



ESG Report

Dor Chemicals

2025



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CHAIRMAN & CEO LETTER

It is with great pleasure and a deep sense of responsibility that we present Dor Chemicals Ltd.'s ESG Report for 2025.

Throughout 2025, Dor Group's Haifa site operated in an exceptionally complex environment. The ongoing security situation in northern Israel, regional instability, and the direct impacts on the energy and industrial sectors created significant operational and commercial challenges. In parallel, market volatility, disruptions in supply chains, and the effects of the damage to Bazan facilities required rapid adjustments, operational flexibility, and responsible decision making under changing conditions.

Despite these challenges, we maintained operational continuity while upholding our commitment to safety, environmental responsibility, and business resilience. Our employees demonstrated dedication, professionalism, and personal commitment throughout the year, often under demanding circumstances. Their ability to continue operating responsibly and safely reflects the strength of our organizational culture and the values that guide us.

Alongside managing the challenges of the present, we continued investing in the future. One of the meaningful milestones this year was the establishment of a joint social entrepreneurship fund in collaboration with Schneider, designed to encourage innovation, community engagement, and social responsibility. This initiative reflects our belief that industrial leadership must also create long-term value for society and future generations.

We also continued advancing strategic infrastructure and operational capabilities at the Haifa site, including the development and strengthening of hydrogen related activities and storage capabilities led by dedicated professional teams within the organization. These efforts are part of our broader vision to support the evolving energy sector while maintaining the highest standards of safety, engineering excellence, and environmental stewardship.

2025 also marked a period of leadership transition within the company. Changes in management create both responsibility and opportunity, an opportunity to build on the strong foundations established over the years while shaping the next phase of growth, innovation, and operational excellence. I am honored to lead Dor during this important stage and to continue working together with our employees, partners, customers, and stakeholders.

Looking ahead to 2026, we are focused on strengthening operational resilience, expanding innovation driven activities, improving environmental performance, and advancing sustainable industrial solutions.

We will continue investing in our people, technologies, and infrastructure while promoting a proactive approach to safety, efficiency, and responsible growth.

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.



