sheikh Zaid Foundation, TAQA Morocco provided dental care to inhabitants of the social welfare center for the elderly as well as orphans from the Ain Atiq center. This initiative has mobilized the medical and paramedical staff required for the unit's operation, as well as the material required for the medical exploration and dental care units, as well as the organization of the logistics of the consumables required for their proper operation. This effort has helped the center's 1500 residents.

SOLID GOVERNANCE UNDERWRITING THE COMPANY'S DEVELOPMENT



GOVERNANCE STRUCTURE

TAQA Morocco is a joint stock company with a Supervisory Board and a Management Board. This dual structure separates the tasks of direction and management from the functions of control and supervision. It also enables for the proper application of corporate governance standards.

The Supervisory Board sets strategic orientations and oversees their execution; it also performs the appropriate controls and verifications and deals with all matters pertaining to the company's proper operation. The Management Board is in charge of carrying out the company's strategic objectives and guaranteeing proper administration of the company's activities.

COMPOSITION OF THE SUPERVISORY BOARD

At the end of 2022, the Supervisory Board was composed of 8 directors, including:

- ▶ The Chairman of the Supervisory Board;
- ▶ The Vice-Chairman of the Supervisory Board ;
- ▶ 4 Directors representing TAQA Group;
- ▶ 2 Independent Directors.

INDEPENDENCE OF SUPERVISORY BOARD MEMBERS

The appointment of independent directors to the Supervisory Board of TAQA Morocco complies with the provisions of Article 41 bis of Law n°17-95 on joint stock companies, as amended and completed.

Today, the company is strictly compliant with the legislation in force.

GOVERNANCE

Mr. FARID SALEH FARID MOHAMED AL AWLAQI

Chairman of the Supervisory Board






As head of TAQA's Generation business line, Farid Al Awlaqi has held this position since July 2020. In this role, he oversees and develops the company's global power and water generation portfolio. Previously, he served as vice president of Mubadala Investment's energy platform, where he held a variety of positions ranging from operations to business development to investment and asset management. Mr. Awlaqi holds a Sloan Master's degree from London Business School and a Master's degree in Petroleum Engineering from Imperial College, University of London. He is also a graduate of the prestigious Sandhurst Royal Military Academy.

				
Start date or renewing date of the mandate 07/06/2021	Mandate End Date 2027 (à l'issue de l'AGO approuvant les comptes de l'exercice clos le 31.12.2026)	Assiduity 100%	Committee Membership Strategy and Business Development Committee	Position within the Committee Chairman

Mr. ABDULAZIZ MOHAMED ABDULLA ALOBaidLI AL HAMMADI

Deputy Chairman of the Supervisory Board

Mr. Abdulaziz joined TAQA Group to head the Water and Power Generation Division in the UAE, following more than 13 years of experience in thermal and renewable power plants. He started his career in 2006 at Dubai Aluminium as an engineer before moving to the renewable energy sector when he joined Masdar Research Network (MRN) in 2008 as an R&D engineer. During his time at Masdar, Abdulaziz was a visiting researcher at the German Aerospace Center (DLR) in a joint project with Masdar. In addition to his current position, Abdulaziz also sits on several boards of directors of UAE and foreign companies. Prior to joining the company, Mr. Abdulaziz holds a degree in Energy Engineering (specializing in Thermal Power Plants) from the German RWTH Aachen University and a Bachelor's degree in Mechanical Energy from the UAE University. He is also a graduate of the ADP Program at London Business School and an Executive Leadership Program from the UAE Government.

				
Start date or renewing date of the mandate 24/06/2020	Mandate End Date 2026 (after the AGM approves the accounts for the year ending December 31, 2025)	Assiduity 100%	Committee Membership -	Position within the Committee -

Mr SAEED HAMAD OBAID ABUQATA AL DHAHERI






Member of the Supervisory Board

Saeed Al Dhaheri joined TAQA in 2014 and took over as Chief Operating Officer in June 2016. Mr. Al Dhaheri previously served as executive vice president support business in charge of human resources, health and safety, information technology, procurement and general services. Prior to joining TAQA, Al Dhaheri held leadership positions at Abu Dhabi Media Company, Etihad Rail and Abu Dhabi Health Services Company (SEHA), previously he served on the United Printing & Publishing Board of Directors. Al Dhaheri holds a Master's degree in Management from Abu Dhabi University and a Bachelor's degree in International Business from Eckerd College in USA.

