



ESG Report

Dor Chemicals

2024



CONTENTS

Chair & CEO Letter	03		
Dor Chemicals	04		
About Dor Chemicals	05		
Our Story Timeline	05		
Products & Services	06		
Global Presence	06		
Organizational Structure	07		
ESG at Dor Chemicals	08		
ESG Approach	09		
Current Progress	10		
Forward Looking	11		
ESG Vision	12		
Stakeholder Engagement	13		
Materiality Assessment	14		
Sustainable Development Goals	14		
Environment	15		
Environmental Management	16		
Climate Action	17		
Water and Effluents Management	21		
Air Quality	22		
Material and Waste Management	23		
Sustainable innovation	26		
Operational Safety Measures	27		
Biodiversity	28		
Looking forward	29		
		Social	30
		Our Employee Community	32
		Local communities	44
		Our Business Community	45
		Continuity at times of war	48
		Long-term Resilience Planning	50
		Governance	51
		Board of Directors	52
		Business Ethics	53
		Remuneration Policy	53
		Site Licence and Certifications	53
		Risk Management	55
		Privacy and Data Protection	55
		Climate Risk	56
		About This Report	57
		Appendix	58
		Reporting Framework	59
		Data Tables	62



CHAIR & CEO LETTER



It is with great pleasure and a deep sense of responsibility that we present Dor Chemicals Ltd.'s ESG Report for 2024.

This is the third sustainability report the company has published, and it reflects a year of both significant progress and profound challenges. In 2024, Dor advanced its environmental and social strategies with resilience, transparency, and determination — staying true to its vision of a more sustainable future, even amid extraordinary circumstances.

For over 60 years, Dor has remained steadfast in its commitment to environmental responsibility and sustainable operations — toward all our stakeholders: suppliers, owners, employees, customers, and the local communities in which we operate. This long-standing dedication continued to guide our actions throughout the year. Every day, Dor's employees contribute meaningfully to emission reduction in some of the world's most critical industrial sectors. We specialize in the production of alternative fuels and advanced additives that reduce emissions and improve air quality. Notably, Dor is Israel's largest hydrogen supplier — a clean and efficient fuel that plays a growing role in the global energy transition. We also continue to deliver high-purity distillates to pharmaceutical manufacturers around the world, upholding the highest standards of quality and environmental integrity.

Haifa, where Dor Chemicals operates its core production site, was among the areas affected by ongoing missile alerts and regional instability throughout 2024. Some employees were called to reserve military service, while others had close family members, including spouses, serving concurrently. On certain days, the absence of access to schools and childcare created additional pressure on working parents. Despite these challenges, Dor ensured business continuity under demanding conditions — remaining fully committed to the safety and well-being of its employees and their families, while upholding its environmental, social, and operational responsibilities.

In parallel, we maintained a strong focus on operational excellence and compliance. In 2024, Dor Chemicals successfully completed a comprehensive three-year ISO recertification audit, reaffirming its alignment with ISO 9001 (quality management), ISO 14001 (environmental management), and ISO 45001 (occupational health and safety). Annual audits for ISO 50001 (energy management), as well as Israel Standard 5852 and SI 712, were also completed. These milestones reflect our continued commitment to regulatory integrity, performance improvement, and risk mitigation.

We remained operational, safe, and forward-looking. We continued to pursue our environmental goals, drive efficiency, and demonstrate to all stakeholders — internal and external — that Dor is a stable, reliable, and values-driven organization, even under the most difficult conditions.

MESSAGE FROM OUR LEADERS

Throughout 2024, we expanded our work to systematically monitor and reduce Dor's carbon footprint. The complex process of mapping and measuring our emissions continues to enhance operational processes across the value chain — both upstream and downstream. We have actively engaged with suppliers and customers to explore joint improvements in environmental performance, safety, and efficiency. Further reflecting our ESG progress, Dor Chemicals was awarded the EcoVadis Gold Medal in 2024 — for the second time, placing the company in the top 3% globally for sustainability performance. This recognition reinforces the strength of our ESG systems, transparency, and responsible sourcing practices.

Looking ahead, we remain committed to reducing dependency on fossil fuels and minimizing greenhouse gas emissions.

In the energy sector, we are focused on achieving greater independence in electricity consumption and accelerating our transition to greener, lower-impact energy sources.

On the social level, we have helped small and medium-sized businesses through corporate donations and employee volunteering.

In these difficult times, we are reminded of what truly matters. More than ever, we believe in the power of connection — in what unites us as people and partners. We are proud of what we have achieved, and we look forward to continuing this journey together, with purpose, and with a strong sense of responsibility.



Eran Haimovich
CEO



Gil Dankner
Chairman

1. DOR CHEMICALS

A glance at Dor Chemicals

1972

Established

40

Countries served globally

139

Employees

05

Sectors served
With 11 products and services

30

Years of hydrogen
production

3%

GOLD – Ecovadis rating



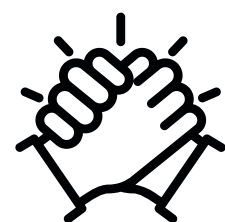
1.1 ABOUT DOR CHEMICALS

Dor Chemicals was founded in Haifa, Israel in 1972 and is the largest company in Israel for the marketing of methanol, MTBE, hydrogen and an additive for starch-based adhesive with subsidiary companies operating in the fields of ecology, industry, chemical trade, and logistics services. With decades of experience, knowledge, and professionalism, along with a massive investment in research and development, Dor has established itself as a leading international company in the field of fuel alternatives for transportation and has become a global knowledge provider. Dor relies on multidisciplinary expertise and, throughout its years of operation, continues to strive for excellence while constantly expanding new ventures to set a new benchmark for innovation and quality.

Dor Chemicals is committed to leading the chemicals and energy sector in Israel and globally through excellence, innovation, and sustainability. We strive to provide advanced and comprehensive solutions tailored to the evolving needs of our customers, while maintaining environmental quality and contributing to the community.

Our strategic focus on concentrating production operations in Israel for local consumption gives us significant influence on preserving, producing, and supporting Israeli products. This local-first approach is central to our identity and mission, strengthening Israel's economy while ensuring high-quality products for our domestic market.

Relying on multidisciplinary expertise developed throughout our years of operation, we continuously strive for excellence while expanding into new ventures that set new benchmarks for innovation and quality.



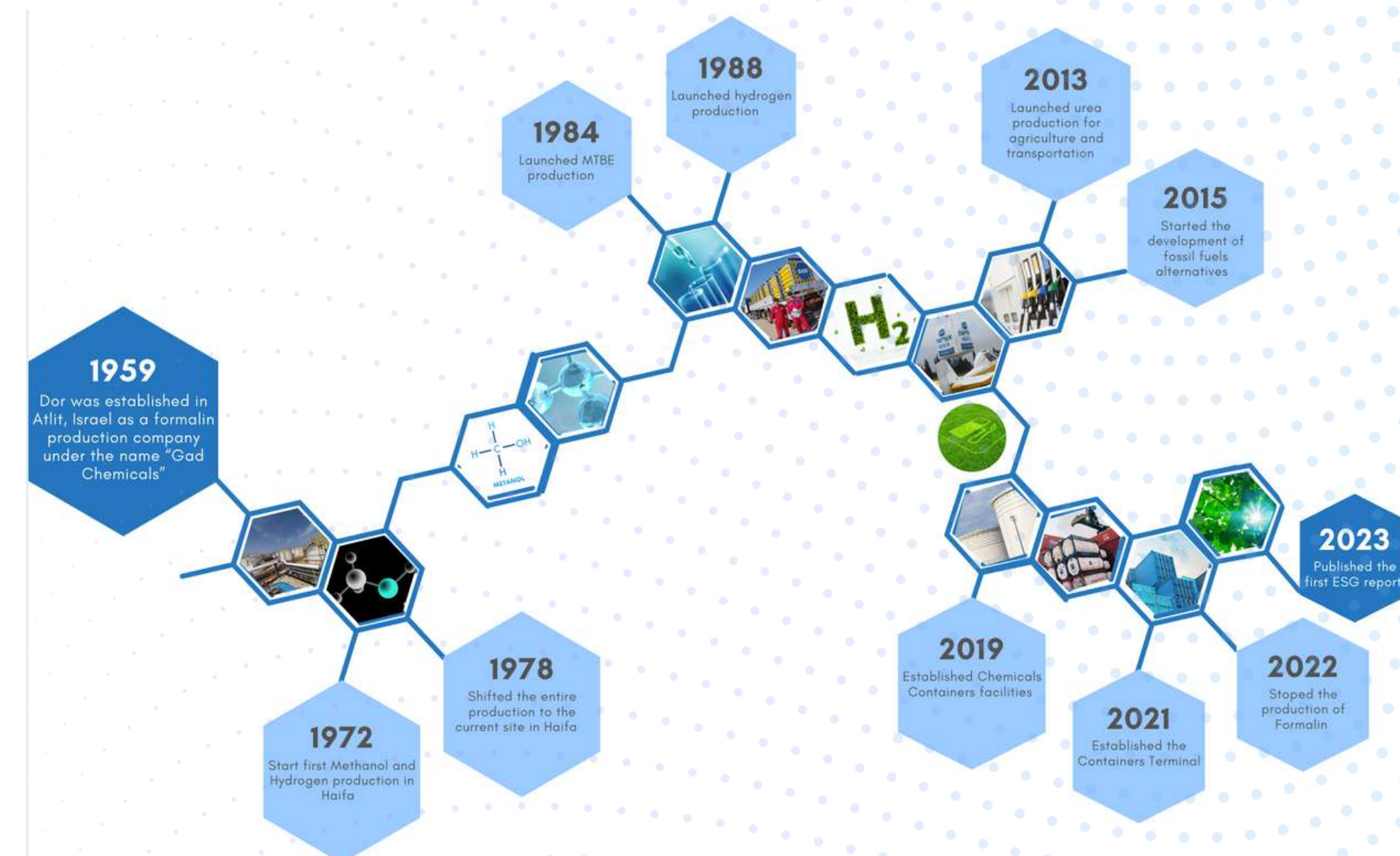
We are dedicated to continued investment in research and development, creating new technologies, and developing our human capital.

Through collaboration with international entities and expansion of our activities, we set new standards of quality and innovation in fuel alternatives and chemicals. Dor Chemicals creates lasting value for all stakeholders—customers, suppliers, employees, and shareholders—while upholding principles of social and environmental responsibility, with a special commitment to Israel's industrial independence and prosperity.



1.2 OUR STORY TIMELINE

Over 65 years of excellence



1.3 PRODUCTS & SERVICES



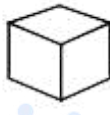
Energy & Transportation

Hydrogen
MTBE
Methanol
Carmel Blue
(Urea Soutlion)



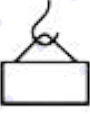
Chemistry & Pharmaceutical

HP-MTBE
Paraformaldehyde
Formalin



Corrugated Cardboard

CP88 Additive



Logistics

Container Terminal
Tank Farm



Agriculture

Fordor

For more information, please see our website: www.dor-group.com



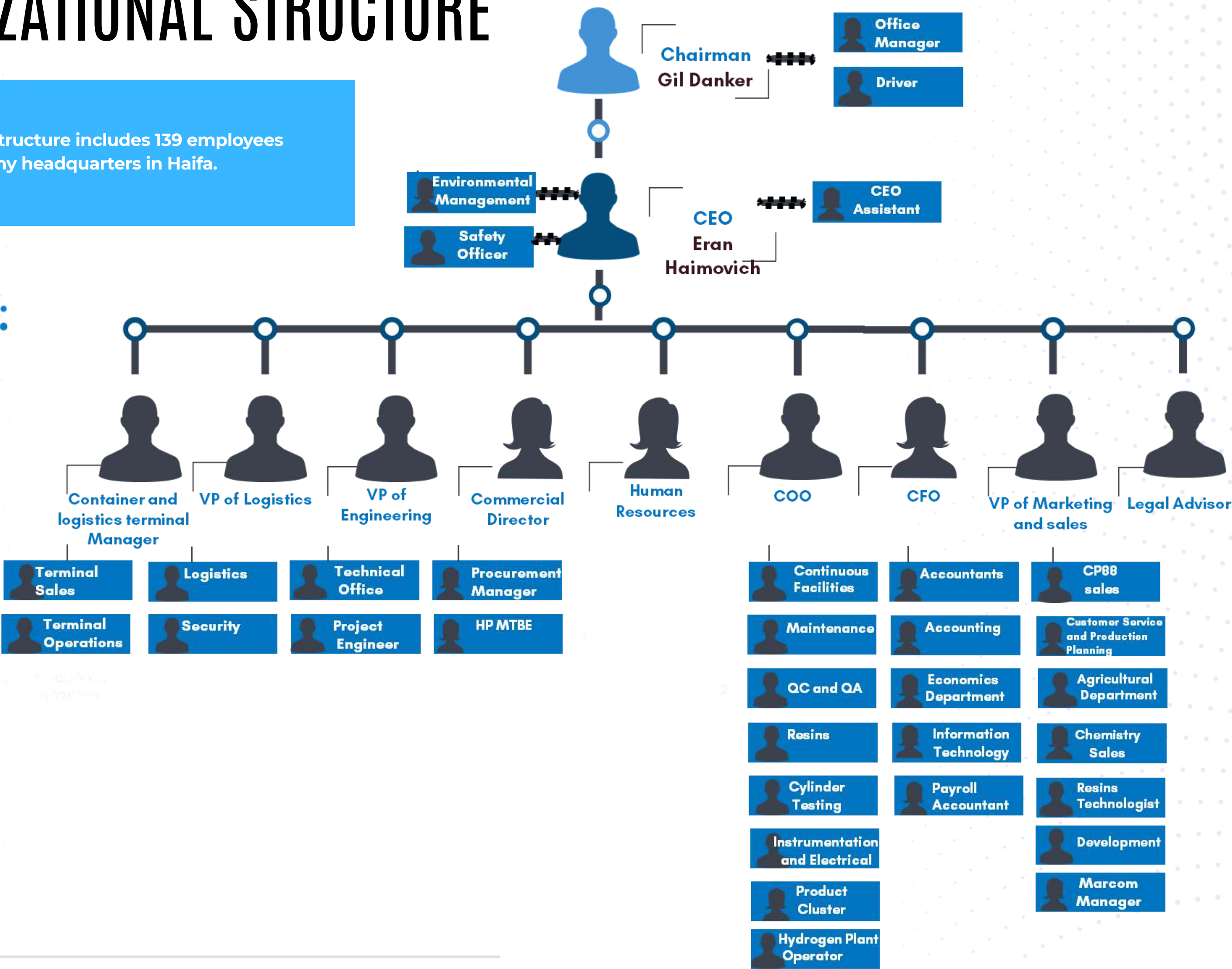
1.4 GLOBAL PRESENCE

With strategic operations spanning six continents, Dor Chemicals has established a robust international network serving clients worldwide. Our presence in key markets across North America, South America, Europe, the Middle East, and Asia allows us to combine global expertise with local understanding. This international footprint ensures our responsiveness to regional needs and opportunities.



1.5 ORGANIZATIONAL STRUCTURE

Our organizational structure includes 139 employees based at our company headquarters in Haifa.



2. ESG AT DOR CHEMICALS



ESG at Dor Chemicals

- ESG Approach
- Current Progress
- Forward Looking
- ESG Vision
- Stakeholder Engagement
- Materiality Assessment
- Sustainable Development Goals

2.1 ESG APPROACH

Dor Chemicals is committed to integrating Environmental, Social, and Governance (ESG) considerations into its operations, recognizing their importance for regulatory compliance, risk management, and long-term business resilience. Over the past year, we have made progress in several ESG-related areas, setting targets to improve environmental performance, enhance workplace safety, and strengthen stakeholder engagement.

Our focus areas include:



Environmental Impact Reduction:

Implementing energy efficiency measures, increasing the share of renewable energy, and monitoring emissions to align with evolving regulatory requirements.



Responsible Resource Management:

Improving waste management practices, optimizing water use, and enhancing circular economy efforts.



Workplace and Community Engagement:

Promoting employee well-being, diversity, and professional development while maintaining an active role in supporting local communities.



Governance and Compliance: Strengthening risk management, supplier oversight, and adherence to ESG reporting frameworks.

These efforts are overseen by Dr. Ran Avidov, who continues to expand his expertise in ESG-related topics to support our evolving commitments. As regulations and stakeholder expectations continue to shift, Dor Chemicals remains focused on improving its ESG practices and aligning with industry best practices where possible.



2.2 CURRENT PROGRESS

PROGRESS REPORT ON TARGETS SET FOR 2024 [1]:

Topic	2021 Baseline	2021 Baseline	2024 Status	Comment
Complete preparation to increase production of renewable energy by 60%-80%		Completed	Completed	Preparations have been completed
Carbon footprint (scope 1+2, location based; tCO ₂ e)	20,368	-30%	13,497 -34%	See footnote
Scope 3		Report	Not performed	Postponed
Report Scope 3 Upstream and Production of Carmel Blue		Report	Completed	
Reduce GHG emissions for HP-MTBE production (kg CO ₂ e / kg HP MTBE)		-20%	0.73 – 2024 0.77 – 2023	See footnote
Water (m ³)	115,483	-5%	84,212 -27%	
Environmental compliance		ISO 50001	Complete	
Safety Incident Rate (per 200,000 hours worked)	4.92	-50%	2.98 -40%	See footnote
Customer substantiated complaints (number)	25	-76%	20 -20%	See footnote
Suppliers signed on code of conduct (%)	0	100%	-	The initiative to obtain code of conduct signatures from our suppliers is currently in progress. The implementation timeline has been adjusted to accommodate operational realities.
Information security compliance		ISO 27001	Complete	

[1] Our previous ESG report reported values in several categories established on information available at the time. Recent verification of our ESG data required reassessment of the targets derived. We acknowledge that some previously communicated metrics need revision and will continue in our efforts to provide accurate data.



2.3 FORWARD LOOKING

2025
Targets

As we move forward into 2025

we present our new sustainability targets that build upon our progress while addressing emerging challenges. These focused objectives represent our commitment to continuous improvement in all ESG pillars. Designed to be both ambitious and achievable, our 2025 targets establish clear benchmarks that will guide our decision-making and resource allocation throughout the year. We believe these goals strike the right balance between pragmatic business considerations and our responsibility to create a positive impact for all stakeholders.



OUR 2025 TARGETS:

Topic	2024 Baseline	2025 Target
Renewable electricity consumption	50 kWh	80% increase in PV installations
Carbon footprint (scope 1+2, market based)	13,015 tCO ₂ e	2% reduction from 2024 value
Health and Safety (number)	4	Reducing workplace injuries by 25%
Customer substantiated complaints (number)	20	20% decrease substantiated complaints rate
Suppliers signed the code of conduct (%)	0	60% send rate 10% response rate

2.4 ESG VISION

Vision

We are committed to creating a sustainable future by integrating environmental responsibility, stakeholder well-being, and strong governance into everything we do. To uphold our commitments, we develop and deliver sustainable energy solutions, leveraging innovation and responsible business practices to create long-term value for our stakeholders while upholding the highest environmental and governance standards.

Our core values guide our actions and decision-making, ensuring we achieve our mission with integrity, innovation, and accountability:

1 Collaboration

We promote open communication and meaningful partnerships to enhance collective knowledge and drive sustainable progress.

2 Economic and Sustainable Growth

We develop high-quality, low-carbon solutions that support long-term economic resilience and address climate challenges.

3 Accurate Commitments

We set clear, measurable goals and uphold the highest standards of accountability to ensure responsible and effective action.

4 Innovation

We continuously develop and implement forward-thinking solutions that enhance sustainability, efficiency, and business excellence.

We actively reduce our carbon footprint by optimizing energy efficiency, investing in renewable energy, and implementing sustainable practices across our operations.