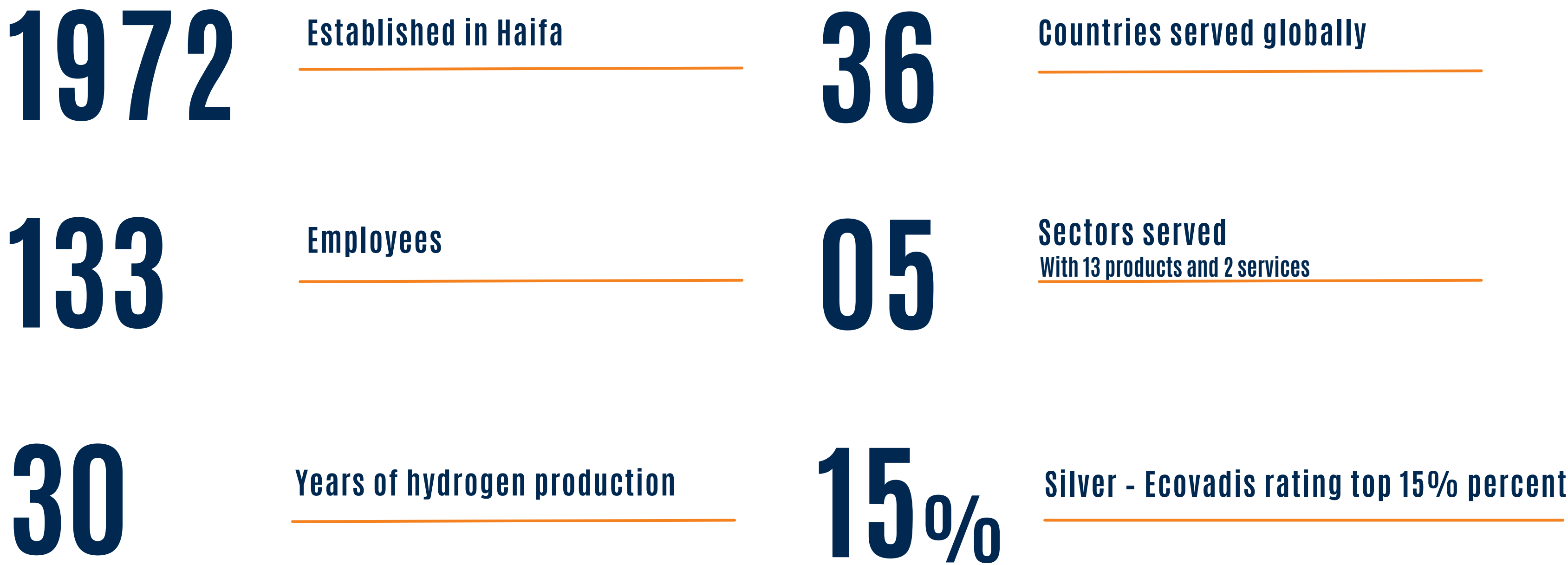
Moshe Zana
CEO



Gil Dankner
Chairman

1. DOR CHEMICALS

1.1 A glance at Dor Chemicals



1.2 ABOUT DOR CHEMICALS

Dor Chemicals was established under the name “Gad Chemicals” in Atlit, in 1959. Dor Chemicals operates from its site in Haifa, Israel since 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.

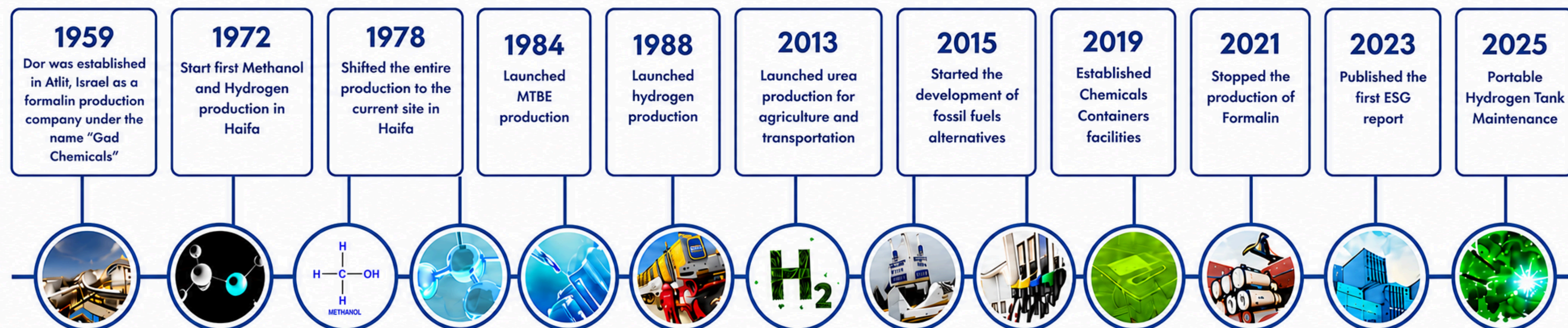
Dor relies on multidisciplinary expertise and, throughout its years of operation, continues to strive for excellence while constantly expanding new ventures to set a new benchmark for innovation and quality. Dor Chemicals is committed to leading the chemicals and energy sector in Israel and globally 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.

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.

1.3 OUR STORY TIMELINE

Over 65 years of excellence



1.4 PRODUCTS & SERVICES

 Energy & Transportation •Methyl Tert butyl Ether (MTBE) •Methanol •Carmel Blue - a 32.5% concentrated water based urea solution •Hydrogen	 Corrugated Cardboard •Wet Strength Additives •Bonding Improvement Additives •Performance Additives •One Bag Mixture (OBM) additives •Borax Alternatives	 Chemistry & Pharmaceutical •Paraformaldehyde •Formalin •High Purity Methyl Tert Butyl Ether (HP MTBE)
 Logistics •Tanks farm •Portable hydrogen tank maintenance (NEW)	 Agriculture •Fordor – Formaldehyde solution	

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

1.5 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.