				
Start date or renewing date of the mandate 24/06/2020	Mandate End Date 2026 (after the AGM approves the accounts for the year ending December 31, 2025)	Assiduity 100%	Committee Membership -	Position within the Committee -

Mr. ANDRES CALDERON ACUNA, PERMANENT REPRESENTATIVE OF TAQA PJSC ON THE SUPERVISORY BOARD.






Member of the Supervisory Board

				
Start date or renewing date of the mandate 24/06/2020	Mandate End Date 2026 (after the AGM approves the accounts for the year ending December 31, 2025)	Assiduity 100%	Committee Membership Nomination and Remuneration Committee / Strategy and Business Development Committee	Position within the Committee Chairman

Mr. HAMAD ABDULLA MOHAMED ALSHORAFa AL HAMMADI

Member of the Supervisory Board






As Chief Investment Officer of ADQ Group, in addition to his many other responsibilities, Mr. Hamad manages a portfolio of services with assets valued at over \$70 billion. He specializes in new business development, value creation, acquisitions and takeovers. Prior to that, Hamad spent almost 14 years at Mubadala Investment where he was involved in the creation of large-scale projects mainly in the services, industrial and financial sectors. He also worked at the Carlyle Group in Washington DC in the industrial M&A department.

				
Start date or renewing date of the mandate 24/06/2020	Mandate End Date 2026 (after the AGM approves the accounts for the year ending December 31, 2025)	Assiduity 100%	Committee Membership Nomination and Remuneration Committee	Position within the Committee Member

Mr. VIVEK GAMBHIR

Member of the Supervisory Board






Mr. Vivek GAMBHIR is General Counsel of Abu Dhabi National Energy Company PJSC. He was previously a partner in an international law firm in London where he developed an expertise in the energy sector. He has led numerous international assignments in mergers and acquisitions, privatization, restructuring and project finance. Mr. Vivek Gambhir holds a Master of Laws degree and is qualified to practice law in England.

				
Start date or renewing date of the mandate 23/04/2019	Mandate End Date 2025 (at the end of the AGM approving the accounts for the financial year ending 31.12.2024)	Assiduity 100%	Committee Membership Audit Committee	Position within the Committee Member

H.E MR. SAQER SALEM MOHAMED BINHAM ALAMERI

Independent member of the Supervisory Board






H.E. Saqer Salem Mohamed Binham Alameri is a member of the Bank of Tunisia and the United Arab Emirates Board of Directors, he is also a member within Bena Real Estate Investment Company and the Abu Dhabi Direct Investment Committee. He serves currently as the Executive Director of the Internal Audit Department at Abu Dhabi Investment Authority. He received a Master degree in Management from the United Arab Emirates University and a Master degree in Marketing from Concordia University in the US. He has also completed the first year of the CFA certificate and holds a Diploma of Specialized Studies in Leadership and Executive Management from Harvard University, USA

 Start date or renewing date of the mandate 23/04/2019	 Mandate End Date 2025 (after the AGM approves the accounts for the year ending December 31, 2024)	 Assiduity 100%	 Committee Membership Audit Committee	 Position within the Committee Chairman
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Mr. SHAHAB ISSA HAMAD ABUSHAHAB AL SUWAIDI

Independent member of the Supervisory Board

Shahab Issa Hamad Abushahab Alsuwaidi is currently the Chief Strategy Officer of Tawazun Economic Council and a Director and member of the Audit Committee, Risk Committee and Human Resources Committee of Strata Group. He has many years of experience in strategy, development, business intelligence and investment consulting. Shahab holds a degree in Political Science and International Relations from the American University in Washington, D.C.