More sustainable and innovative future

Dr. Ran Avidov, our ESG Coordinator and Quality Control & Quality Assurance Manager, plays a pivotal role in managing Dor Chemicals’ environmental impact, regulatory compliance, and risk management. As part of his ESG responsibilities, Dr. Avidov actively engages in continuous training to expand his expertise and implement best practices across the organization. From 2023 to 2024, Dr. Avidov participated in an in-depth online course focused on advancing gender diversity, based on the Women's Empowerment Principles (WEP) - a joint initiative by UN Women and the UN Global Compact. This training provided practical tools to promote gender equality within the organization and further strengthened Dor Chemicals’ commitment to fostering a diverse and inclusive workplace.



Dr. Ran Avidov
Laboratory &
Quality Assurance



2.5 STAKEHOLDER ENGAGEMENT

Stakeholder engagement has been fundamental to our success throughout our six decades of operations.

We prioritize building and maintaining strong relationships with employees, customers, suppliers, and business partners through structured dialogue and informal interactions. Our engagement strategy includes annual surveys, community events, and open forums for discussion.



Local engagement remains a cornerstone of our approach, with regular communication channels established with authorities, community organizations, and residents. We maintain high standards of accessibility and service quality, regularly measuring customer satisfaction and providing timely updates through digital platforms including our website, social media presence, and webinars. This comprehensive approach to stakeholder relations helps us foster the lasting connections that drive sustainable business growth.



01. Suppliers & Subcontractors

- Longstanding partnerships with direct and open dialog
- Annual assessment of suppliers
- Supplier code of conduct

02. Employees

- Annual employee feedback
- Annual employee satisfaction surveys
- Internal communication mechanisms
- Open door policy.

03. Customers

- Product requirement documents
- Response to customer Vendor Questionnaires
- ESG assessments
- Annual surveys
- Periodic meetings

04. Local communities

- Website contact
- Environmental compliance dialogue with regulatory bodies
- Community contributions and volunteering
- Public Awareness Campaigns on Social Media

05. Shareholders

- Website contact
- Environmental compliance dialogue with regulatory bodies
- Community contributions and volunteering
- Public Awareness Campaigns on Social Media



2.6 MATERIALITY ASSESSMENT

During the preparation of the previous report, Dor conducted a thorough materiality assessment to identify the most significant ESG topics for our business and stakeholders, as described there. Through this assessment, we identified our key material topics. While we recognize that we cannot directly take significant action on all these subjects, they directly inform our ESG vision and serve as the foundation for our sustainability initiatives. The material topics were not updated for this report.



Environment

- Material management
- Climate action
- Water and Effluents
- Biodiversity



Social

- Employee engagement
- Health and safety



Governance

- Sustainable supply chain
- Business Ethics

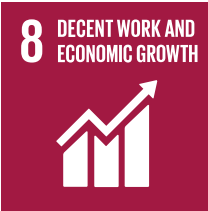
2.7 SUSTAINABLE DEVELOPMENT GOALS

The United Nations' 17 Sustainable Development Goals (SDGs), established at the 2015 Paris Agreement, provide a global framework for sustainable development. As a leading chemical manufacturer in Israel, Dor's operations and products directly contribute to advancing several of these SDGs. Our portfolio, which includes transportation emission reduction additives and agricultural production support materials, aligns with Israel's national sustainability objectives.

The following sections detail how our business activities support specific SDGs:



SDG 2 We produce fertilizers and other agricultural products that increase agricultural output, so we can help reduce hunger and malnutrition.



SDG 8 For over 60 years we have been providing local jobs, employing local suppliers, and helping to drive the economy while emphasizing a safe and conducive workplace.



SDG 9 We invest significantly in research and development and are driving innovation toward a cleaner and greener economy.



SDG 10 We promote an inclusive workplace and report on our progress.



SDG 12 All our waste is tracked and sent for specialized treatment, and we continually invest in efforts to reduce, reuse, and recycle waste



SDG 13 We are committed to lowering our emissions, and reporting on our progress. Our products also contribute to lowering emissions from the transportation sector.

3. ENVIRONMENT



Environment

Environmental Management

Climate Action

Energy Management

Carbon Footprint

Water and Effluents Management

Water

Effluents

Air Quality

Material and Waste Management

Waste

Materials

Sustainable innovation

Operational Safety Measures

Biodiversity

Looking forward

ENVIRONMENTAL MANAGEMENT

At Dor Chemicals, environmental responsibility is central to our operations. We integrate sustainable practices into our energy use, emissions reduction, water and waste management, and material efficiency. Our approach prioritizes continuous improvements in environmental performance, compliance with regulations, and investment in innovative solutions that enhance efficiency while minimizing environmental impact.

Operating in Haifa Bay, where industrial activity intersects with residential communities, we recognize the importance of proactive environmental management. Reducing our impact in a densely populated area requires a comprehensive strategy, including strict air and water quality controls and a shift toward renewable energy sources. We actively implement energy efficiency projects, greenhouse gas reduction initiatives, and robust water conservation measures, including wastewater reuse and responsible desalination.

Through targeted energy efficiency projects, increased reliance on renewable energy, and strategic reductions in greenhouse gas emissions, we are committed to mitigating our climate footprint.

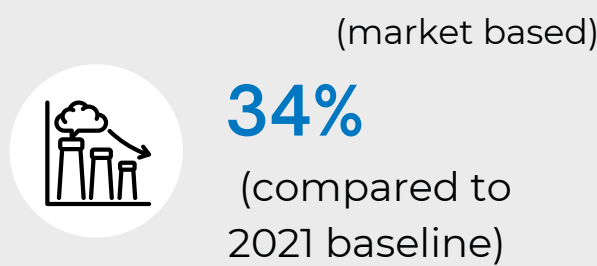
Additionally, we implement robust water conservation measures, responsible waste management strategies, and air quality improvements to ensure a cleaner and more sustainable operational environment. As we move forward, we remain dedicated to advancing our environmental initiatives, aligning with industry best practices, and fostering long-term sustainability.

POWER NUMBERS

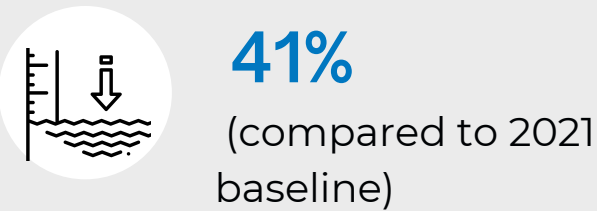
Scope 1+2 absolute emissions



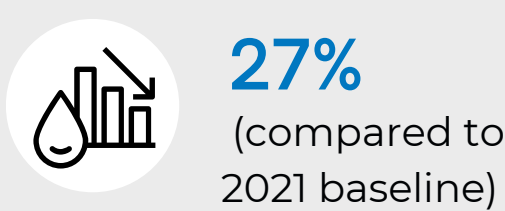
GHG emissions reduction



Decrease in industrial wastewater discharges



Decrease in water consumption





3.1 CLIMATE ACTION

3.1.1 ENERGY MANAGEMENT

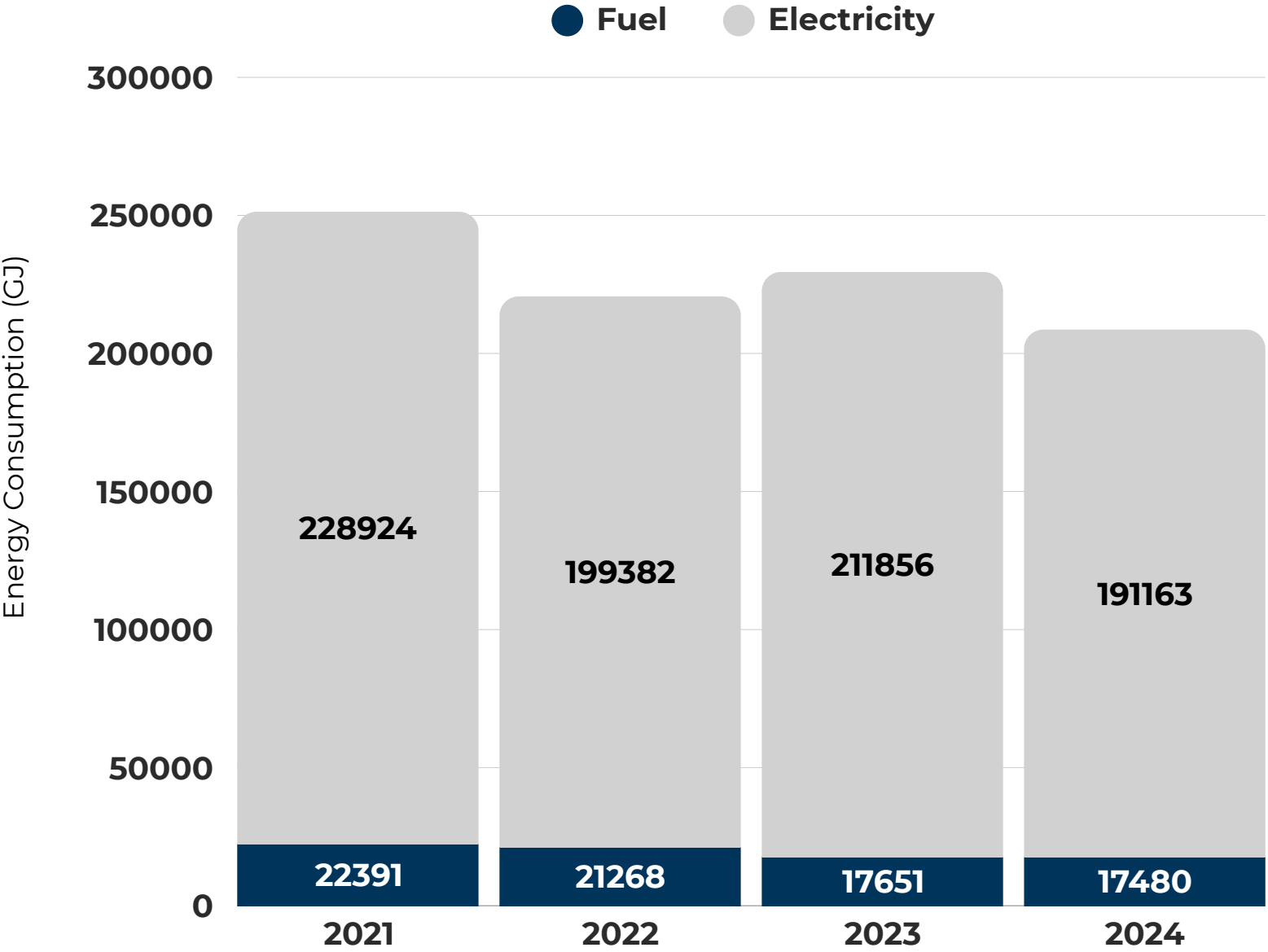
Dor Chemicals prioritizes efficient energy management as a core environmental commitment. The company is dedicated to implementing robust systems that enhance energy performance, generate cost savings, and promote the responsible use of natural resources.

In 2024, we began preparation work for installing a natural gas-powered generator for electricity production during peak hours and emergency situations (replacing the need for a designated diesel generator during emergencies). This generator is purchased using a grant from the Israeli Energy Authority to reduce congestion of the national electricity network. The generator is expected to be operational during 2025.



ENERGY CONSUMPTION

In 2024, our energy requirements were 208,643 GJ, showing a reduction of 9.1% from 2023 and a continued reduction of our total energy consumption.



Having phased out carbon intensive fossil fuels, Dor's energy sources primarily include natural gas and electricity for production. Furthermore, we procure our electricity from two sources - Ramat Negev Energy, where natural gas is used to produce electricity and from solar panels installed on our rooftops. Renewable electricity (including only PPA zero emission electricity) is now at about 1% of the total electricity consumption at Dor. We plan to increase our rooftop PV installations by 80% this year, through a new tender and establish new PPA agreements with another renewable energy provider to increase the amount of zero emissions electricity used by Dor. Natural gas falls under the Israeli carbon tax with costs are expected to be about 100K NIS in 2025 (based on 2024 consumption) and expected to rise significantly by 2030. Therefore, efforts will be made to reduce natural gas consumption to comply with Israeli regulations and reduce operational costs.

REDUCING ENERGY CONSUMPTION

During 2024, the following steps taken to decrease energy consumption and lower the associated GHG emissions:



Lowering natural gas consumption by 0.5% this year by adding insulation to the steam pipes and replacing faulty steam traps to reduce distribution energy losses



Switched to energy-efficient LED lighting by replacing 47 lighting bodies, resulting in a reduction of 29,000 kWh.

Following a comprehensive survey conducted by Gadir Engineering throughout our facility, we initiated an important energy efficiency project focusing on steam line insulation renewal. The survey identified several steam lines that were either lacking insulation or had deteriorating insulation, prompting a targeted renovation initiative.

This project, completed in 2024 by specialized contractors at a cost of approximately 40,000 NIS, aimed to improve the efficiency of our steam distribution system across the facility.

As a result, we have seen annual savings of approximately 0.5% in natural gas consumption.

This improvement not only enhances our operational efficiency but also contributes to our broader environmental goals by reducing energy consumption and associated emissions. The project exemplifies our commitment to implementing practical, cost-effective solutions that deliver both environmental and operational benefits.

In 2024, Dor Chemicals implemented a significant energy efficiency initiative focusing on steam trap replacement throughout their facility. Following a comprehensive survey conducted by Gadir Engineering that identified faulty steam traps, the company executed a targeted replacement project. This initiative is projected to save approximately 700 Tonnes of steam annually, directly contributing to reduced natural gas consumption for steam generation. The project, completed with an investment of 18,000 NIS and requiring two days of maintenance staff work, demonstrates Dor Chemicals' commitment to energy efficiency and environmental stewardship, despite the challenging operational environment during the Iron Swords war. This effort aligns with the company's broader goals of resource conservation and emissions reduction.

3.2.2 CARBON FOOTPRINT

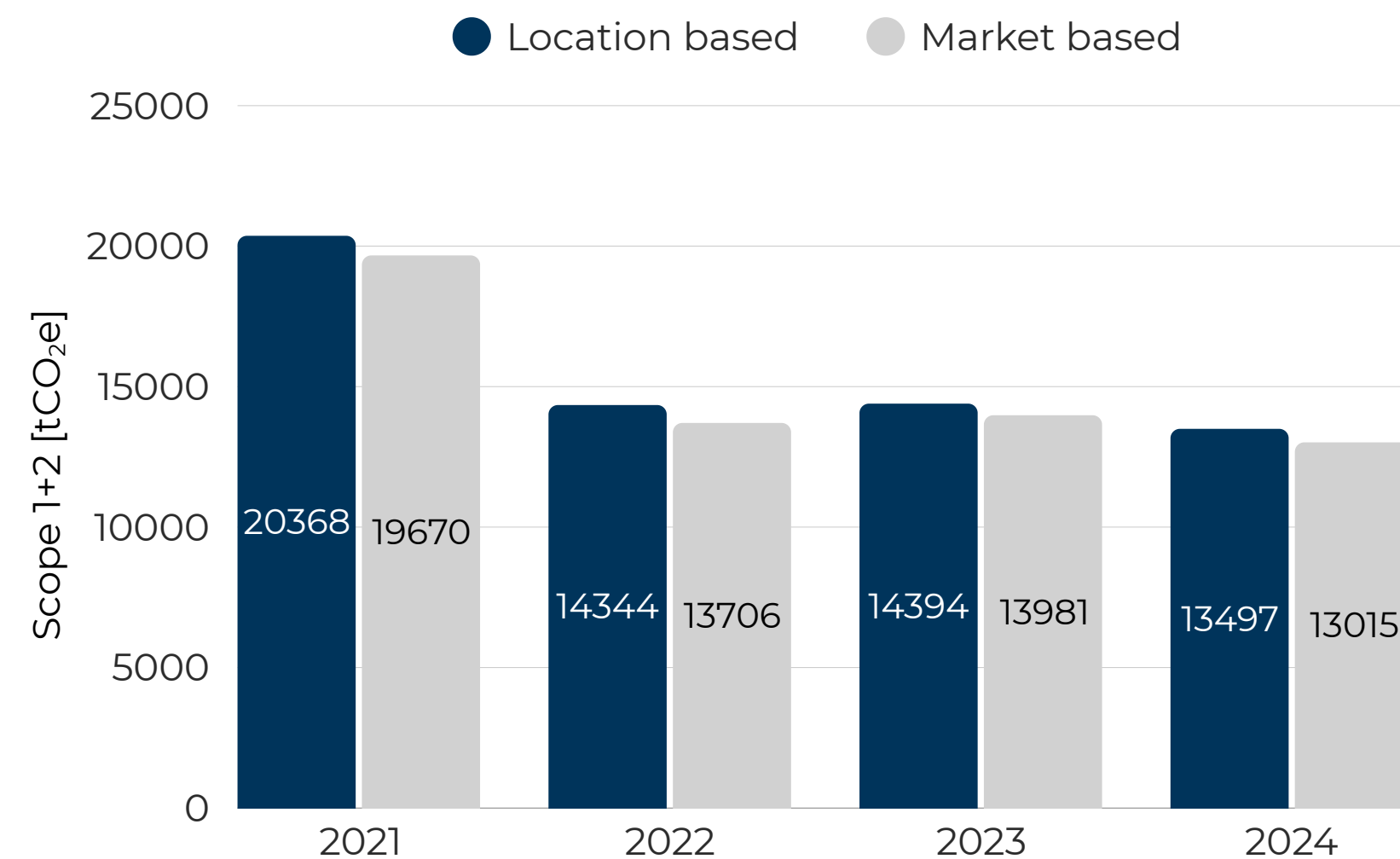
Our organization acknowledges the critical imperative to address climate change through meaningful reduction of greenhouse gas (GHG) emissions. We are committed to minimizing our carbon footprint through targeted reductions in Scope 1 and Scope 3 emissions. Through systematic monitoring and strategic initiatives, we continue to advance our climate action goals while supporting broader industry and global efforts to combat climate change.

All emissions calculations and reporting methodologies strictly adhere to the GHG Protocol Corporate Accounting and Reporting Standard, ensuring transparency, accuracy, and comparability of our environmental performance data.

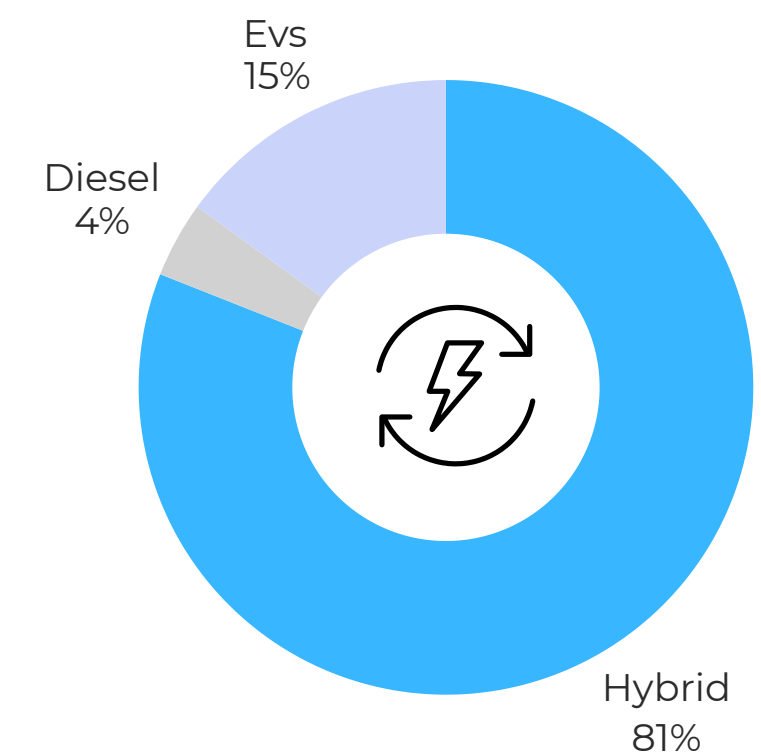
Scope 1 and Scope 2

Dor's scope 1 and 2 emissions summed to 13,497 tCO₂e on a location-based calculation and 13,015 tCO₂e on a market-based calculation. Both values show a reduction of 6% and 7%, respectively from 2023 despite an increase of over 5% in total production at our facility, a token of our efforts to reduce absolute greenhouse gas emissions.