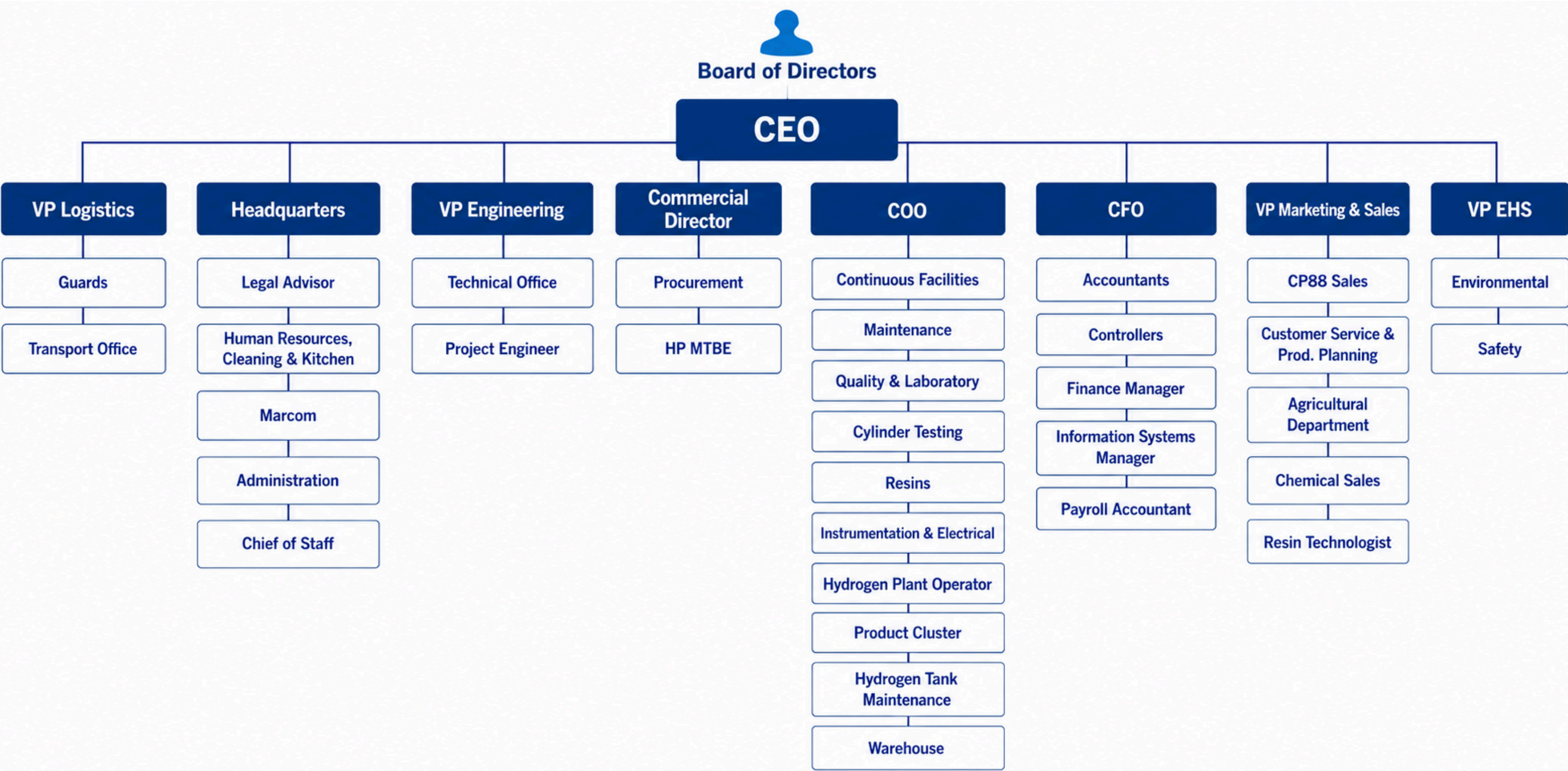
Following a competitive tender win, Dor has established a dedicated division for the inspection, refurbishment, and maintenance of hydrogen tanks. The division is in its final stages of setup, with full operational activity expected to commence in Q2 2026.

Its development has been carried out in partnership with German firm TKms, and notably, this is the first time this type of hydrogen tank maintenance has been performed outside of Germany, and the first of its kind in Israel. With the transition from setup to operations in Q2 2026, the division will begin receiving its first batch of tanks for maintenance work, with activity expected to continue through the end of the year and into subsequent cycles.

The capability being developed here also opens the door to future collaboration with other countries requiring similar hydrogen tank maintenance services

1.6 ORGANIZATIONAL STRUCTURE

Our organizational structure includes 133 employees based at our company headquarters in Haifa.



2. 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' vision is to energize a greener world. Embedded in this vision is a deep commitment to protecting the planet and safeguarding the health and safety of all stakeholders. Our management is committed to continuously delivering high-quality service to its customers, while maintaining full compliance with applicable laws, regulatory requirements, and management standards governing quality, safety, energy, and environmental performance.