 Start date or renewing date of the mandate 24 Juin 2022, en attente de ratification au sein de l'AG	 Mandate End Date 2025 (after the AGM approves the accounts for the year ending December 31, 2024)	 Assiduity 100%	 Committee Membership Audit Committee	 Position within the Committee Member
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ACTUAL ATTENDANCE RATE AT SUPERVISORY BOARD MEETINGS

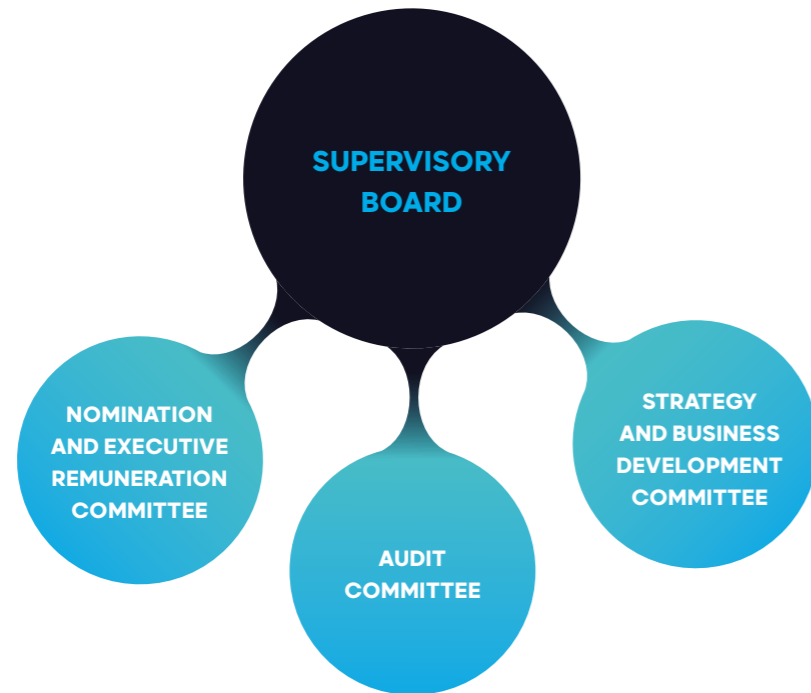
During 2022, the Supervisory Board held 4 meetings with 100% of the directors present.

SUPERVISORY BOARD MEMEBERS REMUNERATION

The Ordinary General Meeting of May 24, 2022 has fixed the attendance fees of a gross amount of 4,000,000 DHS for the year 2021. All the Members of the TAQA Morocco Supervisory Board are non-residents. The TAQA Morocco Management Board members do not receive any remuneration regarding their fiduciary duty as member of the Management Board.

THE SUPERVISORY BOARD

The Supervisory Board relies on three specialized committees whose role is to ensure that strategic projects run smoothly and that risks are properly managed.



AUDIT COMMITTEE

The Audit Committee monitors issues relating to the preparation and control of accounting and financial information. Thus, and independently of the prerogatives of TAQA Morocco's Supervisory Board or Management Board, the Audit Committee is responsible before the Company's Supervisory Board for:

- ▶ Monitoring the production of information intended for shareholders, the general public and the Moroccan Capital Markets Authority (AMMC);
- ▶ Tracking the effectiveness of internal control systems, internal audits and risk management related to TAQA Morocco;
- ▶ Overseeing the legal review of TAQA Morocco's corporate and consolidated financial statements; b Checking and assessing the independence of the Statutory Auditor;
- ▶ Ensuring that senior managers take the necessary steps to establish a culture of compliance, with ethical and legal conduct.

At the end of December 2022, the members of the Audit Committee were:

- ▶ H. E. Mr. Saqer Alameri: Chairman of the Committee
- ▶ Mr. Shahab Alsuwaidi: Member
- ▶ Mr. Vivek Gambhir*: Member
- ▶ Mr. Muhammad Liaqat: Member



STRATEGY AND DEVELOPMENT COMMITTEE

The general mission of the Committee is to assist and advise the Supervisory Board in fulfilling its duties with respect to strategy and development.