Furthermore, we currently do not retain all zero-emission rights for the electricity generated by the rooftop solar panels at Dor. This matter is expected to be addressed by our legal department during 2025.



Dor is transitioning its fleet to hybrid or electric private vehicles by replacing all leased vehicles with these options at the end of their rental period, currently at 96% success rate. Although no vehicle replacements are scheduled for 2025, efforts continue to promote EV adoption among employees. Six charging stations have been installed on-site, and agreements have been made with charging station operators to reduce charging costs. Additionally, employees opting for a company-owned EV receive a home charger. A monetary incentive for employees is also under consideration. Due to safety regulations, our on-site operational vehicles cannot be transitioned to EVs.



PRODUCT CARBON FOOTPRINT

Our product carbon footprint reporting has expanded in 2025. In addition to MTBE and High Purity MTBE (HP MTBE) previously reported, we now include Dor Urea Solution (Carmel-Blue™) in our assessment. This comprehensive reporting covers Scope 3 emissions from raw material production, water usage, and third-party logistics transport. Additionally, our calculations incorporate Scope 1 and 2 emissions from manufacturing and logistics operations, including both electricity and fuel consumption.



Methyl Tertiary Butyl Ether (MTBE)

Is a gasoline additive, produced from Methanol and Isobutylene. In 2024, 68,900.36 tonnes of MTBE were produced at Dor.

High Purity MTBE (HP MTBE)

Is a non-chlorinated solvent produced from standard MTBE through high-precision fractional distillation, ensuring the removal of impurities, moisture, and contaminants. In 2024, 10,306.4 tonnes of HP MTBE were produced at Dor. Please note that HP-MTBE is produced from MTBE in our facilities, eliminating the need for transportation.

Carmel Blue

Is our brand name for a water-based solution containing 32.5% urea by weight. In 2024, 9,061 tonnes were produced.

MTBE

	Segment	GHG emissions (kg CO ₂ e / kg MTBE)	Percentage
Upstream	Raw material	0.465	82
	Transport	0.023	4
Production	Energy	0.080	14
Intensity	MTBE	0.57	

HP MTBE*

	Segment	GHG emissions (kg CO ₂ e / kg HP MTBE)	Percentage
Upstream	Raw material	0.465	64
	Transport	0.023	3
Production	Energy	0.240	33
Intensity	HP MTBE	0.730	

* For the calculation of HP MTBE GHG emissions, the production of HP MTBE is assumed to require an equivalent amount of MTBE.

Carmel-Blue

	Segment	GHG emissions (kg CO ₂ e / kg Carmel Blue)	Percentage
Upstream	Raw material	0.37	95
	Transport	0.02	4
Production	Energy	0.004	1
Intensity	Carmel-Blue	0.39	

3.4 Water and Effluents Management

Water and effluent management are material topics for our operations, and we are committed to responsible stewardship through clear policies, oversight, and continuous improvement. Our water management strategy aligns with industry best practices, integrating efficient cooling towers, reverse osmosis, and comprehensive monitoring at each stage—from withdrawal through manufacturing to discharge. We have achieved a 9% absolute decrease in water consumption in 2024 compared to 2023, driven by operational efficiencies and process adjustments. Effluent management is governed by strict protocols, including segregation of wastewater streams, safe disposal of hazardous effluents, and innovative phase separation techniques enabling partial reuse. We engage with regulators and stakeholders through compliance reporting and independent audits, ensuring transparency and continuous alignment with environmental standards.

3.4.1 WATER

Situated in the Haifa Bay area in Israel, according to the World Resources Institute's 'Aqueduct Water Risk Atlas', our facilities are rated a high overall annual water risk (3-4), and an extremely high level of annual water stress (>80%).



Recognizing the importance of this issue, we are continually investing in reducing our overall water consumption.

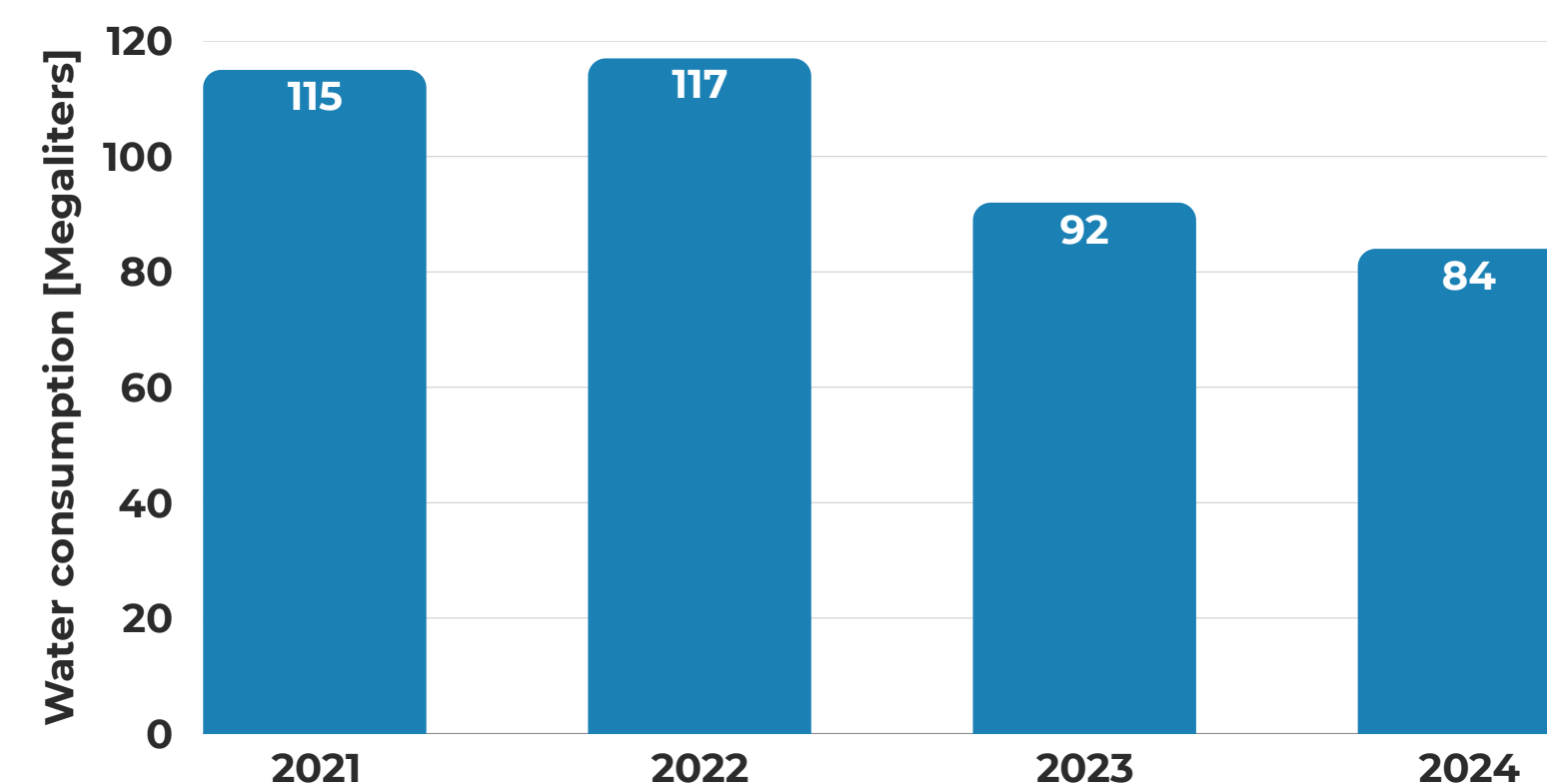
In 2022, water consumption remained high due to increased production of Carmel Blue, a Urea solution composed of 67.5% water, and elevated steam discharges to the flare. In 2023, water consumption decreased in line with reduced production of Carmel Blue and ceasing production of formalin (37% formaldehyde), both significant water consumers. Alongside a reduction in flare discharges. Continuing this trend, in 2024, we consumed nearly 84 megaliters of water. This is an absolute 9% decrease compared to 2023, and part of the water consumption reduction trend at Dor.

Monitoring and managing water usage at each stage from withdrawal through manufacturing processes to discharge aligns with industry best practices in water management. This includes water-efficient cooling towers and reverse osmosis systems and ensuring optimal water utilization. This approach provides a comprehensive understanding of water impact and efficiency within the facility.

Filtered Water Recycling Initiative

Our facility employs a dual-stage reverse osmosis filtration system (designated RO1 and RO2) that processes municipal water to produce low-conductivity treated water required for our boiler operations and resin dispensing equipment. We've implemented an efficient water recycling loop where the RO2 brine—which maintains suitable quality parameters—is redirected to supplement the RO1 input stream alongside fresh network water.

This strategic water management approach yielded significant conservation results in 2024, with estimated savings exceeding 7,666 cubic meters, equivalent to 8.3% of our total annual water consumption.



3.4.2 Effluents

Given the sensitive nature of our operations, we have implemented comprehensive measures to manage effluents from our processes and any site overflow. These effluents are directed to certified facilities for proper treatment and disposal. To optimize effluent management, we have implemented the following measures:

Segregation of Wastewater Streams:

We separate wastewater streams by department to enhance monitoring and management efficiency.

Industrial Effluent Disposal:

Industrial effluents, classified as hazardous, are transported to legally authorized sites for treatment, ensuring compliance with environmental regulations.

Phase Separation in Effluents:

Implementing phase separation techniques has allowed a portion of our effluents to be repurposed for irrigation of Environmental Services Company Ltd. (ESC) landfill. This process reduces the hazardous nature of the water, enabling its reuse. The remaining effluents are sent for recycling at Dor Ecology, Recytech - Recycle Technologies Ltd., and Tabib Environment Quality Ltd.

Special Permit for Municipal Sewer Discharge:

We have obtained a special permit to discharge certain process effluents, typically prohibited due to their composition, into the municipal sewer system. This discharge is monitored, and fees are assessed based on random sampling by the local water cooperation. At our corporate offices, we are connected to the municipal wastewater network. Regular testing is conducted to ensure our wastewater meets quality standards and remains uncontaminated.

3.5 AIR QUALITY

Dor Chemical's operations influence air quality through its fuel consumption and chemical production processes. Efforts have been made in the last years to phase out polluting fuels as RFO, HFO and Butane and intensity the use of natural gas supports to lower pollutants and green-house gases emissions. As the company operates in the Haifa Bay area, a densely populated metropolitan region, it recognizes its responsibility to minimize environmental impact and contribute to cleaner air for local communities. In 2024, there was a hearing regarding five emission exceedances across four chimneys that occurred in 2023 for which we have submitted objections, though a decision on this matter has not yet been reached.

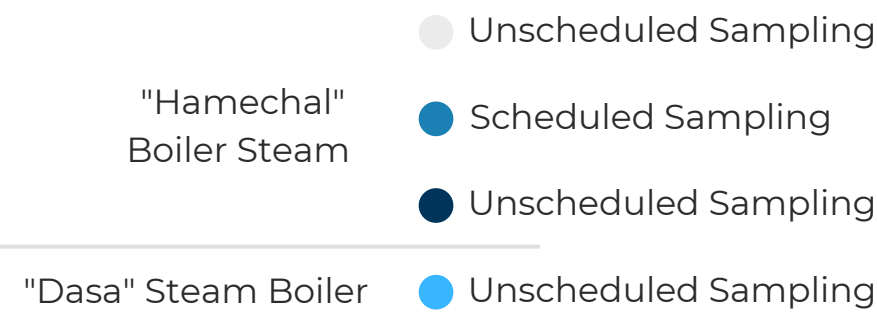
In 2024, there was a hearing regarding five emission exceedances across four chimneys that occurred in 2023.

As part of efforts to improve efficiency and reduce emissions, Dor Chemicals conducted a comprehensive mapping of all streams to the furnace, assessing volumes and control measures.

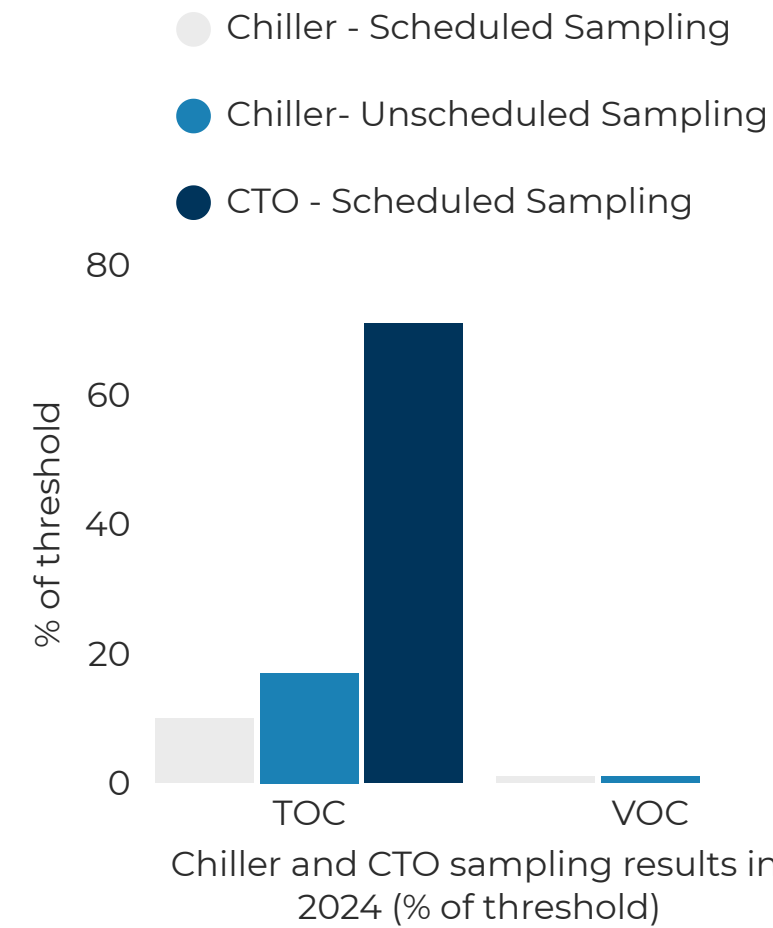
This process led to the development of an emissions reduction plan with clear goals and implementation steps for 2024. As part of this plan, three of the MTBE production tanks have been converted from atmospheric tanks to pressure vessels, thus reducing source-point air emissions by approximately 60% of previous values resulting in a reduction of the load on chiller system. Additionally, we prepared detailed designs for adding floating roofs to six MTBE and methanol tanks and successfully manufactured two of these roofs. Another result of these actions is the elimination of odor to the nearby areas. In accordance with regulatory requirements by the Environmental Protection Authority, we conduct scheduled and unscheduled sampling of chimney emissions from steam boilers, chillers, and the emissions treatment process (Catalytic Thermal Oxidizer – CTO). All sampling results from 2024 complied with regulatory thresholds, expressed as a percentage of the allowable limit for each pollutant.



Steam Boiler sampling results in 2024



Chiller and CTO sampling results in 2024



Looking ahead to 2025, we will complete the installation of all six floating roofs on these tanks. This strategic upgrade prevents the formation of volatile gases that would otherwise require treatment in our emission system, as these tanks are currently routed to the chiller system. Building on this initiative, our 2025 plan includes transitioning our flare system to utilize natural gas instead of butane gas, further advancing our commitment to cleaner energy sources and reduced environmental impact throughout our operations.



3.6 MATERIAL AND WASTE MANAGEMENT

3.6.1 Waste

We adhere to all legislative requirements and industrial standards governing the responsible management of waste from our operational processes. Through comprehensive waste stream mapping, we ensure minimal environmental footprint across all disposal channels.

The situation in Israel in 2024, particularly the war in the north, led to a reduced workforce presence at Dor Chemicals, with some employees working remotely or working fewer hours. This may have also contributed to a 4% reduction in domestic waste generation compared to 2023.

We segregate several waste streams which are then channeled to certified waste management partners with expertise in sustainable recycling and disposal methodologies. Our facilities feature dedicated segregation systems to optimize resource recovery.



Throughout 2024, we have maintained our non-hazardous waste management momentum, reaching 17% of waste recycling. Due to a reduction in paper usage, in 2024, we have stopped separating office paper.

Our facility prioritizes material recovery through multiple recycling streams:



- Dedicated collection of cardboard, bigbags and nylon materials processes by Gal Recycling
- Wooden materials, pallets, and packaging are sent to another of Dor Chemicals's facilities to be reused by their carpentry
- Systematic collection of waste oils in drums for specialized oil reclamation facilities
- Structured collection program for tin containers with dedicated recycling partners
- Comprehensive metal waste segregation including pipes and containers for metal recovery operations

COMPOSTER

Our newest addition is a composter that receives all the organic waste from our kitchen. Operational since mid-2024, the composter has treated over 40 kg per day, totaling more than 4 tonnes in the last year.



Metal Waste Management and Recycling Strategy

In previous years, there were many efforts to dispose of metal scraps from Dor's yard using various recycling contractors that are reusing the material. In 2025, our maintenance manager will be taking responsibility for managing metal waste disposal and recycling. The initiative focuses on selling scrap metals, primarily iron but not exclusively, which can amount to dozens or hundreds of tons annually. We will provide a detailed presentation and analysis of our metal waste management efforts in the next reporting period

Key highlights of our new metal waste management approach:

Metal waste sales procedure

We developed a comprehensive procedure (Procedure No. 06-03-016) for metal waste sales, which has been reviewed and approved by Word.

Track & record metal waste disposal

By subcontractors by price, quantity, and metal type.

Financial and Environmental Benefits

- Generated income through metal sales
- Avoided disposal costs
- Enables material reuse by purchasing contractors
- Supports circular economy principles

01

02

03



This approach demonstrates our commitment to sustainable resource management and waste reduction.

HAZARDOUS WASTE

Our hazardous waste management hierarchy emphasizes recovery and reuse as preferred options. When these approaches aren't viable, we implement recycling solutions as a secondary strategy. Only as a final alternative do we engage authorized third-party specialists for compliant terminal disposal. Just to name a few, Mixed solvents waste streams are handled by Dor Ecology while all Industrial wastewater processed by Elkon.

28.5%

Reduction of
hazardous waste from 2023

In 2024, these efforts resulted in 1,498 tonnes of hazardous waste, a reduction of 28.5% from 2023.