This commitment is operationalized through adherence to internationally recognized management frameworks, including ISO 9001:2015 (Quality Management), ISO 14001:2015 (Environmental Management), ISO 45001:2018 (Occupational Health & Safety), ISO/IEC 27001:2022 (Information Security Management) and ISO 50001:2018 (Energy Management).

Health, Safety & Wellbeing

The health, safety, and wellbeing of all Dor's stakeholders are top priorities. The company is committed to protecting all those who interact with its operations and invests continuously in their safety. Dor operates in full compliance with all applicable Israeli laws and regulations governing occupational health and safety and implements a safety and hygiene management system aligned with ISO 45001:2018.

Environmental Sustainability

Dor Chemicals' commitment to environmental sustainability and energy efficiency is an integral part of how we manage our industrial and business operations. We work to reduce our environmental impact through energy efficiency measures, greenhouse gas emission reductions, and responsible resource management, all measured, monitored, and reported in accordance with accepted methodologies, including the GHG Protocol.

Governance & Compliance

Dor Chemicals recognizes that strong governance is the foundation of sustainable performance. The company maintains rigorous risk management practices, supplier oversight, and full adherence to applicable ESG reporting frameworks, ensuring accountability to regulators, customers, investors, and the communities in which it operates. 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 2025:

Topic	2025 target	2025 status
Renewable electricity consumption	80% increase in PV installations	Preparations for the planned expansion of onsite solar installations were completed. However, the formal request for capacity increase and subsequent appeal were rejected due to electricity grid infrastructure limitations. As a result, the target could not be achieved despite Dor's readiness to proceed with the project.
Carbon footprint (scope 1+2, market based)	2% reduction from 2024 value	-23%
Health and Safety	Reducing workplace injuries by 25%	In an effort to increase employee awareness, this year we have increased reports on near-miss accidents, resulting in a significant reduction of LTIR.
Customer substantiated complaints	20% decrease substantiated complaints rate	-24%
Suppliers signed on code of conduct (%)	60% send rate 10% response rate	Due to the ongoing situation in Israel during the reporting period, supplier engagement efforts were impacted, and the target was not achieved as planned.



2.3 FORWARD LOOKING

As we move forward into 2026, we present our upcoming sustainability targets representing our strive to continuous improvement in all ESG pillars.

Designed to be both ambitious and achievable, our 2026 targets establish a clear guide to 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 positive impact for all stakeholders.

2026 targets:

Topic	2026 target
Reduction in Diesel consumption	Reduction of 6 tonnes of diesel
Energy efficiency in the cooling towers	Reduction of 1 million kCals
Health and Safety	Reduce workplace accidents by 20% compared to 2025 (5 accidents: 2 employees, 3 contractors).
Suppliers signed on code of conduct (%)	50% send rate 10% response rate

2.4 ESG 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. We prioritize stakeholder engagement, workforce well-being, and ethical business practices to foster a responsible and forward-thinking corporate culture. By integrating ESG principles into our workplans, we strengthen our resilience, create long-term value, and contribute to a 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.

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.

Stakeholders	Dialogue Channels
 Suppliers and subcontractors	• Longstanding partnerships with direct and open dialog • Annual assessment of suppliers • Supplier code of conduct
 Employees	• Annual employee feedback • Annual employee satisfaction surveys • Internal communication mechanisms
 Customers	• Product requirement documents • Response to customer Vendor Questionnaires • ESG assessments • Annual surveys • Periodic meetings
 Local communities	• Website contact • Environmental compliance dialogue with regulatory bodies • Community contributions and volunteering • Public Awareness Campaigns on Social Media
 Shareholders	• Continuous updates • Directory meetings

2.6 MATERIALITY ASSESSMENT

During the preparation of the previous 2023 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	Social	Governance
Material management Climate action Water and Effluents Biodiversity	Employee engagement Health and safety	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	Reducing Hunger - by producing fertilizers and other agricultural products to increase agricultural output
SDG 3	Good Health and Wellbeing – by producing products that reduce transportation related air pollution
SDG 8	Fair employment – by providing local jobs and employing local suppliers for over 60 years
SDG 10	Reduced Inequality - by promoting an inclusive workplace
SDG 12	Responsible production – by keeping our operations by to date and invest in efforts to reduce, reuse, and recycle waste
SDG 13	Climate action – by committing to lowering our emissions, and reporting on our progress.