At the end of December 2022, the members of the Committee were :

- ▶ Mr. Farid Al Awlaqi: Chairman of the Committee
- ▶ Mr. Andres Calderon Acuna: Member
- ▶ Mr. Shailesh Monteiro*: Member

NOMINATION AND EXECUTIVE REMUNERATION COMMITTEE

The Mission of the Nomination and Executive Remuneration Committee consists of assisting the Supervisory Board members in matters of nomination and remuneration of Management Board members. It is charged with making recommendations to the Supervisory Board on the selection and appointment of members for the Executive Board and on their compensation policy. As of the end of December 2022, the Nomination and Remuneration Committee was composed as follows:

- ▶ Mr. Andres Calderon Acuna: Chairman
- ▶ Mrs. Hamda Al Hameli*: Member
- ▶ Mr. Hamad Al Hammadi: Member

MANAGEMENT BOARD

The Board has held 4 meetings during the financial year 2022 and Management Board The responsibility of the Management Board is to implement the strategy, ensure the smooth running of the company's activities and guarantee its development. The Board has held 4 meetings during the financial year 2022 and has 6 members :

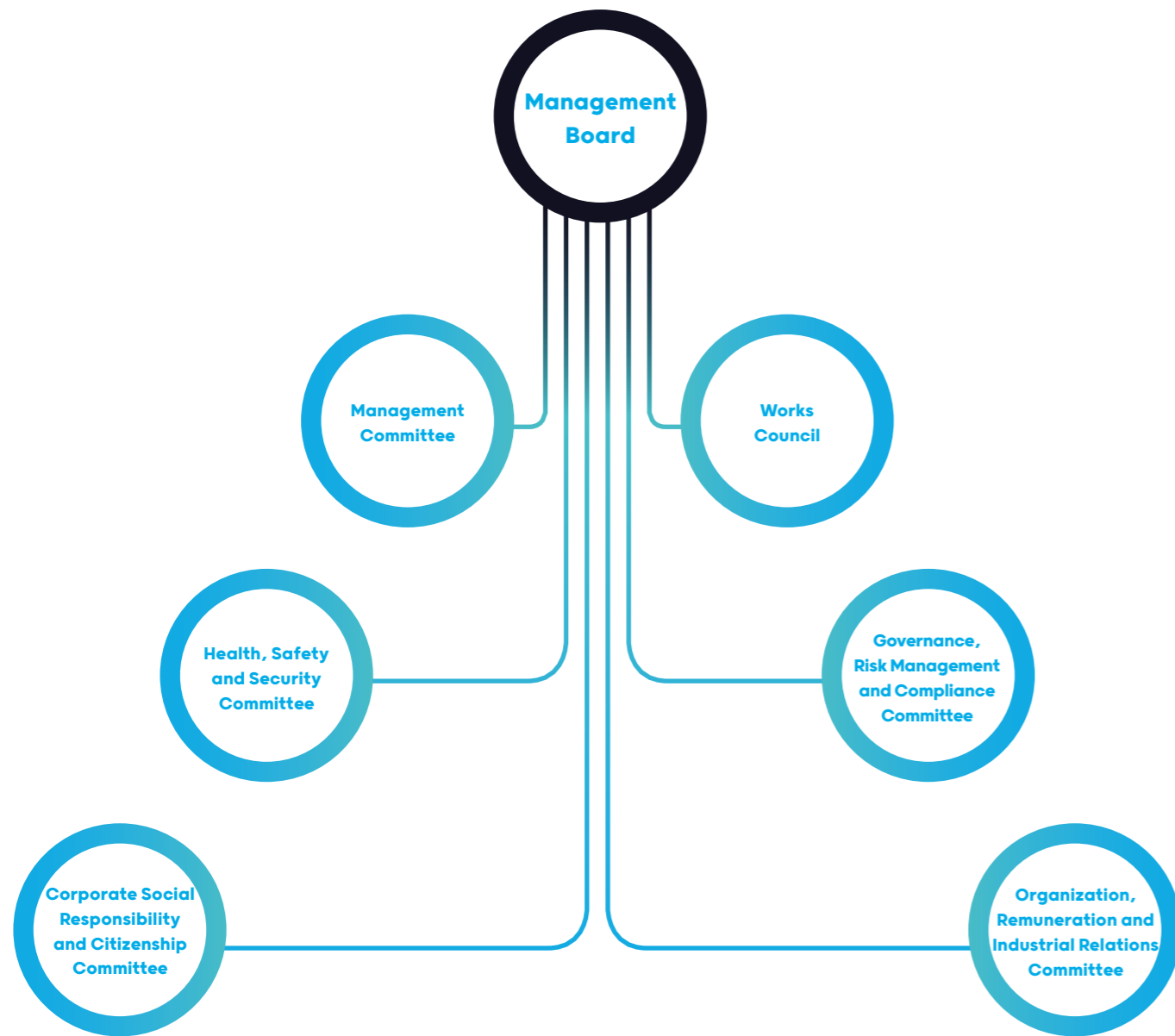
- ▶ Mr. Abdelmajid Iraqui Houssaini: Chairman of the Management Board
- ▶ Mr. Omar Alaoui M'Hamdi: Member of the Management Board
- ▶ Mrs. Fadoua Moutaouakil: Member of the Management Board
- ▶ Mr. Mehdi Belghiti: Member of the Management Board
- ▶ Mrs. Fatima Bendahbia: Member of the Management Board
- ▶ Mr. Saïd El Mamouni: Member of the Board of Directors