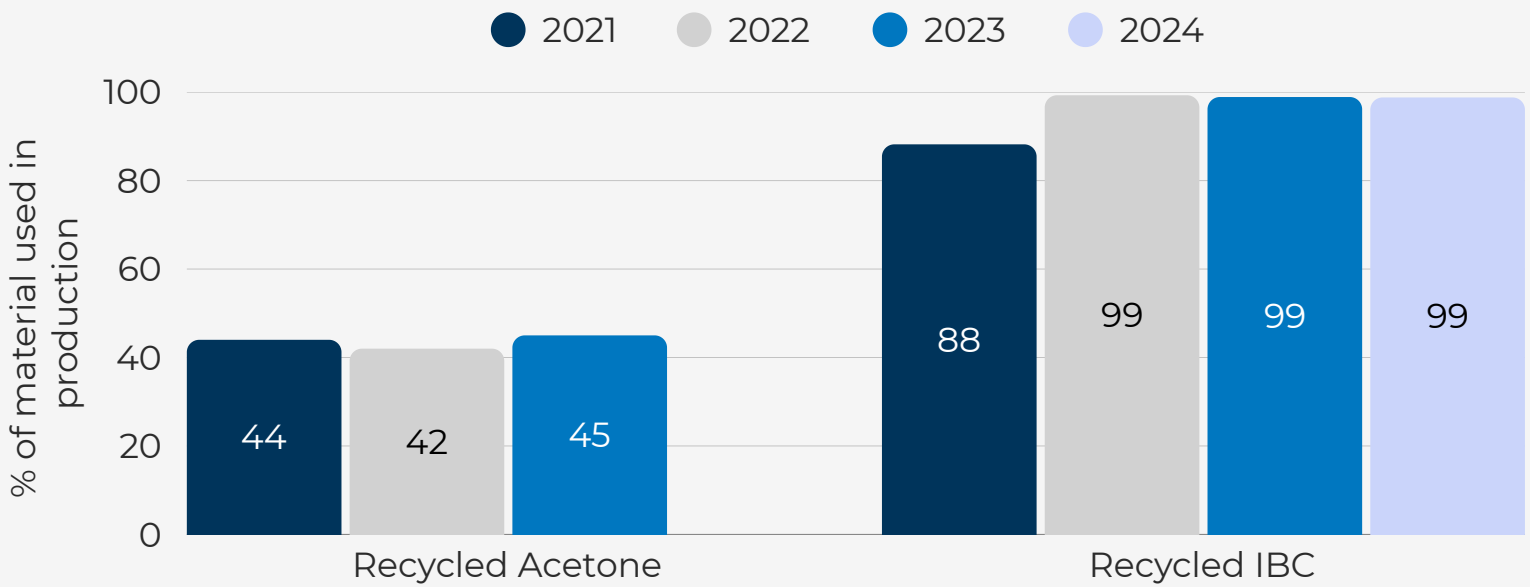
As part of our facility modernization program, in 2022 we have conducted a comprehensive asbestos survey to perform a phased removal strategy. Initial asbestos removal of 13 tonnes was completed in 2023, with additional planned removals scheduled for early 2025. This systematic approach ensures safe handling of legacy materials while minimizing operational disruptions.

3.6.2 MATERIALS

At Dor Chemicals, we embrace comprehensive sustainability practices, from raw material sourcing to packaging and transportation solutions. Our approach balances quality requirements with environmental responsibility, implementing practical circular economy principles where possible while maintaining the high standards our customers expect. Through careful evaluation of recycling opportunities for both materials and containers, we continuously work to minimize our environmental footprint without compromising product integrity.

Our production relies on several key materials

- Our primary Ketone-aldehyde condensation resin products, the CP88 product series (starch adhesives used for corrugated cardboards industry), contain a copolymer made from acetone and formalin as base materials. While recycled acetone can be used when meeting our quality standards, market conditions and price comparisons between virgin and recycled acetone influence our annual sourcing decisions. In 2024, no recycled acetone was used due to market conditions and Dor's needs.
- Formalin (37% Formaldehyde) presents greater challenges for recycling. The process is uncommon and generally not economically viable, explaining why most formalin worldwide is not recycled.



- The remaining raw materials for our resin products are used in smaller quantities and are not available in recycled form.
- For our methanol requirements used to produce MTBE, HP MTBE, Hydrogen and for sales, is exclusively sourced as a virgin material of exceptionally high purity (exceeding 99.99%) to meet the stringent requirements of global pharmaceutical companies. Similarly, our MTBE production utilizes isobutylene gas from Bazan's butane stream, with the unused portions returned to Bazan as raffinate. Throughout this process, we use pure methanol rather than recycled alternatives. In our hydrogen production operations, we also utilize virgin methanol exclusively.

Our commitment to reuse extends also to our packaging and transportation solutions. We maintain a comprehensive container reuse program, with nearly 100% of our intermediate bulk containers (IBCs) being recycled in our resins department, significantly reducing waste and resource consumption.

For our 200-liter drums used mostly for HP MTBE and resin marketing, we adhere to product-specific standards. While pharmaceutical-grade HP MTBE requires new drums to meet stringent quality specifications, our resins can be packaged in reconditioned drums when available in the market, though such options remain limited as they are not viable economically.

Our international shipping infrastructure follows global industry sustainability practices. The isotanks used for exporting HP MTBE and specialty resins undergo professional cleaning at certified facilities. Similarly, shipping containers for international shipments are second-hand units, extending their useful life in accordance with standard industry practices.

Our hydrogen cylinders and batteries are consistently returned to our facilities for testing and refilling rather than being replaced. Road tankers, whether company-owned or customer-owned, are either material-dedicated or undergo thorough cleaning between uses, optimizing their lifecycle.

These efforts are a constant with Dor Chemical's procurement practices and will continue in 2025.

3.7 Sustainable innovation



Dor's commitment to sustainability extends beyond compliance to driving meaningful innovation. We have targeted research and development initiatives that address critical environmental challenges in the paper and packaging industry. By reimagining traditional materials and processes, we're creating solutions that enhance product performance while reducing environmental impact. Each project represents our practical approach to sustainability—identifying specific problems in our value chain and developing commercially viable alternatives that benefit both our customers and the planet.

In our corrugated cardboard manufacturing, we're addressing a key environmental challenge: replacing borax (sodium tetraborate) in adhesives. Traditionally valued for improving viscosity, bonding strength, and resistance to heat and moisture, borax has been classified as a Substance of Very High Concern (SVHC) due to its environmental and health implications.

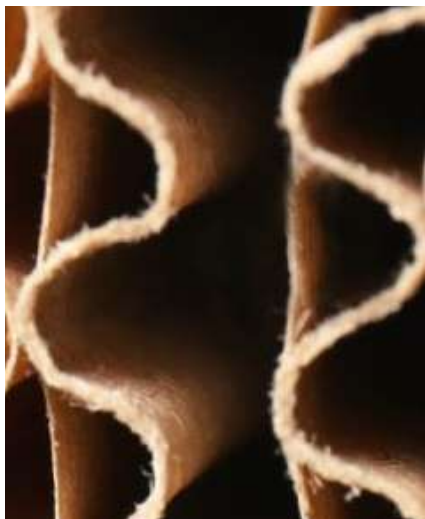
In response, we've partnered with specialists to develop and test Dor Borfree, a boron-free adhesive alternative. This new formulation uses organic materials to deliver the technical performance required for high-quality cardboard production while eliminating boron compounds.

Initial tests show promising results in both adhesive performance and environmental profile, supporting our broader commitment to reduce harmful substances in our manufacturing processes.

The paper and cardboard industry prioritizes the use of recycled paper to reduce both costs and environmental impact. However, increasing the recycled content often compromises key structural properties like strength, stiffness, and durability.

To address this challenge, our R&D team is developing specialized additives for starch-based adhesives that significantly improve bonding strength and crush resistance in recycled cardboard. These innovations allow manufacturers to maintain or even enhance packaging performance while using higher percentages of recycled material. By improving the structural integrity of recycled cardboard, we're helping our customers create packaging that's both environmentally responsible and functionally superior. This work directly supports our commitment to developing practical solutions that make sustainable packaging commercially viable.

These projects exemplify our approach to sustainable innovation: identifying problematic materials in our supply chain and developing practical alternatives that maintain or improve product quality while reducing environmental impact.



3.8 Operational Safety Measures

DOR implements comprehensive safety measures for hazardous materials piping systems in accordance with international standards (API 570, ASME B31.4 and NACE SP0169). Our multi-layered approach includes protective pipe coatings, regular pressure and leakage tests, wall thickness monitoring, soil conductivity testing, and cathodic protection systems. We employ advanced leak detection technology using flow and pressure meters for early identification of potential issues.

In 2025, DOR will conduct intelligent pigging inspections on four pipelines, utilizing this advanced technology to provide detailed mapping and condition assessment of our pipeline infrastructure. These combined measures ensure environmental protection, operational safety, and long-term system integrity.

Storage tanks facilities

Our storage facilities maintain the highest safety standards through comprehensive design and operational protocols. All storage tanks are constructed and maintained according to American Petroleum Institute (API) standards, while our fire suppression systems comply with National Fire Protection Association (NFPA) and Israeli regulatory requirements.

Our facility incorporates both atmospheric storage tanks and pressure vessels, with specialized safety features for volatile materials. Tanks containing volatile substances are equipped with advanced vapor treatment systems and floating roofs with integrated sealing mechanisms, reducing air emissions by approximately 98%.

All hazardous material storage tanks, whether flammable or non-flammable, are positioned within containment basins designed to capture the entire tank volume in case of a spill event.

Our fire safety approach employs multiple protection layers for at-risk and adjacent tanks:

- **Primary Protection:** Each tank is equipped with foam fire suppression systems designed to smother fires by isolating flammable materials from surrounding oxygen.
- **Tank Cooling Systems:** Cooling rings installed around tank perimeters spray water on external surfaces, critically maintaining safe temperatures for both affected tanks and neighboring vessels to prevent incident escalation.
- **Containment Basin Protection:** Fire suppression equipment within containment areas prevents or extinguishes fires from spilled materials by filling the basin with fire-retardant foam.
- **Perimeter Defense:** Strategic placement of water and foam cannons around tank farms provides long-distance response capabilities to contain fires and prevent spread.
- **Fire suppression infrastructure at Dor Terminal** includes 8 water/foam monitors, two mobile foam carts, a foam concentrate supply station, and remote-control capability for the monitor systems.

Pipeline Safety

We maintain rigorous safety protocols for our pipeline infrastructure, with particular emphasis on underground systems. Our comprehensive maintenance program ensures operational integrity through regular inspections and preventive measures that meet or exceed industry standards.





Fire Safety Initiatives

Our commitment to operational safety was strengthened in 2024 through strategic investments in fire detection, suppression equipment, and personnel training initiatives:

- Installation of additional flame detectors across multiple facility zones
- Procurement of a new fire pump system
- Acquisition of two mobile foam deployment units
- Implementation of comprehensive fire response training and emergency drills as part of contingency preparedness
- Purchase of three fire-resistant protective suits
- Renovation of cooling ring systems on storage tanks due to wear deterioration
- Several successful fire drills, simulating fires in the MTBE production units, isotanks and the lab.
- Looking forward, while building on our progress from previous years, we have established a comprehensive set of fire safety and emergency preparedness targets for 2025:
- Installation of smoke, flame, and fire detectors in newly constructed office spaces
- Procurement of new endpoint equipment (hoses, nozzles, adapters, etc.) as part of used equipment replacement program
- Upgrade of facility-wide foam delivery systems and renovation of cooling ring systems on storage tanks due to ongoing wear deterioration
- Implementation of fire response training and emergency drills as part of annual emergency preparedness work plan

3.9 Biodiversity

At Dor, we recognize the rich biodiversity and marine environment along the coast where we operate.

We strictly adhere to all environmental regulations governing our ships and docks, with rigorous protocols in place to minimize our impact and manage any potential emergencies.

Our Haifa Bay facilities are not located within a Bird life International designated Important Bird Area, nor do they host any species listed on the IUCN Red List of Threatened Species. However, we are committed to expanding our knowledge and efforts in the coming years to protect local fauna and flora.

In compliance with legal requirements, we regularly assess soil contamination. In 2022, we engaged an external auditor to evaluate soil quality on our premises. In 2023, we have conducted a ground gas survey and implemented a leak control simulation for both our pipelines connecting to customers and suppliers and our internal gas lines.



3.10 Looking forward

2025 holds many new and exciting projects in store. The following table summarizes the expected environmental outcomes of these projects:

Another venue Dor Chemicals is looking into is for technologies enabling the production of hydrogen from natural gas or green hydrogen from renewable energies instead of methanol as is done today. The decision on moving forward with this project will also include environmental and climate aspects.

ENERGY MANAGEMENT

Target	Expected outcome
80% increase in PV installations	8% reduction in scope 2 emissions
An automated energy management system will be installed at Dor Chemicals, prioritizing using renewable electricity before all other electricity supplier options to reduce electricity costs and related GHG emissions.	Optimal use of renewable energy at Dor
25% reduction in natural gas consumption pending budget approval	2% reduction in scope 1 emissions
Energy efficiency projects, among them replacing lighting bodies, efficient cooling and replacing an outdated air compressor	1% reduction in electricity consumption

AIR QUALITY

Target	Expected outcome
Installation of 6 floating roofs	20% reduction in emissions to air in the chiller unit
Switching from butane to natural gas in the flare	19% reduction in scope 1 emissions
Conclusion of the asbestos removal project	

4. SOCIAL



Social

Our Employee Community
Organizational Culture
Employee Growth & Well-being
Career Development and Training
Encouraging Diversity, Equity and Inclusion (DEI)
Welfare and company activities
Health & Safety
Local communities
Our Business Community
Customers Relations
Supply Chain Partnership
Looking Forward
Continuity at times of war
Leadership Response
Employee Personal Safety and Support
Long-term Resilience Planning

Dor Chemicals recognizes that strong communities are fundamental to sustainable growth. As a company deeply integrated into Israel's social and economic landscape, we are committed to fostering resilience and shared prosperity through a holistic approach to community engagement. Our employee ecosystem forms the core of our success, with a culture prioritizing safety, diversity, and professional development. We empower our workforce through competitive compensation, continuous learning, and comprehensive well-being initiatives.

We generate meaningful benefits through local hiring, environmental stewardship, and direct community involvement. Our business community approach prioritizes product responsibility, customer satisfaction, and ethical supply chain management, ensuring alignment with rigorous ESG standards.

Beyond our internal framework, Dor actively contributes to local communities through strategic social impact programs, targeted partnerships with various NGOs, and responsive crisis support.

We are dedicated to deepening our community impact by maintaining transparency, pursuing continuous improvement, and building an inclusive, responsible corporate ecosystem that creates value for all stakeholders.



POWER NUMBERS

Full time



139
Full time employees

Dor Chemicals



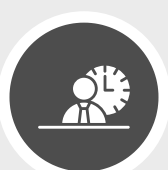
100%
Employees of Dor Chemicals

Women's management



42%
Women in middle management

Training Hours



1,662
Hours of training completed

Performance reviews



100%
Of employees undergo performance reviews

4.1 OUR EMPLOYEE COMMUNITY

Dor Chemical's employees are the foundation of its success. The company is committed to fostering a supportive, inclusive, and engaging workplace that prioritizes employee well-being, professional development, and workplace safety.

139

full-time
employees

At the end of 2024, Dor employed 139 full-time employees + our chairman Mr. Gil Dankner.

Of Dor's employees, 55% between the ages of 30 and 50.

For more demographic information, please see the table in the appendix. We welcomed 20 new employees, two of them from minority groups, and maintained a stable workforce, with a turnover rate of approximately 14%. All demographic data in this report pertains only to Dor Employees, as data from subcontractors is unavailable.

55%

between ages
30-50



Company Sponsored Events



Wellness days, cultural celebrations, and community engagement programs.

Social Responsibility Initiatives



Employee volunteering in local communities, including visits to Gaza border communities and Holocaust survivor support.

Recognition Programs



Employee appreciation through milestone rewards and performance-based incentives.

4.1.1 ORGANIZATIONAL CULTURE TURNOVER

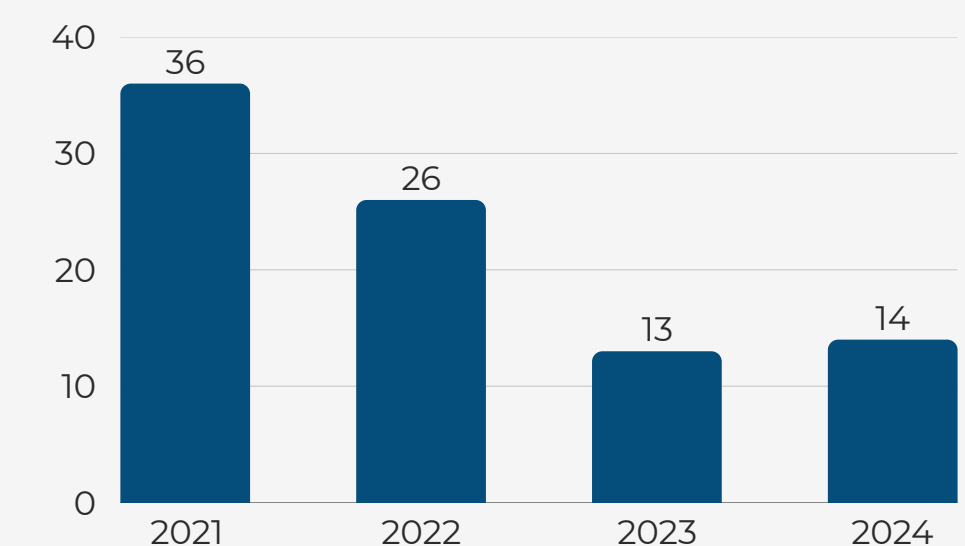
Dor Chemicals' organizational culture is built on trust, collaboration, and professional growth. The company believes that an engaged workforce contributes not only to business success but also to a stronger society. The Human Resources (HR) team, led by the HR Director in collaboration with senior leadership, oversees employee well-being, recruitment, and professional development.

Our on-going comprehensive human resources approach prioritizes talent attraction, employee experience, and organizational development. We systematically recruit diverse and talented professionals aligned with our core values, while continuously monitoring key performance indicators and employee satisfaction. Our strategy emphasizes open communication, facilitating meaningful dialogue between employees and management through weekly meetings with our CEO, structured performance reviews and feedback mechanisms. We ensure competitive compensation and benefits that meet living wage standards, maintain internal pay equity, and provide essential support services. This holistic approach aims to create a supportive, transparent workplace environment that nurtures individual growth and collective organizational success.

In 2024, Dor Chemicals switched to Synerion's advanced digital time and attendance management system, replacing emails and physical payroll reports. This system enables accurate tracking of work hours and absence, creates customized reporting, enhances operational efficiency, reducing paper use, and supports Dor's sustainability goals. Our WENDI LMS learning platform, active since 2023, is continuously updating new training modules to enhance employee knowledge and compliance. The WENDI LMS has been used in 2024, to train on various subjects as environmental safety, prevention of sexual harassment, cybersecurity and information security and many more.

The HR department's continuous efforts to enhance the employee experience have contributed to workforce stability and a reduction in turnover rates. Employment demographics included:

- New employees hired: 20
- Turnover rate: 14%



COMPLAINTS

In 2024, there was once instance of a lawsuit by an employee that resigned which was closed in a settlement.



EMPLOYEE HUMAN RIGHTS

At Dor, we comply with Israeli labor legislation and strictly prohibit child labor in any form. We embrace and adhere to global labor and human rights frameworks established by leading international organizations, including the ILO, UNGPs, and OECD standards. These commitments reflect our dedication to maintaining the highest ethical standards in our business practices.



4.1.2 EMPLOYEE GROWTH & WELL-BEING

In 2024, we were ranked again as the 6th best company to work for in Israel's chemical industry according to the **BDi Code**, and 11th according to **duns 100** in the Chemicals, Minerals & Refinery industry .

BDi
CODE

duns
100

4.1.3 CAREER DEVELOPMENT AND TRAINING

Professional Development

At Dor, we develop our annual training programs based on regulatory requirements and insights from employee performance reviews, leveraging our internal expertise where possible to give our team members opportunities to enhance their presentation and teaching abilities. Where needed, external professionals complement our training capabilities when specialized skills or regulatory compliance is required.

Key training initiatives in 2024 included:

- **Technical and safety training** such as first aid, hydrogen applications, environmental contamination detection, and more.
- **Leadership development** for enhancing management skills and operational decision-making.
- **Energy conservation and climate action training** was delivered to all employees by Sher Consulting & Training.
- **DEI awareness** as well as prevention of sexual harassment, which has a 100% employee participation rate.
- **Professional skills enhancement**, for example language proficiency, cyber security, and many more.