Women make up

33%

of the Management Board

* The Supervisory Board of TAQA Morocco relies on the skills of the Group's employees within its various committees, in order to ensure consistency in decision making, in full compliance with the needs of the business.



MANAGEMENT COMMITTEE

The Management Committee is in charge of all matters relating to the strategy, development and organization of TAQA Morocco Group. To this end, it takes all the necessary decisions to achieve TAQA Morocco's operational and financial objectives.

WORKS COUNCIL

Within this framework, the works Council is consulted in order to issue opinions or to give its agreement in the following fields: Structural and technological transformations that may be carried out within the company; TAQA Morocco's production strategy and the means to improve its profitability; Drawing up social projects for the benefit of the personnel and following up on them, the social balance sheet, the apprenticeship programs, the insertion training and the professional development.

GOVERNANCE, RISK MANAGEMENT AND COMPLIANCE COMMITTEE

The Governance, Risk Management and Compliance Committee reviews on a regular basis the overall approach and procedures for risk management, establishes a common framework for risk identification and management and ensures that dedicated means and resources are available, ensures the deployment of best practices and international standards in operational risk management, monitors the execution of the annual audit plan and internal control plan as approved by the Audit Committee, and implements the Company's data governance. It is also the body concerned with ensuring ongoing compliance with the regulatory framework.



HEALTH, SAFETY AND SECURITY COMMITTEE

In line with the legal and regulatory provisions stipulated in the Charter of Social Dialogue, the Health, Safety and Security Committee is responsible, on the one hand, for implementing the legal and regulatory provisions relating to Safety, Hygiene and Health Protection in the workplace and, on the other hand, for monitoring and coordinating security measures within TAQA Morocco.

CORPORATE SOCIAL RESPONSIBILITY AND CITIZENSHIP COMMITTEE

The principal missions of the Corporate Social Responsibility and Citizenship Committee are to develop, propose, formalize and monitor the Company's CSR approach. It is also responsible for monitoring the CSR scorecard and regularly evaluating the CSR approach and its contribution to the Company's performance. It is also responsible for drawing up a sponsorship action plan at the beginning of each year, in line with the Company's guidelines and orientations, and ensures that it is implemented. This committee communicates the results of the CSR approach to the Company's Supervisory Board and Management Board.

ORGANIZATION, REMUNERATION AND SOCIAL DIALOGUE COMMITTEE

The Organization, Remuneration and Social Dialogue Committee has two missions. Firstly, it focuses on work organization and remuneration. This mission is to assist the Management Board in matters of compensation, organizational plans, succession planning and employee training. The second mission is Social Dialogue. The objective of this mission is to maintain a healthy and serene social climate through the coordination and supervision of the actions and work of the Social Dialogue Commission, created and operating in accordance with TAQA Morocco's Social Dialogue Charter.