Additionally, our management team participated in dedicated ESG regulation sessions to ensure alignment with current sustainability and governance standards.



Performance reviews

Performance reviews at Dor engage every employee across all management levels with 100% participation, providing valuable opportunities for employees and supervisors to step back from daily operations, enabling deep reflection and meaningful dialogue about performance, communication, and career growth. Our periodic feedback policy, accessible to all through the Employee Handbook, clearly defines the evaluation criteria, and following each review, employees receive their results and are encouraged to provide their own insights and feedback. As part of this comprehensive process, professional development needs are identified through a direct dialog between employees and their supervisors, who then compile and recommend them to human resources. This two-way process cultivates an environment of open communication and mutual trust, reinforcing our shared dedication to each other's success.

Open dialog



Valuing open communication and employee perspectives, we offer multiple channels for meaningful dialogue. Beyond formal feedback mechanisms like employee surveys and monthly management-supervisor meetings, we've implemented informal communication platforms that encourage open dialogue. Our weekly sessions with the CEO provide a relaxed environment for employees to connect, share perspectives, and interact directly with senior leadership, fostering a culture of transparency and mutual understanding.

These open channels have led to tangible improvements in our workplace. One great example, production workers highlighted insufficient lighting for night shifts, an issue management promptly addressed by implementing a project to continuously upgrade and add appropriate lighting throughout the operational area.

This highlights our commitment to not just hearing employee feedback but taking concrete action to address concerns.



Employees Handbook

The Employee Handbook outlines the standards of ethical conduct and behavior expected of all employees within the organization. It defines the rules of conduct at all levels, including relationships with colleagues and external parties. The handbook covers key areas such as workplace discipline, safety, diversity and inclusion, ethics, and prevention of sexual harassment. This document serves as a guide for employees, promoting a respectful, safe, and ethical work environment. The handbook is reviewed and updated annually to ensure its relevance and alignment with current procedures and legal requirements. All employees, both new and existing, undergo mandatory training on these policies and acknowledge their review of the Employee Handbook through the Wendi LMS platform.

Total Employee Experience

Dor provides a competitive compensation and benefits package that includes:

- **Salary benchmarking:** Dor's employee salary is benchmarked against the Living Wage Project standards (see in the relevant section)
- **Comprehensive benefits:** We offer competitive salary packages going beyond legal obligations, from hiring through professional growth, and until retirement. These include education and pension funds, healthcare coverage, performance-based bonuses, rewards for attendance, gifts for long-standing employees, and retirement grants.
- The **ratio of remuneration** given to the highest salary earner in the company to median salary is 7.4 including salary, bonuses and other benefits
- **Work-life balance initiatives,** such as reduced working hours with full pay for new parents and flexible work arrangements.

Living wage project

At Dor, we are committed to providing fair and competitive compensation that supports our employees' quality of life. 100% of Dor's employees earn above the legal minimum wage in Israel, which currently stands at NIS 5,880 per month.

We benchmark our wages against the Living Wage Project standards, which define the minimum income necessary for employees to meet their basic needs with dignity.

Analysis of our 2024 compensation data reveals that 80% of our workforce received a base salary exceeding the highest monthly living wage threshold of 9,046 ILS, as established by WageIndicator.org. A small portion of our workforce (4%) had base salaries below the lowest monthly living wage threshold of 7,378 ILS. These figures reflect base salaries only and do not include additional benefits such as social security contributions, pension plans, overtime compensation, and other employee benefits. For more information about living wage standards, please visit [WageIndicator.org](https://www.wageindicator.org).

Wellbeing and satisfaction

We encourage open communication through various channels, among them are:

Annual employee satisfaction surveys – In 2024, 39% of employees responded. Scores remained high, though concerns about personal safety impacted on overall satisfaction.

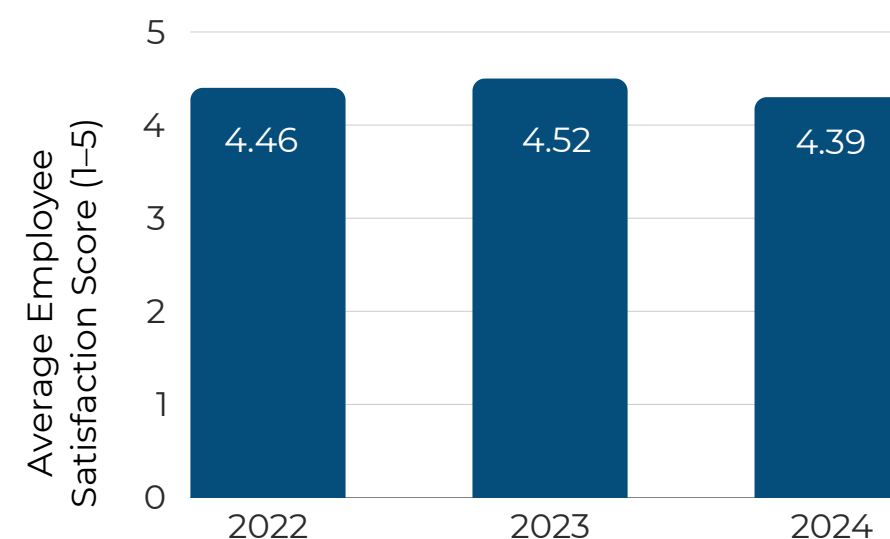
Regular performance reviews – Conducted for all employees, ensuring clear communication of expectations and career development plans.

Weekly CEO meetings – Informal sessions where employees can raise concerns and receive direct feedback from leadership.

Monthly supervisor meetings – Senior leadership engages with shift managers to address workplace challenges and improve processes.

In end of 2024, we conducted our annual employee satisfaction survey to give everyone a platform to anonymously voice their opinions and give feedback on their experience at Dor.

39% of all employees responded. The average score remains high, with a slight decrease mostly due to employee concerns about their personal safety during the turbulent situation in Israel.



4.1.4 ENCOURAGING DIVERSITY, EQUITY AND INCLUSION (DEI)

At Dor Chemicals Ltd, diversity, equity, and inclusion are fundamental to our corporate culture. We actively foster an environment that embraces individuals regardless of their gender identity,

age, ethnicity, cultural background, religious or political beliefs, language, family status, sexual orientation, or ability status. Our commitment to fairness and inclusion is unwavering, and we stand firmly against all forms of discrimination.

Operating a 24/7 facility requires exceptional coordination and understanding. We have developed a flexible work environment that balances operational requirements with our employees' diverse personal and religious needs. This balance is achieved through adaptable scheduling, including accommodations for various religious holidays and customized shift arrangements.

To ensure accountability and support, we maintain an open communication channel through our Human Resources department. Employees can report concerns via email or telephone, with guaranteed confidentiality and optional anonymity. All reports are handled with the utmost discretion and appropriate follow-up actions.



including frameworks established by the International Labor Organization (ILO), the United Nations Guiding Principles on Business and Human Rights (UNGPs), and the Organization for Economic Co-operation and Development (OECD). This includes strict adherence to child labor prohibitions, no forced labor or human trafficking, preventing harassment and the protection of fundamental human rights in the workplace.

At Dor, we celebrate life's important milestones alongside our employees. This year, we are proud to support two team members on maternity leave, reflecting our commitment to a workplace that values both professional growth and personal well-being. We look forward to welcoming them back and continuing to foster an inclusive environment where all employees can thrive.



Sivan Akiva, Accountant
and baby **Libi**
(one month old)

GENDER DIVERSITY

Dor Chemicals is committed to creating an equitable, inclusive workplace where every employee can thrive, regardless of gender. We recognize the industry-wide challenges in achieving equality in gender representation, and we continually strive to encourage women to join our company.

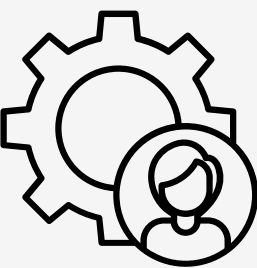
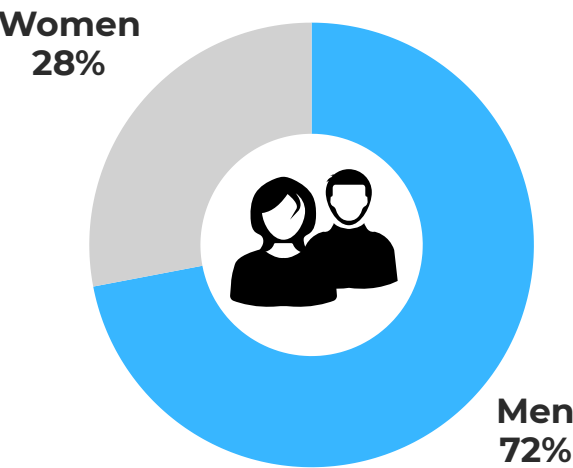
Currently, Dor maintains about 33% of women at our top management level and 42% at the middle management level.



In top management, male employees currently receive, on average, 16% higher compensation compared to female counterparts. Conversely, in middle management, female employees' compensation is approximately 12% higher than male employees. This is a result of Dor's lean management structure, with specialized management roles. Pay gaps can emerge from a complex interplay of historical, structural, and individual factors. Individual factors like specific technical expertise, previous experience, and strategic value to the company has created significant compensation variations.



It is emphasized that these disparities are unintentional and are the result of hiring histories, skill valuation dynamics, and individualized role assessments that have accumulated over the Dor's development. Dor Chemicals demonstrates its dedication to gender equality by embracing the United Nations Women's Empowerment Principles (WEPs). This framework guides our efforts to advance women's opportunities and representation across our workplace, business practices, and community engagement. Total unadjusted gender pay gap in 2024 was 1.9%, based on total compensation including bonuses and overtime.



Natalie Lavi

At Dor Chemicals, our commitment to professional excellence and continuous development is demonstrated by actions. In 2024, **Natalie Lavi**, a Process Engineer responsible for the water and fire suppression systems, successfully completed a certified Fire Safety Officer course.

As the only woman in our production department, where roles have traditionally been held by men, Natalie's accomplishment is particularly significant.

Her technical expertise and dedication to expanding her professional qualifications highlight our company's focus on equal opportunities. Natalie's role in industrial operations serves as a concrete example of how Dor Chemicals supports gender diversity in technical fields. Her success in obtaining this safety certification strengthens our operations while representing the importance of diverse perspectives in maintaining workplace safety. This achievement reflects our broader commitment to ensuring all employees, regardless of gender, have access to professional development opportunities that enhance both individual careers and company capabilities.



Natalie Lavi, Process Engineer

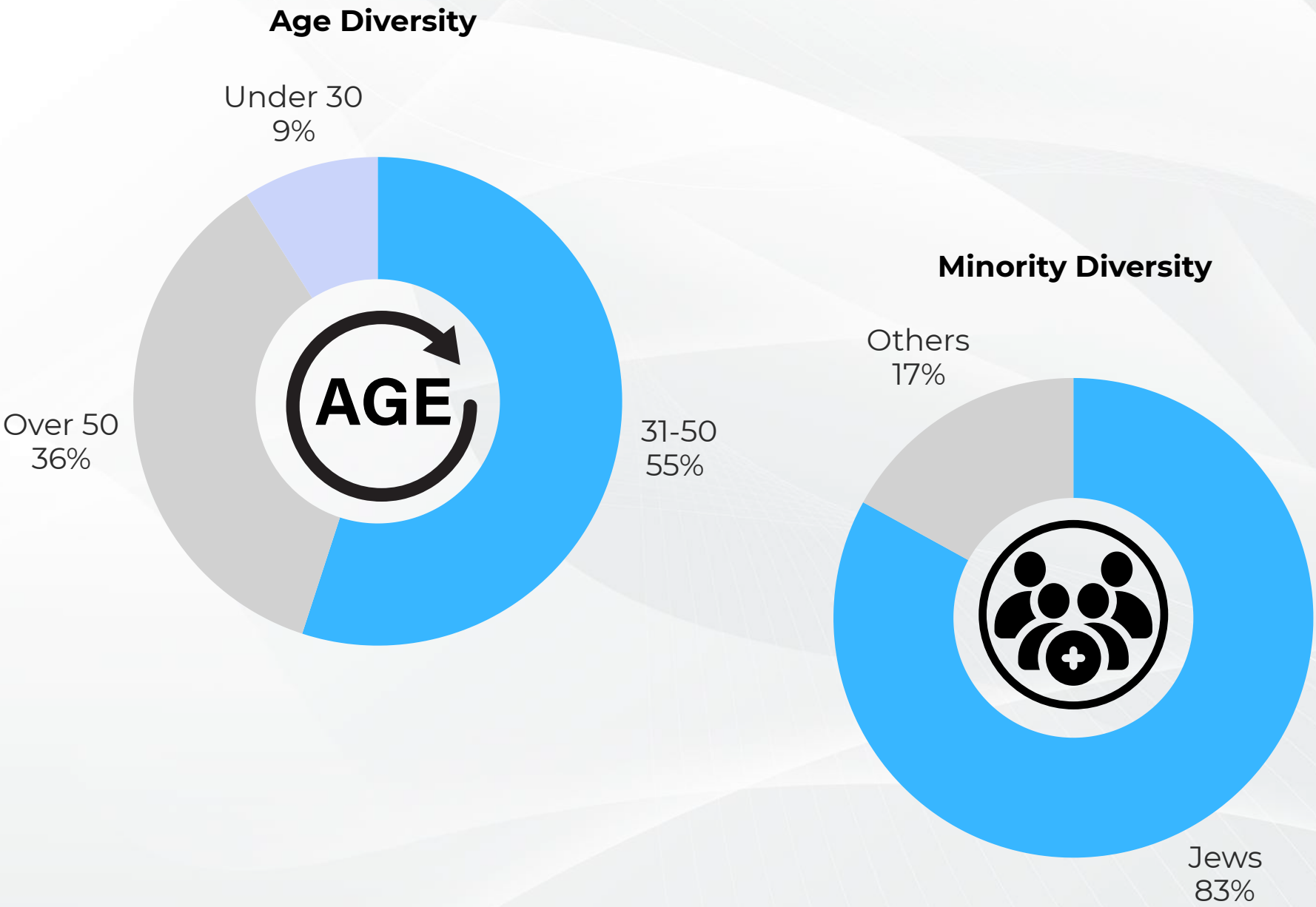


OTHER DIVERSITY INDICATORS

In 2024, our workforce continued to reflect our commitment to diverse representation. Minority groups constitute 17% of our total employee base, all in non-managerial positions, demonstrating our ongoing efforts to build an inclusive workplace.

We pride our age-diverse hiring practices, with 20% of our new team members being 50 years or older, maintaining an equal gender distribution among these experienced professionals.

Diversity Ages | Minorities



Advancing a culture of inclusion

At Dor, we foster an inclusive culture through comprehensive initiatives that embrace diversity at every level of our organization. Our commitment ranges from educational programs to weekly cross-organizational meetings that enhance understanding among our team members. We maintain robust policies to address concerns of unfair treatment, support workplace flexibility, and ensure equal opportunities for all employees.

This dedication to inclusivity extends beyond our workplace into community engagement, and is reinforced by our participation in the United Nations Women's Empowerment Principles (WEPs) program, with our ESG specialist receiving specialized gender-equality training to further strengthen our inclusive practices.



Policies covering Diversity, Equality, and Inclusion (DEI)

At Dor Chemicals, we are committed to fostering a dynamic and inclusive workplace through our comprehensive policies that promote flexibility and diversity. Our employees' Code of Conduct, which is reviewed and signed annually by all staff members and publicly accessible on our website, embodies our dedication to Diversity, Equity, and Inclusion (DEI) principles. We proactively adapt our management and employment policies to ensure ongoing fairness, legal compliance, and alignment with our organizational values, creating an environment that supports and respects all employees.



Policy Documents	
Recent documents outlining the company's commitment to environmental sustainability, social responsibility, corporate governance, and more:	
Dor Chemicals ESG Policy	Quality, Safety, Energy, and Environment Policy
Code of Ethics for Dor Employees	Gifts and Entertainment Policy
Download	
Human Rights Policy	Diversity, Equality, and Inclusion Policy
Supplier Code of Conduct	

4.1.5 WELFARE AND COMPANY ACTIVITIES

At Dor, we maintain a diverse calendar of activities that reflect our commitment to both professional development and social responsibility. Our annual schedule encompasses everything from structured management meetings and training sessions to cultural celebrations and community engagement initiatives. Beyond professional development, we prioritize our employees' wellbeing, through gestures such as gift cards, wellness packages, and restaurant vouchers to celebrate birthdays, holidays, and personal events, while also offering subsidized admission tickets for cultural and social institutions and events.

Throughout 2024, several significant company gatherings and events were organized to strengthen our corporate culture. Key highlights included a visit by student from the Chemical Engineering Faculty Students reinforcing our academic partnerships, our participation in the Israeli Memorial Service Ceremony demonstrating our commitment to national remembrance, the Women's Day 2024 celebration, and many more.

Dor Chemicals prioritizes employee well-being through various initiatives implemented in 2024. We provided holiday gifts, celebrated milestones, and offered Pilates specifically for our female employees as part of encouraging participation in sports. Family engagement remains important, particularly through our "Hello First Grade" event where employees' children receive backpacks with school supplies when starting first grade.

These efforts foster workplace community while supporting employees and their families beyond professional responsibilities.

Engineering Faculty Students Visit



"Hello First Grade" Event



Pilates Class



Company outings:

In celebration of Women's Day 2024, we organized a special day of wellness and team building for our female employees. The event combined relaxation with meaningful experiences, beginning with a luxurious breakfast in Tel Aviv, followed by spa treatments and group activities. The day had an added value with a visit to the Hostages Square, where each participant received a commemorative car magnet, before concluding with a celebratory lunch. This thoughtfully balanced program strengthened bonds among our team members while honoring both personal well-being and collective awareness.



Seventy-five Dor employees participated in a company-sponsored tour of the Gaza border communities. The group split into two: one visited Kibbutz Be'eri, guided by Lior, a survivor of October 7th massacre, who shared his personal story and showed his burned home. The second group toured Sderot's affected areas. All participants visited the Nova site, heard Chaim Rosenbaum's account of his daughter's survival, and concluded at the memorial in Tkuma. This powerful experience left a lasting impact on our team members. Beyond witnessing the reality firsthand, the tour strengthened connections among employees and deepened our collective understanding of recent events. All participants expressed their appreciation for this meaningful initiative.



4.1.6 HEALTH & SAFETY

safety

Ensuring a safe working environment is a core component of the company's ESG strategy. The occupational health and safety framework is designed to identify, mitigate, and prevent workplace hazards while fostering a culture of continuous safety improvement.

The following measures were implemented to enhance workplace safety and risk management:

Job Safety Analysis (JSA) Execution

The company conducted several Job Safety Analysis (JSA) sessions during 2024 to assess high-risk tasks systematically on several locations in our facility. JSA activities focused on evaluating potential hazards associated with specific job roles and developing preventative measures to reduce workplace incidents.

Specific initiatives included:

- A risk survey conducted at the company's automotive maintenance workshop.
- Enhanced hazard identification processes in facilities handling hydrogen and MTBE.
- Ongoing monitoring and mitigation of occupational exposure to noise and hazardous substances.

Applying the JSA method includes checking compliance with laws, regulations, standards and other requirements relevant to our industry and operational facility, as outlined in our risk assessment policy (04-01-003).

Safety Committees and Engagement

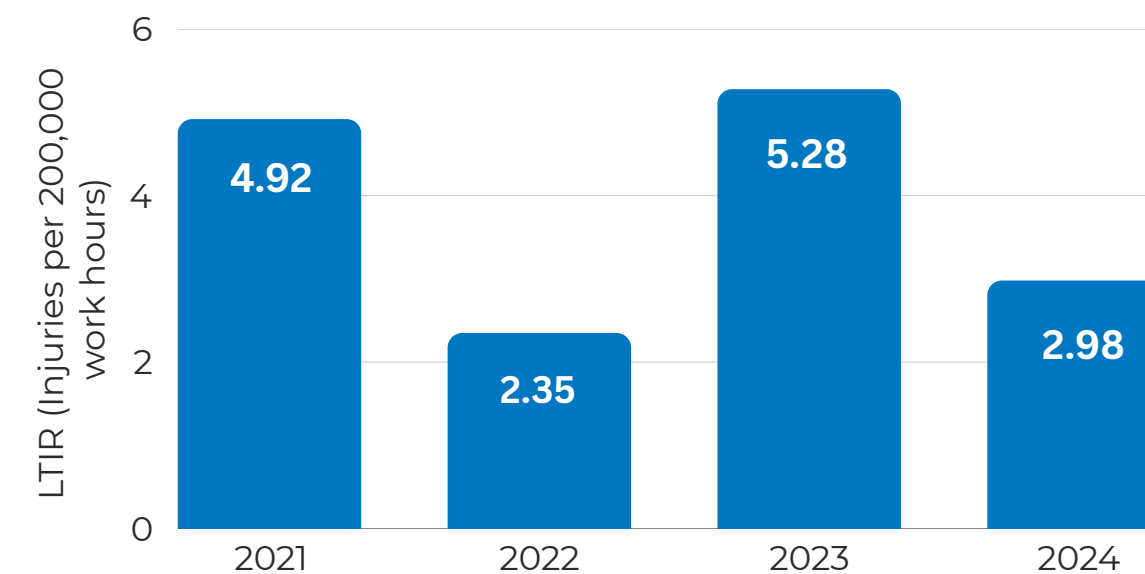
The company held nine safety committee meetings, focusing on improving the workplace safety culture and addressing critical safety concerns.

Notable actions included:

- A revised format for safety committee meetings to enhance participation and effectiveness.
- Increased management and employee presence in safety forums to promote engagement.



WORKPLACE SAFETY PERFORMANCE



Despite our continued significant investments in workplace safety, workplace injuries still occur in our industry. Each incident is recorded, rigorously investigated, and used to refine safety policies and procedures. Additionally, to proactively identify and mitigate risks, all employees are required to report near misses, events that could have led to safety incidents, allowing the company to address potential hazards before they escalate.

In 2024, four workplace injuries were recorded, leading to a total loss of 33 working days. Additionally, there were 14 near-misses, highlighting opportunities for further risk mitigation.

This data exemplifies a reduction in workplace injuries and lost workdays compared to 2023, as well as a reduction in the severity rate.

Dor also employs contractors for on-site work daily, including regular on-site contractors, and in 2024, two accidents and five near-misses involved contractor personnel, all of which were linked to failures in following safety procedures. To address contractor-related safety concerns, the company has enforced stricter compliance measures and training requirements. Contractors receive safety training from designated personnel, and all near-miss incidents, regardless of organizational affiliation, are addressed with appropriate actions such as information sharing, guidance, and work stoppages when necessary.

As part of our commitment to workplace safety, work permits and execution instructions are systematically managed to ensure compliance with safety regulations and best practices. In 2024, the Safety Officer issued approximately 300 work permits for tasks requiring special safety measures, such as high-risk operations, confined space entry, and hot work. Additionally, around 1,200 execution instructions were provided to guide employees and contractors in performing tasks safely and efficiently.

To reduce incidents, Dor is strengthening safety awareness through monthly safety meetings and ensuring minimum 8 active safety committees (In 2024, Dor Chemicals held 9 safety committee meetings). In 2024, our CEO proposed incorporating recent near-miss incident reports into all safety committee meetings, providing a platform to discuss past incidents and lessons learned. It is important to emphasize that for all near-miss incidents, regardless of organizational affiliation, appropriate actions are taken based on the nature of the event, including providing information, guidance, and, when necessary, temporarily stopping work to mitigate risks effectively.

Safety Meeting



At the end of 2024, we restructured its Safety Committee to increase employee and managerial participation in the discussions. The new format allows for open dialogue and encourages active engagement thus making safety discussions more dynamic and collaborative. This change enhances safety awareness, strengthens accountability, and ensures that diverse perspectives contribute to continuous safety improvements across the organization.

This structured approach helps mitigate risks, enhance operational safety, and reinforce our proactive safety culture by ensuring that all high-risk activities are conducted under strict supervision and clear procedural guidance.

As part of our ongoing commitment to workplace safety, our goal for 2025 is to increase the reporting of near-miss incidents.



Identifying and documenting more near-misses enables us to proactively address potential hazards before they escalate into actual injuries. By fostering a safety culture that encourages employees to report these events, we can implement targeted preventive measures, strengthen workplace safety protocols, and ultimately reduce the overall risk of workplace accidents.

SAFETY TRAINING

Dor places a strong emphasis on employee safety, knowledge development, and operational preparedness through structured training programs. In 2024, significant efforts were made to enhance employees' technical skills, emergency response capabilities, and risk awareness. A comprehensive safety training program was conducted to ensure employees are equipped with the knowledge and confidence to handle emergency situations effectively, minimizing risks to personnel, facilities, and the environment. Recognizing that industrial operations involve complex safety challenges, we implemented a structured and scenario-based training approach, covering a broad range of emergency situations, including hazardous material incidents, fire safety, evacuations, and crisis management. These exercises were designed to enhance our employees' ability to respond quickly and efficiently while reinforcing compliance with local safety regulations and international best practices.

- Emergency Response Training: Annual drills conducted with national emergency response units, focusing on hazardous material incidents, fire response, and evacuation procedures.
- Specialized Safety Courses, including safety trustee training, first aid certification for 17 employees, working at heights training to ensure compliance with the industry's best practices and more.
- Full-scale evacuation drills were conducted to simulate various emergency scenarios, including earthquakes, chemical leaks, and general plant evacuations.
- Site specific training to ensure that employees are familiar with their specific response protocols.
- Annual Large-Scale Emergency Exercise: A full-scale emergency response drill involving 70 employees was carried out in coordination with external rescue and emergency response teams, ensuring seamless collaboration between internal safety personnel and external authorities.
- Every visitor entering the operational area or performing hazardous work must complete a safety presentation at the plant gate screen, valid for one year. Company employees and all external workers performing tasks that require a work permit or an execution instruction undergo safety training before starting work, and the work permit or execution instruction is signed only after the training is completed.

The training program engaged employees across different departments, with sessions ranging from one to four hours based on the complexity of the scenario. Through this proactive approach, Dor Chemicals continues to create a strong safety culture, ensuring that all employees are well-prepared to respond effectively in times of crisis.

Annual Emergency Exercise



REGULATORY COMPLIANCE AND AUDITS

In 2024, targeted investments in infrastructure, equipment, and risk mitigation measures to improve safety conditions, upgrading critical protective gear, and enhancing emergency response capabilities.



Key investments include:

01. **Upgraded Protective Equipment:**

Upgraded helmets, anti-static clothing, and portable gas detectors to enhance worker protection in hazardous environments.

02. **Emergency Preparedness Enhancements:**

New fire hydrants, an upgraded emergency response kit, and additional ventilation equipment to improve air quality and minimize exposure to hazardous substances.

03. **Infrastructure and Facility Improvements:**

Fencing hazardous areas, renovating offshore storage tanks, and installing dedicated emergency rooms.

04. **Technology and Monitoring:**

Implementation of an advanced vapor extraction systems for welding operations, new communication devices such as two-way radios for emergency coordination, and safety audits to align with regulatory standards.

Expanding Safety Awareness Through Industry Tours

As part of our ongoing efforts to enhance workplace safety, improve risk awareness, and strengthen best practices, Dor Chemicals relaunched the "Industry Tours" initiative for safety trustees in 2024. This initiative, which resumed as the warmer months returned, **reflects our dedication to proactively learning from high-risk industries and adopting advanced safety protocols to create a safer work environment.**

After extensive planning and coordination, a safety tour was successfully organized at Haifa Airport in 2024, following the 2023 industry tour at Haifa's Bay Port. These visits expose safety trustees to complex, high-risk operational environments, allowing them to observe firsthand how other industries manage occupational safety, implement emergency response plans, and address hazards effectively.

The objective of these tours is to broaden safety knowledge, promote knowledge-sharing across industries, and encourage the adoption of innovative safety solutions.

By learning from organizations that operate under strict regulatory and operational requirements, safety trustees gain valuable insights into advanced risk mitigation strategies, emergency preparedness, and compliance with evolving safety standards. Furthermore, these visits foster a culture of safety leadership within Dor Chemicals, as trustees return with practical takeaways and recommendations that can be applied internally to improve training programs, refine workplace procedures, and reinforce a proactive approach to hazard prevention. By integrating external learning experiences into our internal safety framework, Dor Chemicals demonstrates its commitment to maintaining the highest safety standards, reducing workplace risks, and continuously evolving its safety management practices to protect employees, contractors, and surrounding communities.



Regulatory Compliance and Audits

Dor is committed to maintaining the highest safety and environmental standards

by adhering to regulatory requirements and conducting regular audits. In 2024, extensive efforts were made to ensure compliance with national and industry-specific safety regulations, including proactive inspections, certifications, and corrective actions:



Government Inspections: Regulatory bodies, including the Ministry of Labor, conducted site inspections, with the company promptly addressing identified issues to maintain compliance.

Environmental and Occupational Monitoring: Regular hazardous material exposure assessments, noise monitoring, and radiation tests were conducted to ensure a safe working environment.

Work Permit and Safety Documentation: Over 1,200 work instructions and 300 work permits were issued, ensuring that all high-risk activities were properly assessed and controlled.

By maintaining rigorous compliance and audit procedures, the company ensures workplace safety, environmental responsibility, and operational resilience, aligning with both legal requirements and industry best practices.

LOOKING FORWARD

Dor is planning additional measures in 2025 to further enhance workplace safety, including:

- **Conduct** 5 JSAs at 10 stations
- **Increasing Management Engagement:** through participation in safety committees and forums to promote a stronger safety culture.
- **Expanding Capacity building and training:** Update protocols and enhanced training materials, hazard identification and emergency preparedness exercises to ensure readiness for unforeseen incidents as well as new training resources.
- **Expanded Safety Investments:** Additional personal protective equipment, new pedestrian pathways ("Green Wave" project), installation of an additional weighing system in the drum-filling area to prevent overloading incidents, and upgraded fire protection systems.
- **Strengthen Hazardous Material Management:** Continue radon gas monitoring in protected areas and refine protocols for handling flammable and toxic substances.
- **Risk Assessment and Compliance:** Continued investments in safety audits, risk surveys, and contractor oversight to ensure compliance with industry standards and proactively address potential hazards.

Through these initiatives, the company remains committed to continuous improvement in workplace safety, reducing operational risks, and fostering a secure working environment for all employees and contractors.



4.2 LOCAL COMMUNITIES

At Dor Chemicals Ltd., we believe in making a real difference in our community through meaningful action. Our role as both a global company and local employer shapes the lives of people around us.

We prioritize local hiring and suppliers, organizing volunteer activities, providing financial support to important causes, and creating programs for disadvantaged communities



In 2024, we deepened our community impact through many social initiatives. Our employees contributed many of volunteering hours as well as monetary donations, essential products and equipment to support local communities. These efforts reflect our core values of inclusion, empathy, and embracing diversity. We aim to foster this spirit of giving among our team members and plan to expand our community engagement in the years ahead.

This year has given Dor plenty of opportunities to give back to the communities surrounding it. Just to name a few:

- **Food packages** are distributed twice a year, with about 20 of our employees participating.
- The company hosts **student visits**, which include an overview presentation and a facility tour.
- A **toast-raising ceremony** is held with the *Enosh Association*, featuring a guest artist and refreshments, attended by management and employees.
- On several occasions, we have invited members of the community to share their knowledge and experiences with us, one **memorable lecture** was presented by a daughter of Holocaust survivors.
- To mark **300 days since the hostages were taken**, work was paused for half an hour for an employee ceremony.
- Hosting the **Hydrogen Valley Forum** with about 30 of our employees participating.
- During Hanukkah, the company **donated donuts** to Holocaust survivors and children from underprivileged families.
- **Partnership with Enosh Mental Health Association** includes donating a Defibrillator, hosting joint celebrations, and organizing community events in Kiryat Yam.

We do not participate in politically-oriented initiatives or donations.



Dor Chemicals maintains an ongoing and meaningful partnership with **Enosh**, Israel's leading mental health organization that has provided vital community-based rehabilitation services for over 40 years. As part of our corporate social responsibility (CSR) efforts, we have chosen to collaborate specifically with Enosh's Kiryat Yam branch, located near our facilities, to maximize our impact and foster a stronger connection with the local community.



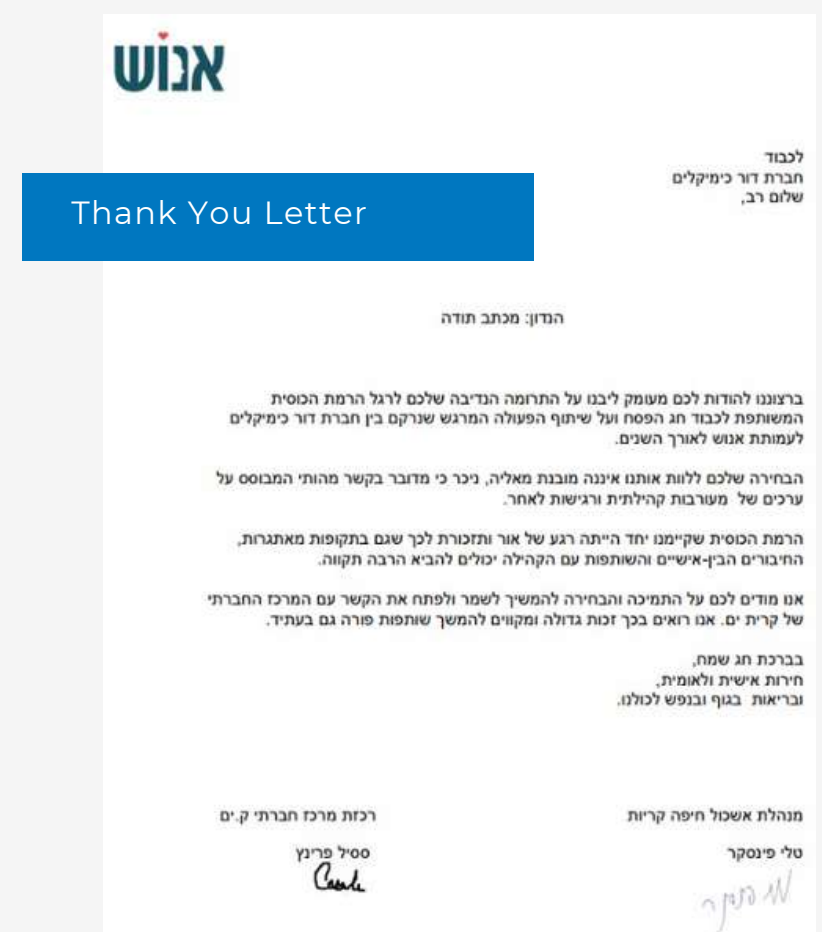
On International Human Solidarity Day, the company demonstrated its commitment to mental health support through several initiatives. This includes providing essential lifesaving equipment through the donation of a defibrillator, and strengthening personal connections through shared celebrations, and organizing community events in Kiryat Yam for individuals with psychosocial disabilities.

As part of our volunteering activities ahead of Passover, Dor Chemicals organized a special community event at the Enosh center, which included:

- A drumming circle workshop featuring drums from around the world, creating an engaging and inclusive activity.
- A donation of festive refreshments, generously provided by Dor Chemicals.
- Active participation of Dor employees, alongside Enosh staff and individuals managing mental health challenges, in shared activities that fostered personal connections and strengthened community bond.

Additionally, Dor Chemicals contributed to a joint activity for Rosh Hashanah at the Enosh Kiryat Yam center.

Our collaboration with Enosh is ongoing, and in 2025, we will continue to expand this partnership through additional joint events during holidays, further reinforcing our long-term commitment to social responsibility, inclusivity, and community well-being.



At Dor Chemicals, we are committed to community engagement and environmental stewardship, partnering with 'Beautiful Israel' since 1980. As a global organization and local employer, we prioritize local hiring, supplier support, and community investment.



Since the beginning of the competition, Dor Chemicals Ltd has been awarded '5 stars of beauty' every year, in addition to receiving 'gold stars', and the 'flag of beauty' that is handed out to the manufacturing plant of the year. This rating is in recognition of the high standard of cleanliness and care in our plant both within and outside of the production area.

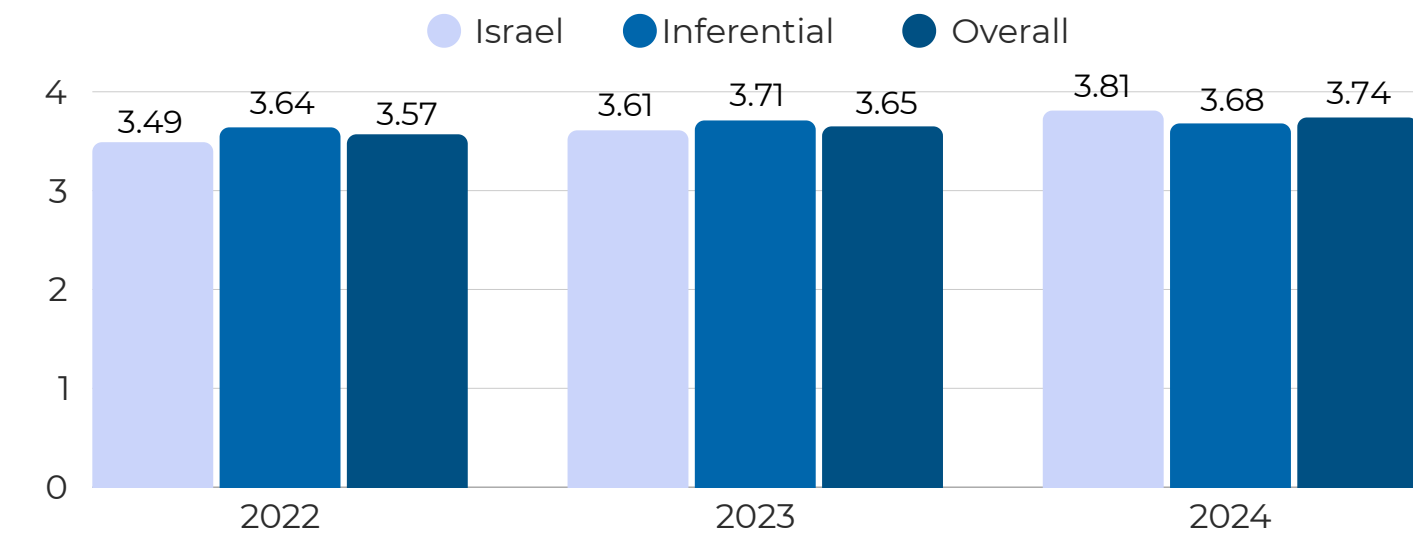
In 2021, we won the '40 year' shield award for 40 consecutive years of winning 5 stars of beauty. As in last 44 years, in 2024 we won the 'flag of beauty' and were named the **'Most Beautiful Plant in Israel'**.

4.3 OUR BUSINESS COMMUNITY

Dor Chemicals recognizes that strong business relationships are fundamental to achieving long-term sustainability. The company is committed to fostering responsible partnerships with customers and suppliers, ensuring that its products meet the highest quality and safety standards while maintaining ethical and sustainable procurement practices.



4.3.1 CUSTOMERS RELATIONS



To ensure an objective and measurable assessment of customer satisfaction, the overall score presented in the accompanying graph is derived from the average rating across seven key survey questions. These questions evaluate critical aspects of the customer experience.