EQUITY, TRANSPARENCY AND INTEGRITY: TAQA MOROCCO'S CORE PRINCIPLES

TAQA Morocco operates under a Code of Deontology and a Code of Business Conduct which lay down the professional and ethical rules enabling to ensure the respect of the principles of fairness, transparency and integrity in conformity with the values of TAQA Morocco and, more generally, those of the TAQA Group.

The **Code of Ethics** lays down, in addition to the specific ethical rules pertaining to the specific activity of TAQA Morocco and to the rules of conduct dictated by the TAQA Group's Code of Business Ethics, the rules governing the use and communication of the Company's privileged information and the situations of Conflict of Interest.

This Code establishes the guiding principles and rules within TAQA Morocco to ensure that all employees have a common vision of ethical standards and that they conduct their business in accordance with these standards.

The **Code of Business Conduct** lays down the rules guaranteeing the respect of ethical values in business conduct and in particular the measures to fight against fraud and corruption as well as the management of conflicts of interest.

TAQA Morocco employees are also involved through the signature of a commitment to respect the conditions of the codes.

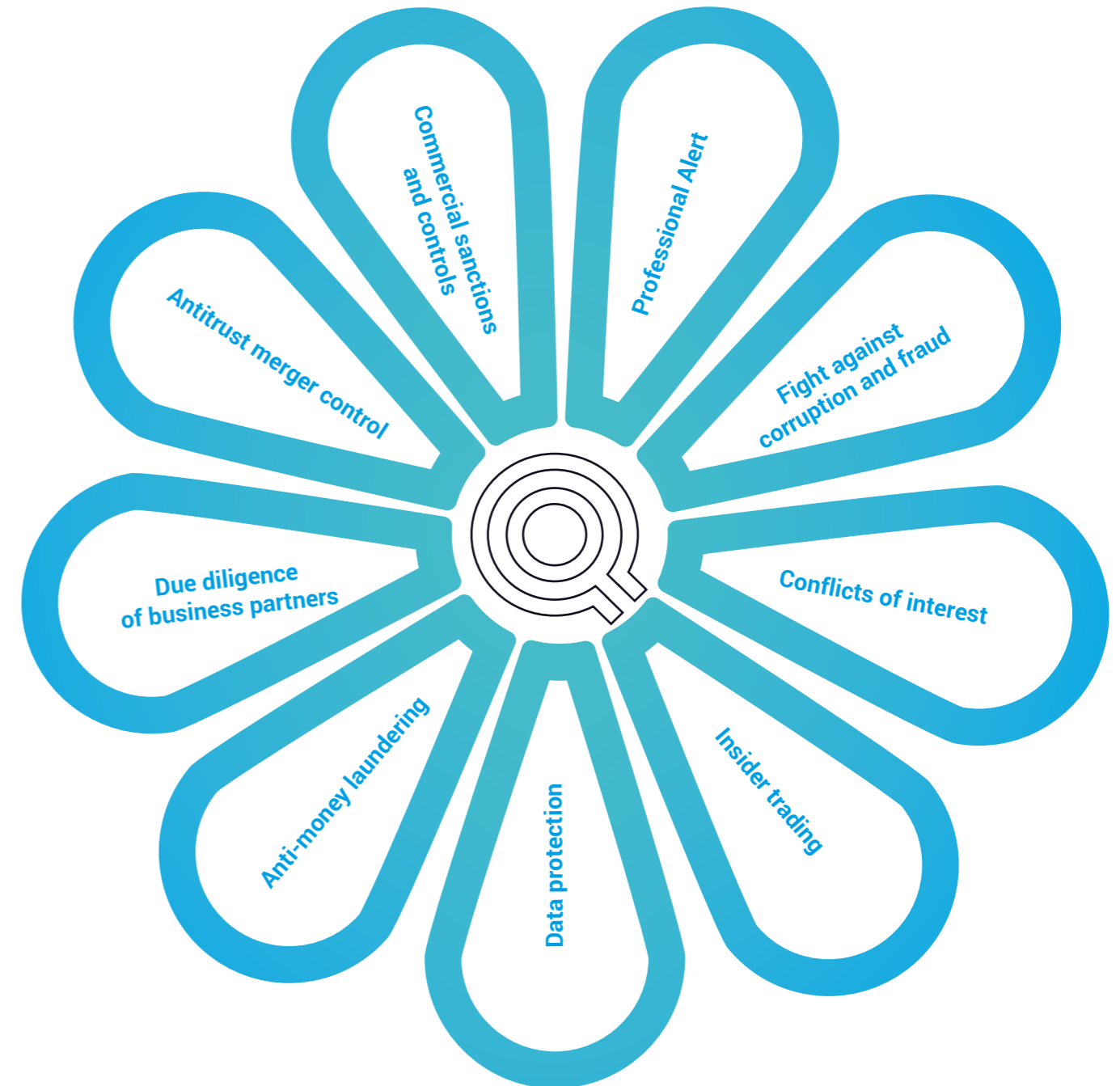
TAQA Morocco also has a **code of conduct for commercial / business partners**, as well as a director's guide which deals with the relations and responsibilities of the Supervisory Board and the Management Board and recalls the missions of the different committees.