Each response was rated using a four-tier satisfaction scale where "Excellent" received a score of 4, and "Bad" a score of 1. The final score was calculated as a weighted average according to the total number of responses. This approach ensures a clear and transparent measure of overall customer satisfaction.

The survey provided valuable insights for continuous improvement. Among Israeli customers, 14% highlighted opportunities for enhanced delivery timeline adherence and product packaging improvements, compared to 14% in 2023. Similarly, among international customers, 12% raised similar concerns in 2022, demonstrating a year-over-year improvement in customer satisfaction. These insights are being reviewed as part of our ongoing efforts to optimize logistics and enhance customer experience.

This methodology ensures a clear and transparent measurement of customer satisfaction trends over time, allowing us to track improvements, identify areas for enhancement, and maintain high service standards.



Our year-over-year analysis indicates a consistent upward trend in overall customer satisfaction scores,

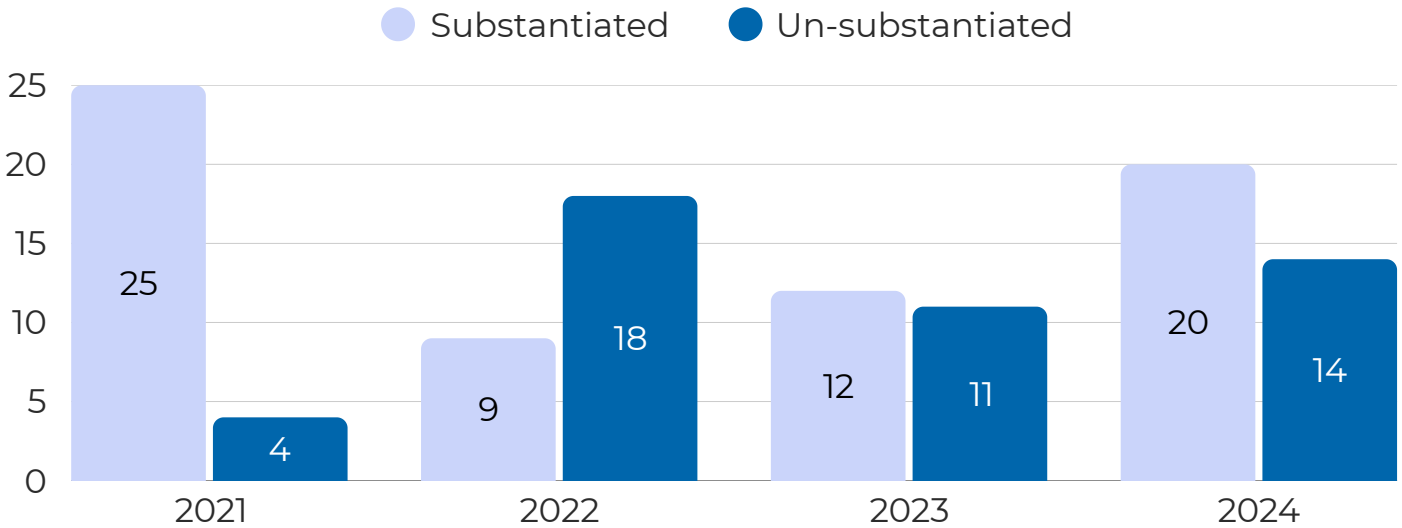
as illustrated in the accompanying graph. Additionally, since 2022, our customer satisfaction surveys have consistently included ESG-related questions, and no concerns regarding Dor's ESG practices have been raised. This reflects our customers' confidence in our sustainability approach and responsible business conduct.

By leveraging these insights, we remain committed to implementing continuous improvements based on customer feedback, ensuring sustained excellence in product quality, service responsiveness, logistics efficiency, and ESG performance.

4.3.2 CUSTOMER COMPLAINTS

Responding to customer complaints is a crucial part of maintaining the quality and excellence of our products and services. In 2024, we continued to review and improve our customer complaint investigation process, which is managed by our ERP SAP.

During 2024, we received 34 customer complaints. All of them were investigated and documented. Twenty were substantiated.



4.3.3 PRODUCT RESPONSIBILITY

Dor is committed to ensuring that its products meet the highest quality and safety standards while providing customers with essential information for responsible use.

Key measures include:

- Rigorous quality assurance protocols that govern production and distribution.
- Comprehensive Safety Data Sheets (SDSs) for all products, detailing safe handling, storage, and disposal instructions, particularly for hazardous substances.
- Proactive customer education initiatives, with the QC and QA Manager engaging regularly with customers to discuss safety, compliance, and best practices for product use.

Dor continues to strengthen its product stewardship approach by integrating customer feedback into quality improvement processes and ensuring that safety and regulatory compliance remain top priorities.

4.3.4 SUPPLY CHAIN PARTNERSHIP

Dor’s commitment to sustainability extends across its entire supply chain. The company actively collaborates with suppliers to uphold high ethical, environmental, and quality standards, with a strong emphasis on local procurement, ESG compliance, and supplier engagement.

Dor places a strong emphasis on local procurement, prioritizing suppliers from domestic and regional markets wherever possible.

By sourcing locally, the company supports economic growth, job creation, and business development within the communities where it operates. Additionally, reducing transportation distances contributes to lower greenhouse gas (GHG) emissions, aligning with Dor’s broader sustainability and carbon footprint reduction objectives. To strengthen supplier engagement, Dor conducts regular audits, and sustainability-focused dialogues, enabling transparency and accountability across its supply chain. Through these efforts, Dor continues to drive positive environmental and social impact, reinforcing its role as a responsible industry leader.

PROCUREMENT STRATEGY

Dor maintains a structured approach to sustainable supply chain management, balancing local sourcing with global expertise to ensure supply chain resilience. In 2024:

- 90% of suppliers were local, demonstrating Dor’s commitment to supporting the Israeli economy.
- Total procurement spending exceeded 390 million ILS, with 57% allocated to local suppliers.
- Dor engaged with 731 local suppliers and 87 international partners, reflecting a broad, diverse and resilient supply network.

Dor’s supplier selection and monitoring processes involve rigorous due diligence to evaluate compliance with product quality, delivery schedules, and documentation requirements. The collected data is compiled into a metric accessible to procurement and relevant managers (e.g., technical and packaging supplies), aiding in informed decisions on future supplier engagements.

SUPPLIER ENGAGEMENT

Dor recognizes that responsible supply chain management extends beyond procurement and requires continuous engagement with suppliers to promote ethical business practices, environmental responsibility, and regulatory compliance. The company works collaboratively with its suppliers to improve sustainability performance, ensuring alignment with Dor's Supplier Code of Conduct and ESG principles.

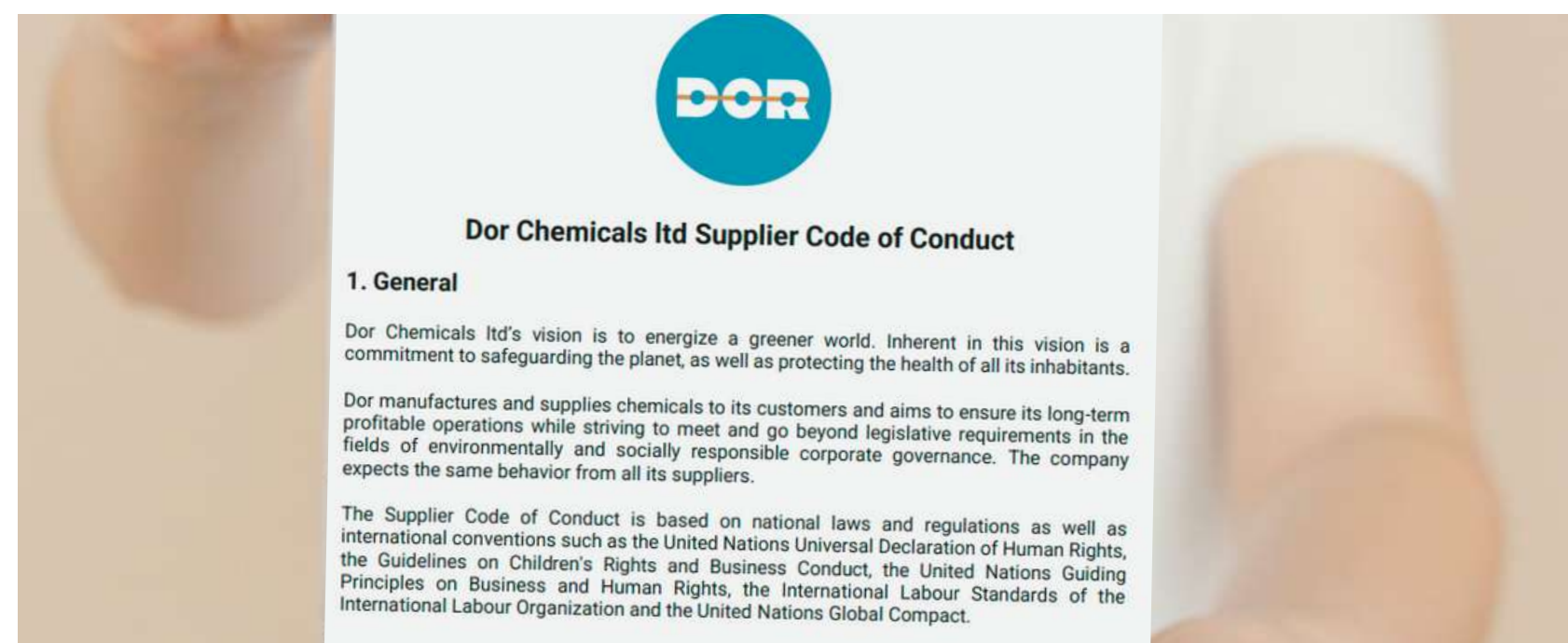
Supplier Code of Conduct

Dor's Supplier Code of Conduct outlines the company's expectations regarding ethical behavior, environmental stewardship, and social responsibility. This code is shared with all suppliers as part of the onboarding process and is reviewed biennially to ensure alignment with evolving regulatory and industry standards.

The key principles of the Supplier Code of Conduct include:

- Labor and Human Rights Compliance
- Environmental Responsibility
- Ethical Business Conduct
- Health & Safety Standards

All suppliers are required to acknowledge and commit to the principles outlined in the Supplier Code of Conduct. Dor actively monitors supplier compliance through self-assessments, site audits, and performance evaluations.



Supplier Engagement and Capacity Building

In 2024, Dor implemented several initiatives to support suppliers in improving their ESG performance and meeting compliance standards:

Expanded supplier assessments

All key suppliers were required to complete an ESG compliance questionnaire, covering topics such as labor rights, environmental management, and ethical business practices. This assessment serves as a basis for evaluating potential sustainability risks and identifying areas for improvement.

On-site supplier audits and compliance verification

Dor conducted three on-site audits, providing direct feedback to suppliers on enhancing their environmental and social responsibility measures. These audits focused on workplace safety, emissions management, and labor conditions, ensuring compliance with regulatory and company standards. All the audits were satisfactory and without issues of non-compliance.



Supplier training and education initiatives

Dor hosted an ESG-focused webinar, "From Challenge to Opportunity," in collaboration with *BDO Israel LTD*, led by Sivan Lachman, MSc. The webinar provided suppliers with guidance on: Sustainable supply chain management strategies, Risk mitigation in relation to environmental and labor compliance and an overview of Carbon taxation policies and their implications for procurement. Suppliers were encouraged to adopt proactive sustainability measures, with several commitments to enhanced ESG reporting and compliance processes. Internal Dor Chemical's buyers also attended this training session as part of our sustainable purchasing efforts.



Dor's supplier engagement action plan is designed to create a mutually beneficial, sustainable supply chain, ensuring that all partners operate in an ethical, transparent, and responsible manner. The company remains committed to strengthening supplier development programs and further expanding ESG-related requirements in the years ahead.

Conflict Minerals Declaration

The Conflict Minerals Declaration is a critical component of ethical supply chain management that requires companies to disclose their use of minerals sourced from areas with high exposure to human rights violations. By implementing rigorous due diligence and verification processes, companies demonstrate their commitment to responsible sourcing, respect for human rights, and avoidance of contributing to conflict—ultimately creating more sustainable and ethical global supply chains.

LOOKING FORWARD

Dor remains committed to strengthening its business community engagement by focusing on:

Customer Relations Enhancements

- Expanding customer engagement to provide more proactive service and communication.
- Implementing improvements in delivery timelines and packaging based on 2024 survey feedback.
- Strengthening ESG-related transparency in customer interactions.

Supply Chain Sustainability Improvements

- Expanding our supplier ESG compliance program, distributing assessment questionnaires to 60% of our extensive supplier base, with a 10% response rate.
- Expanding sustainability audits to another sector.

Dor's long-term vision prioritizes responsible business practices, continuous improvement, and strong partnerships to create a more sustainable and resilient supply chain while ensuring customer satisfaction and product excellence.

4.4 CONTINUITY AT TIMES OF WAR

In October 2023, DOR demonstrated exceptional organizational resilience during a severe national security crisis. The company's rapid response and robust emergency protocols ensured continuous operations while prioritizing employee safety and well-being. Within hours of the crisis onset, leadership activated the company's control room and implemented comprehensive emergency procedures.

In 2024, these activities continued with the escalation of security incidents along the Northern border of Israel resulting in prolonged reserve military service, thousands of displaced citizens, some of our own employees, hundreds of people kidnapped to Gaza by Hamas – all resulting in increased pressure on our employees and their families.

4.4.1 LEADERSHIP RESPONSE

Management demonstrated proactive crisis leadership throughout the period by maintaining direct and constant communication with affected employees, implementing immediate safety protocols as situations evolved. The focus remained on ensuring business continuity while prioritizing employee safety and support above all else.

4.4.2 EMPLOYEE PERSONAL SAFETY AND SUPPORT

Since October 7th, 2023, organizations in Israel, including Dor, faced significant challenges due to the Israel-Hamas conflict. As a vital factory in times of emergency, Dor had to devise strategies to maintain high functionality and business continuity, while responding with flexibility and empathy towards its employees. We demonstrated our commitment to supporting our team during difficult times through several initiatives: enabling remote work with full pay for non-essential onsite staff during the first two weeks, providing wellness kits and restaurant vouchers to employees affected by conscription, and conducting weekly check-ins to stay connected with team members experiencing significant changes in their circumstances. These measures reflected our dedication to maintaining both operational excellence and employee well-being during challenging times.

The company provides support and assistance to employees and their family members who were called up for emergency military service. Three employees have kindly agreed to share their personal stories and perspectives.

Itay Maoz, an employee at Dor's agricultural department, living in *Kibbutz Nahal Oz* that was nearly destroyed in the October 7th raid by Hamas, **Gil Ben Yehuda** who has served 116 on reserve duty during the last 15 months and **Sivan Akiva**, who's husband has been called on lengthy army reserve duty since Iron Sward's war has been declared on Israel.



Itay Maoz

An employee at Dor's agricultural department has shared his story and personal perspective on the rehabilitation of his Kibbutz during Iron Sward's War. As a member of Kibbutz Nahal Oz for 30 years and a current employee at Dor Chemicals' Agricultural Department, I've dedicated my life to agriculture in Israel's western Negev. Our community, situated along the Gaza border, has faced numerous challenges throughout its 71-year history, but nothing could have prepared us for October 7, 2023, when Hamas terrorists inflicted devastating damage on our farms, communities, and most tragically, our people. Many of my friends and colleagues – farmers who dedicated their lives to making the desert bloom – were murdered or kidnapped that day.

Yet, our resilience prevails. Working together with local farmers, Dor Chemicals has played a crucial role in rehabilitating the damaged agricultural lands. Through our soil disinfection technology and the tireless efforts of our professional teams, we've helped restore over 95% of the agricultural areas to full activity. Today, as I look out over the western Negev's wheat fields painting the landscape in fresh green, I see more than just crops – I see hope and renewal. Our farmers have returned to their fields, growing everything from peanuts to potatoes, proving that even in the face of unimaginable tragedy, the spirit of agriculture and community endures. This revival isn't just about food production; it's about healing our land and our people.

"This group of youth, sitting in Nahal Oz, carries on its shoulders the heavy gates of Gaza, gates behind which hundreds of thousands of eyes and hands are crowded, praying for our weakness to come, so they can tear us to pieces – have we forgotten this? We know that for the hope of destroying us to die, we must be, morning and evening, armed and prepared" (Moshe Dayan's speech – Nahal Oz 30.4.1956)



Gil Ben Yehuda

When Gil received the call for reserve duty, he had barely settled into his new role at Dor Chemicals. Despite his initial concerns about leaving so soon after starting - and whether his position would still be there when he returned - Gil served an astonishing 116 days in army reserve duty.

During this challenging period, while managing his responsibility as an army commander and maintaining critical military equipment, he also had to balance his mind between his new workplace and his family, who eventually had to relocate to Netanya for security reasons.

Gil's experience reveals both the challenges and opportunities for companies supporting employees during military service. Gil was supported by his direct manager's understanding and reassurance that his position at Dor was secure. He was especially impressed by the feeling of communication that shows the workplace remembers and values them, especially during extended absences and emergencies. Upon his return, Gil's commitment to Dor was evident as he came to work even during his designated vacation time, demonstrating how supporting employees during their reserve duty creates lasting loyalty and dedication.



Sivan Akiva

Sivan shares: As a mother of two young children at Dor Chemicals, I experienced firsthand the challenges of balancing work and family life while my husband served multiple rounds of reserve duty during this period. Managing our household, caring for our 3-year-old and 1-year-old, and maintaining their routine became my primary focus, even as I worked to fulfill my responsibilities as the company's accountant. The emotional toll was significant, especially on our eldest child, but we learned to adapt and find new ways to cope with each passing day. Through it all, the support of our extended family proved invaluable in helping us maintain some sense of normalcy.

What truly made a difference was how Dor Chemicals, and especially my direct manager, supported me through this challenging time. They showed remarkable understanding and flexibility, allowing me to adjust my work hours and location as needed to accommodate my family's changing needs. This wasn't just about policies - it was about genuine care and understanding. When I needed to leave early or work from home, there was always support and understanding, even as I worked to ensure my professional responsibilities were met. This kind of workplace support meant everything to me and my family during this period. It showed me that Dor isn't just a workplace - it's a community that truly understands and supports its people when they need it most.



4.5 LONG-TERM RESILIENCE PLANNING

Despite unprecedented challenges, DOR maintained operational continuity through several key initiatives. The company strengthened its emergency protocols and adapted workplace safety measures to meet evolving needs. Supply chain management remained uninterrupted, ensuring consistent service delivery to customers. The company enhanced facility security measures and maintained essential operations throughout the crisis period. The crisis has led to several strategic improvements in DOR's operations and planning. The company has enhanced its emergency response protocols and strengthened its business continuity planning processes. Communication systems have been improved to ensure more effective crisis response. Advanced safety measures have been implemented across all facilities. The company has reinforced its community support networks to better prepare for future challenges.



This period demonstrated DOR's commitment to its core values of employee care, operational resilience, and community support.

The company's response highlighted the importance of strong organizational culture and effective crisis management in maintaining business continuity while supporting stakeholder needs during unprecedented challenges.



5. GOVERNANCE



Governance

Board of Directors
Business Ethics
Remuneration Policy
Site licences and certifications
Risk Management
Privacy and Data Protection
Climate Risk

Dor Chemicals, a privately owned international company, is committed to the highest global standards, environmental sustainability, employee well-being, and community service. Good governance and ethical behavior are foundational to realizing this vision. We operate in accordance with the law and adhere to robust governance principles, as evidenced by our compliance with relevant ISO certifications.

0

incidents
in 2024

In 2024, there were no incidents of non-compliance with laws governing environmental, social, marketing, labeling, or ethical conduct. We maintain our membership in the United Nations Global Compact to engage with best practices in ESG and the SDGs.