The company is also a signatory of the CGEM's good payer's charter, its payment terms are around 45 days.

Actions Undertaken to Prevent Corruption	2022
Level of compliance with the anti-corruption policy among employees	100%
Percentage of governance body members trained on anti-corruption	100%
Number of employees who have received training in anti-corruption	100%
Actions taken in response to corruptive incidents	2022
Total confirmed cases of corruption.	0
Total number of proven cases where employees were dismissed or subject to disciplinary action for corruption.	0
Total number of substantiated cases where contracts with business partners were terminated or not renewed due to corruption-related violations	0

TAQA MOROCCO'S STRENGTHENED ETHICS & COMPLIANCE SYSTEM

TAQA Morocco has compiled all of its rules and procedures pertaining to ethics and compliance into a single document. Policies addressed here include:



As part of a new policy, a due diligence screening process for business partners has been implemented. This approach will identify commercial partners who pose ethical and compliance issues, particularly in relation to international sanctions and trade regulations, which may jeopardize the TAQA Group's reputation. The tool's rollout is scheduled for early 2023.

To supplement the current normative framework, codes of ethics, behavior with business partners, and TAQA Morocco's business conduct and ethics were updated and/or developed.

All employees received online training, as well as an awareness lesson for critical functions. Furthermore, a letter was written to TAQA Morocco's business partners informing them of the system's deployment and encouraging them to follow the terms of the Code of Conduct with Business Partners in their business ties with the company.

SHAREHOLDER RELATIONS

Under the regulatory requirements, TAQA Morocco keeps its shareholders regularly informed through its website where all the legal publications required for any company listed on the stock exchange are recorded.

Over the course of 2022, TAQA Morocco has published its financial information on the basis of the following schedule:

- ▶ Press release on the new appointments to the Management Board of TAQA Morocco : 07/01/2022
- ▶ Press release on the indicators of Q4 2021: 24/02/2022
- ▶ Press release on the results of the financial year 2021: 18/03/2022
- ▶ Press release on the award of 5 lots for the development of solar sites to TAQA Morocco: 20/04/2022
- ▶ Notice of meeting of the ordinary general meeting of May 24, 2022: 22/04/2022
- ▶ Press release on the publication of the annual financial report 2021: 29/04/2022
- ▶ Press release on the results of Q1 2022: 12/05/2022
- ▶ Post-GM press release of May 24, 2022: 05/26/2022
- ▶ Press release on the replacement of a member of the Supervisory Board: 06/07/2022
- ▶ Press release on the results of Q2 2022 : 25/08/2022
- ▶ Press release on the results for H1 2022: 16/09/2022
- ▶ Press release on the results of the Q3 2022: 11/11/2022





TAQA Morocco

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