We uphold a zero-tolerance policy for fraud, corruption, and bribery, extending to all employees and third parties. This is supported by a culture of transparency, robust internal controls, and due diligence on third-party providers.



5.1 BOARD OF DIRECTORS

The Board of Directors provides strategic oversight of Dor's operations, ensuring long-term resilience and sustainable growth. The Board works closely with management to develop and implement the company's vision and policies while maintaining robust supervision of their execution.

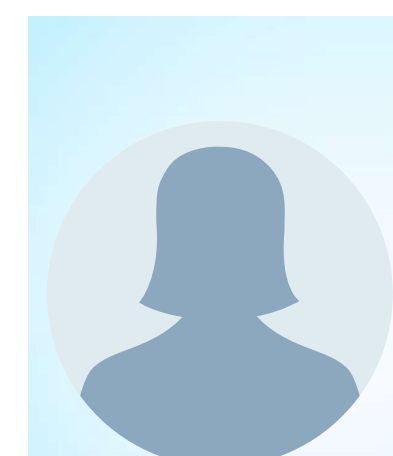
As of 2024, our Board comprises four directors, including three men and one woman, under the leadership of our Chairman, Mr. Gil Dankner, who is also an owner and active Chairman.

The other members include Ms. Aviva Dankner (Owner), Mr. Gabi Rubin (External Company Advisor), and Adv. Lior Shmueli, an external advisor who is also involved in Dor Motors operations.

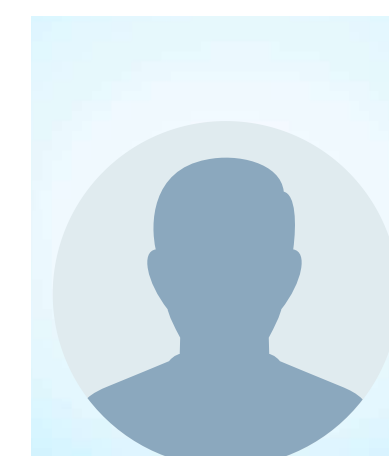
ESG matters receive dedicated attention at the highest level of corporate governance, with our CEO directly overseeing sustainability operations and providing regular reports to the Board.



Gil Dankner
Owner & Chairman



Aviva Dankner
Owner



Gabi Rubin
External Company
Advisor



Adv. Lior Shmueli
External advisor &
Dor Motors Operation

Our ESG initiatives are a matter of personal interest to our chairman of the board. Board member Adv. Lior Shmueli brings additional environmental expertise to our governance structure, serving as a special advisor to the Chairman on sustainability and ESG matters.

5.2 BUSINESS ETHICS

Dor Chemicals emphasizes ethical conduct through its comprehensive Code of Ethics, aligned with the UN Global Compact and Responsible Care Initiative. This code guides our relationships with all stakeholders, emphasizing human rights, non-discrimination, and respectful workplace behavior.



Our Code of Ethics establishes clear standards that apply to every employee, from senior management to entry-level positions. The code emphasizes our dedication to human rights, prohibiting any form of discrimination based on race, religion, gender, age, disability, or any other protected status. We maintain strict policies against harassment and mandate respectful workplace behavior, ensuring these principles are applied across all aspects of employment, from hiring and compensation to professional development and retirement.

All employees receive annual ethics training, covering anti-corruption, gift policies, and conflict of interest procedures. Our employee handbook, with 100% employee acknowledgment, reinforces these principles. We also extend our ethical standards to our business partners through our Sustainable Procurement Policy and Supplier Code of Conduct.

Our robust reporting mechanisms, including a confidential whistleblower policy, ensure accountability.



We encourage reporting of suspected misconduct, guaranteeing fair treatment and confidentiality. In 2024, no reports were filed, and the availability and ease of use of the reporting system is constantly being reinforced. 100% of employees received ethics training in 2024.

For more details, or to report an incident, please contact our Ethics Officer **Anat Halimi** or visit the whistleblowing page on our [website](#).

For a list of our relevant policies, including our Business Code of Ethics, please visit the dedicated sustainability page on our website.

5.3 REMUNERATION POLICY

Our remuneration approach is a dynamic, performance-driven strategy that evaluates individual contributions against our financial metrics. Annual incentives are approved through rigorous executive leadership considerations. Throughout the year, we implement targeted recognition mechanisms that acknowledge employees who exceed their role expectations, with a highlight being an annual distinguished employee awards ceremony that celebrates exceptional performance.

This selective model ensures that rewards are directly tied to measurable organizational impact, promoting a culture of excellence and individual achievement while maintaining financial prudence and strategic alignment with our company's broader objectives.

5.4 SITE LICENCES AND CERTIFICATIONS

We believe that a culture of excellence is essential for organizational success.

Therefore, we maintain active membership and participation in globally recognized sustainability and equality initiatives, including the United Nations Global Compact and Women's Empowerment Principles (WEPs). The company has achieved **Gold Medal** recognition from EcoVadis in consecutive years (2023, 2024) and maintain various ISO certifications. Furthermore, for four consecutive years, the Standards Institution of Israel has awarded Dor Chemicals the prestigious Platinum Mark, recognizing the company's excellence in processes, products, and management systems.



These certifications and recognitions validate Dor's ongoing commitment to maintaining the highest standards of quality, workplace safety, environmental stewardship, and ethical business practices in accordance with international standards. Our organizational culture emphasizes excellence at all levels, guiding both managers and employees toward professional, structured work methods that consistently meet and exceed quality benchmarks, thereby reinforcing our position as an industry leader committed to continuous improvement and superior standards.

Throughout 2024, Dor ensures adherence to all laws and regulations and has thus remained free from any instances of non-compliance. In 2024, there was a hearing regarding five emission exceedances across four chimneys that occurred in 2023, for which we have submitted objections, though a decision on this matter has not yet been reached. In 2024, Dor Chemicals did not face legal actions related to anti-competitive behavior or corruption.

Dor operates under ongoing supervision by environmental authorities to ensure compliance with laws related to environmental quality. It possesses necessary permits and approvals as required by local regulations. Environmental laws may affect activities such as wastewater treatment, air pollution control, and waste management, with all facilities adhering to requirements.

The Standards Institution of Israel (SII) has once again awarded Dor Chemicals the Platinum Mark, recognizing the company's processes, products, and management systems for meeting the highest quality standards. This prestigious certification is granted to only 1% of the SII's clients, highlighting Dor's exceptional commitment to excellence, quality, and industry leadership.

We currently hold the following certifications:



	ISO 9001:2015	Quality Management Systems Standard
	ISO 9001 :2015 IQNET	Quality Management Systems Standard
	ISO 14001:2015	Environmental Management Systems Standard
	ISO 14001:2015 IQNET	Environmental Management Systems Standard
	ISO/IEC 27001:2013	Information Security Standard
	ISO/IEC 27001:2013 IQNET	Information Security Standard



	ISO 45001:2018	Occupational Health and Safety Management Standard
	ISO 50001:2018	Energy Management Systems Standard
	PLATINUM MARK 2024	Israel Standards Platinum Mark 2024
	Standards Mark	For our Carmel Blue (Aguas urea solution)
	Standards Mark	For maintenance of portable gas cylinders
	Ecovadis Gold Medal award 2024	Top 3% rating from the EcoVadis for 2024

5.5 RISK MANAGEMENT

Our risk management strategy aligns with ISO 9001:2015, integrating risk management into daily operations.

The Board of Directors oversees major risks, with senior executives presenting mitigation strategies. Key risk areas include operational safety, environmental impact, and market volatility.

The board of directors is actively involved in the ongoing risk management process.

5.6 PRIVACY AND DATA PROTECTION

0

security
breaches

In 2024, Dor Chemicals maintained strong cybersecurity protocols with no security breaches occurring throughout the year.

In 2024, Dor Chemicals maintained strong cybersecurity protocols with no security breaches occurring throughout the year.

While there were typical external attempts to access our systems, our robust firewall successfully prevented any unauthorized access.

In August 2024, with the arrival of our new IT manager, we implemented an enhanced ZTNA-based VPN system to strengthen remote connection security. This improved system includes integrated anti-virus capabilities that can detect suspicious activity from external connections and prevent security breaches.



Looking ahead to 2025, we have established a comprehensive cybersecurity and data protection workplan with dedicated budget allocation approved by management.

Our plan addresses several critical areas:

01. Sensitive information protection

Including confidentiality of hazardous materials data and employee personal information

02. Risk management

Identification, assessment, and mitigation of cybersecurity risks

03. Regulatory compliance

Real-time detection, efficient handling, and proper reporting of incidents

04. Cybersecurity incident management

Real-time detection, efficient handling, and proper reporting of incidents

05. Comprehensive knowledge management

Including employee awareness training, specialized IT staff development, expert collaborations, and systematic documentation procedures

At Dor Chemicals, we recognize the growing importance of data privacy and cybersecurity in protecting our customers' and stakeholders' information. Therefore, we remain committed to implementing best-in-class security protocols and ensuring compliance with international standards.

We will continue to systematically identify, assess, and mitigate cyber risks while maintaining our perfect record of zero reported data breaches, privacy complaints, or regulatory violations related to customer privacy.

5.7 CLIMATE RISK

We acknowledge our position within the global fossil fuel supply chain, utilizing raw materials from the fossil fuel industry while developing products that help reduce GHG emissions from fossil fuel combustion. We recognize that effectively addressing climate change requires a gradual transition away from fossil fuels.

In response, we maintain ongoing efforts to diversify our product portfolio through research and development of innovative green technologies.



Our operational vulnerability assessment has identified several climate-related risks requiring strategic attention:



Facility shutdown

Facility shutdown requirements during extreme weather events



Supply chain disruption

Supply chain disruptions due to climate impacts



Tsunami risk exposure

Tsunami risk exposure due to coastal proximity

While we had previously committed to conducting a comprehensive climate risk assessment by 2024 to evaluate future climate crisis implications and develop a corresponding risk mitigation strategy, organizational priorities shifted toward addressing immediate operational resilience needs. This assessment has been incorporated into our broader enterprise risk management framework for the upcoming planning cycle, allowing for a more integrated approach to climate risk that aligns with our overall business continuity planning.

6. ABOUT THIS REPORT



About This Report

This report represents the third annual report of sustainability-related data for Dor Chemicals Ltd, a privately owned company registered and headquartered in Israel. The organizational boundaries of this report are the company's Haifa facility.

This report reflects Dor's dedication to creating long-term value and promoting a better world for future generations, in line with the United Nations Sustainable Development Goals (UN SDGs). It encompasses performance data from January 1st, 2024, to December 31st, 2024, with reference to the GRI (Global Reporting Initiative) 2021 Standards. The report has undergone an internal review process, approved by Dor Chemical's management. The report includes assumptions, which are consistently indicated and typically rely on internal company data unless specified otherwise. If there is any inconsistency between the information presented in this report and the financial reports, the wording of the financial report takes precedence. The company's CO₂e emissions are calculated using location and market specific emission factors.

Dor Chemicals has conducted an internal review process to validate the accuracy and integrity of the data presented. The report was approved by the company's management and includes key assumptions that are consistently indicated and primarily based on internal company data, unless otherwise specified. In cases where discrepancies exist between this report and official financial statements, the wording of the financial reports takes precedence.



For any questions concerning Dor's ESG efforts or this report, please contact Dr. Ran Avidov ranv@dorchemicals.com.

The report was prepared with the support of BDO Consulting's ESG Unit, ensuring alignment with industry best practices and evolving sustainability expectations.

7. APPENDIX



Appendix
Reporting Framework
Data Tables



7.1 REPORTING FRAMEWORK

This report references Standard Disclosures from the GRI Sustainability Reporting Standards 2021. The index below lists the indicators from the guidelines that are met in the report.

GRI STANDARD	DISCLOSURE	pg
GRI 2: General Disclosures 2021	2-1 Organizational details	7
	2-2 Entities included in the organization's sustainability reporting	7
	2-3 Reporting period, <i>frequency</i> and contact point	57
	2-4 Restatements of information	NR
	2-6 Activities, value chain and other business relationships	5, 6, 45
	2-7 Employees	31
	2-8 Workers who are not employees	31
	2-9 Governance structure and composition	7, 52
	2-11 Chair of the highest governance body	52
	2-12 Role of the highest governance body in overseeing the management of impacts	52
	2-13 Delegation of responsibility for managing impacts	52
	2-14 Role of the highest governance body in sustainability reporting	52
	2-15 Conflicts of interest	52
	2-16 Communication of critical concerns	13, 33, 53
	2-17 Collective knowledge of the highest governance body	52
	2-18 Evaluation of the performance of the highest governance body	52
	2-19 Remuneration policies	53
	2-20 Process to determine remuneration	53
	2-21 Annual total compensation ratio	35
	2-22 Statement on sustainable development strategy	26

Dor Chemicals has reported with reference to the GRI standards for the period of 01.01.2024-31.12.2024

GRI STANDARD	DISCLOSURE	pg
GRI 2: General Disclosures 2021	2-23 Policy commitments	53
	2-24 Embedding policy commitments	34
	2-25 Processes to remediate negative impacts	26, 52
	2-26 Mechanisms for seeking advice and raising concerns	53
	2-27 Compliance with laws and regulations	53-54
	2-28 Membership associations	53-54
	2-29 Approach to stakeholder engagement	13
GRI 3: Material Topics 2021	3-1 Process to determine material topics	14
	3-2 List of material topics	14
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	35
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	16, 18, 28, 40
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	46
GRI 205: Anti-corruption 2016	205-2 Communication and training about anti-corruption policies and procedures	35



7.1 REPORTING FRAMEWORK

GRI STANDARD	DISCLOSURE	pg
GRI 3: Material Topics 2021	Management of material topics	25
GRI 301: Materials 2016	301-2 Recycled input materials used	25
	301-3 Reclaimed products and their packaging materials	25
GRI 3: Material Topics 2021	Management of material topics	17
GRI 302: Energy 2016	302-1 Energy consumption within the organization	18, 62
	302-3 Energy intensity	62
	302-4 Reduction of energy consumption	18
GRI 3: Material Topics 2021	Management of material topics	21-22
GRI 303: Water and Effluents 2018	303-2 Management of water discharge-related impacts	21
	303-3 Water withdrawal	21
	303-4 Water discharge	22
GRI 3: Material Topics 2021	Management of material topics	28
GRI 304: Biodiversity 2016	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	28
GRI 3: Material Topics 2021	Management of material topics	19

GRI STANDARD	DISCLOSURE	pg
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	19, 63
	305-2 Energy indirect (Scope 2) GHG emissions	19, 63
	305-3 Other indirect (Scope 3) GHG emissions	20
	305-4 GHG emissions intensity	63
	305-5 Reduction of GHG emissions	19
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	22-23
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	23-25, 62
	306-2 Management of significant waste-related impacts	23-25, 62
	306-3 Waste generated	23-25, 62
	306-4 Waste diverted from disposal	23-25, 62
	306-5 Waste directed to disposal	23-25, 62
GRI 3: Material Topics 2021	Management of material topics	32-39
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	33
	401-3 Parental leave	64
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	34
	404-2 Programs for upgrading employee skills and transition assistance programs	34
	404-3 Percentage of employees receiving regular performance and career development reviews	35



7.1 REPORTING FRAMEWORK

GRI STANDARD	DISCLOSURE	pg
GRI 3: Material Topics 2021	Management of material topics	40
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	40
	403-2 Hazard identification, risk assessment, and incident investigation	40-43
	403-3 Occupational health services	42
	403-5 Worker training on occupational health and safety	41
	403-8 Workers covered by an occupational health and safety management system	40
	403-9 Work-related injuries	40, 64
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	37-38, 52
	405-2 Ratio of basic salary and remuneration of women to men	37
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	36
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	36
GRI 3: Material Topics 2021	Management of material topics – responsible supply chain	46-47

GRI STANDARD	DISCLOSURE	pg
GRI 3: Material Topics 2021	Management of material topics – business ethics	53



7.2 DATA TABLES

		Units	2021	2022	2023	2024
Environmental Data						
Total production		Tonne	116,756	88,448	87,229	91,828
Water Management	Water consumption	m ³	115,483	116,785	92,479	84,212
	Intensity	Water consumption m ³ /tonne product	0.99	1.32	1.06	0.92
	Waste water discharge	m ³	13,858	14,014	12,399	8,164
	Intensity	Waste water discharge m ³ /tonne product	0.12	0.16	0.14	0.09
Waste Management	Landfill	Tonne	169.3	189.5	174.4	167.6
	Total recycled	Tonne	39.7	30.1	40.7	33.8
	% recycled ²	%	19	14	19	17
	Total hazardous waste	Tonne	1,350	3,026	2,096	1,498
Material Management	Recycled Acetone	%	44	42	45	0
	Recycled IBC	%	88.2	99.3	98.9	98.8
Energy Management	Residual fuel oil	Tonne	4,584	1,751	0	0
	Diesel consumption	Liter	226,910	253,852	259,227	291,668
	Natural Gas consumption	Nm ³	0	272,761	4,772,702	4,498,380
	Methanol	Tonne	1,486	4,882	962	457
	Butane	Tonne	305	465	315	304
	Electricity Purchased	kWh	5,931,381	5,470,440	4,455,421	4,420,390
	Renewable - PV ³	kWh	213,835	362,973	401,294	399,392
	Renewable - PV ⁴	kWh	74,460	74,408	46,317	35,820

² Without metal scraps recycling, as stated in section 3.6.1
³ Does not include PPA for zero emission electricity
⁴ Including PPA for zero emissions electricity

7.2 DATA TABLES

		Units	2021	2022	2023	2024
Environmental Data						
Energy Management	% renewable ⁴	%	1.20	1.26	0.94	0.74
	Intensity	kWh/tonne product	53.3	66.8	56.2	52.9
	Total Energy consumption	GJ	251,315	220,650	229,507	208,643
	Intensity	GJ/tonne product	2.15	2.49	2.63	2.27
Green-house gas emissions	Scope 1	tCO ₂ e	17,444	11,567	12,246	11,370
	Scope 2 - location based	tCO ₂ e	2,923	2,777	2,148	2,127
	Scope 2 - market based	tCO ₂ e	2,225	2,139	1,735	1,645
	Scope 1+ 2 - location based	kg CO ₂ e / tonne product	174.4	162.2	165.0	147.0
	Scope 1+ 2 - market based	kg CO ₂ e / tonne product	168.5	155.0	160.3	141.7

7.2 DATA TABLES

Social Data⁵

		Units	2021	2022	2023	2024
Workforce demographics	Total employees	#	136	133	138	139
	Women	%	24	23	29	28
	Men	%	76	77	71	72
	Full time	%	100	100	100	100
	Minority groups	%	16	16	14	17
Age diversity	Employees on parental Leave	#	1	1	1	2
	Under 30	%	7	7	5	9
	31-50	%	51	53	57	55
	Over 51	%	41	41	38	36
Turnover rates		%	36	26	13	14
Training	Average company training hours per employee		6.4	7.1	11.0	12.0
	Senior management ⁶		16	24	16	16
	Middle management ⁶		12	65	40	30
	Non-managerial role ⁶		20	12	22	18
Community involvement	Monetary donations	\$	30,412	27,072	33,575	30,376
	Total volunteering hours	#	N/A	N/A	19	22
Health and safety	Lost Time to Injury (LTIR) ⁷		4.92	2.35	5.28	2.98
	Incident Severity Rate (SR) ⁷		18.02	13.29	73.93	24.63
	Near Misses		12	7	9	14
	Workplace injuries		6	3	7	4
	Combined loss of working days		22	17	98	33

⁵ Please note that the data presented for the years 2021 and 2022 may contain inaccuracies. These variances reflect challenges in data collection methodologies during this period. While we have made reasonable efforts to ensure accuracy, readers should consider these limitations. We are committed to continuous improvement in our data collection and verification processes to enhance the reliability of future reporting

⁶ Average training hour per employee

⁷ Per 200,000 working hours