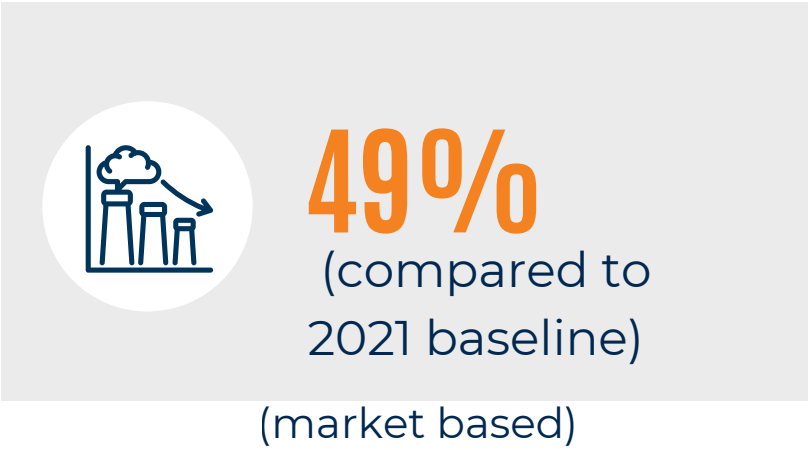
3. ENVIRONMENT

- Environmental Management
- Climate Action
- Energy Management
- Carbon Footprint
- Water and Effluents Management
- Water
- Effluents
- Air Quality
- New Hydrogen Tanks Maintenance Division
- Material and Waste Management
- Waste
- Materials
- Operational Safety Measures
- Biodiversity
- Looking forward

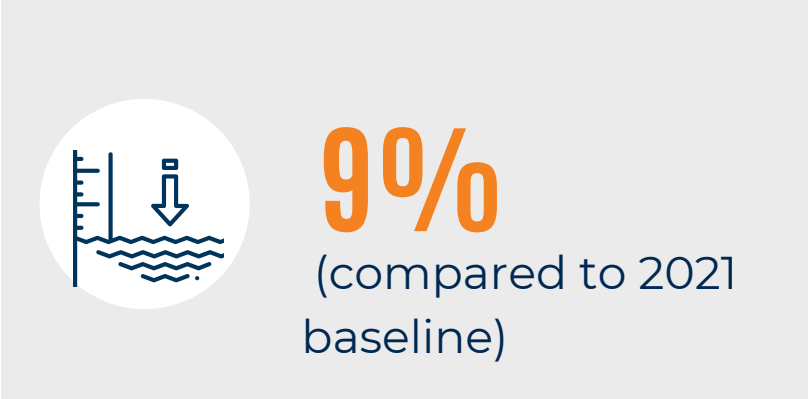
Scope 1+2 absolute emissions



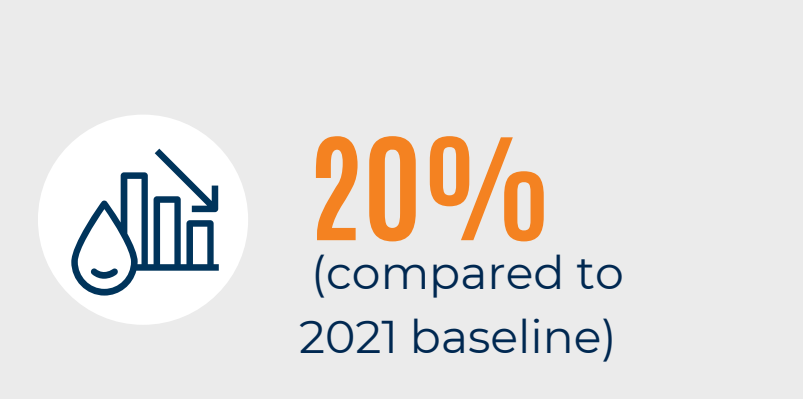
GHG emissions reduction



Decrease in industrial wastewater discharges



Decrease in water consumption



3. ENVIRONMENT

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.

This year we have taken a significant step forward in our environmental management by building an internal enforcement system that ensures all site activities are carried out in accordance with existing permits and licenses. The system continuously compares operational requirements against actual field conditions, immediately flagging gaps and translating them into targeted action tasks for field teams until full resolution. Early identification of potential hazards prevents environmental incidents and supports regulatory compliance. Over time, data collected in the field helps us to learn, improve, and maintain a safer, cleaner, and more efficient work environment.



3.1 CLIMATE ACTION

3.1.1 ENERGY MANAGEMENT

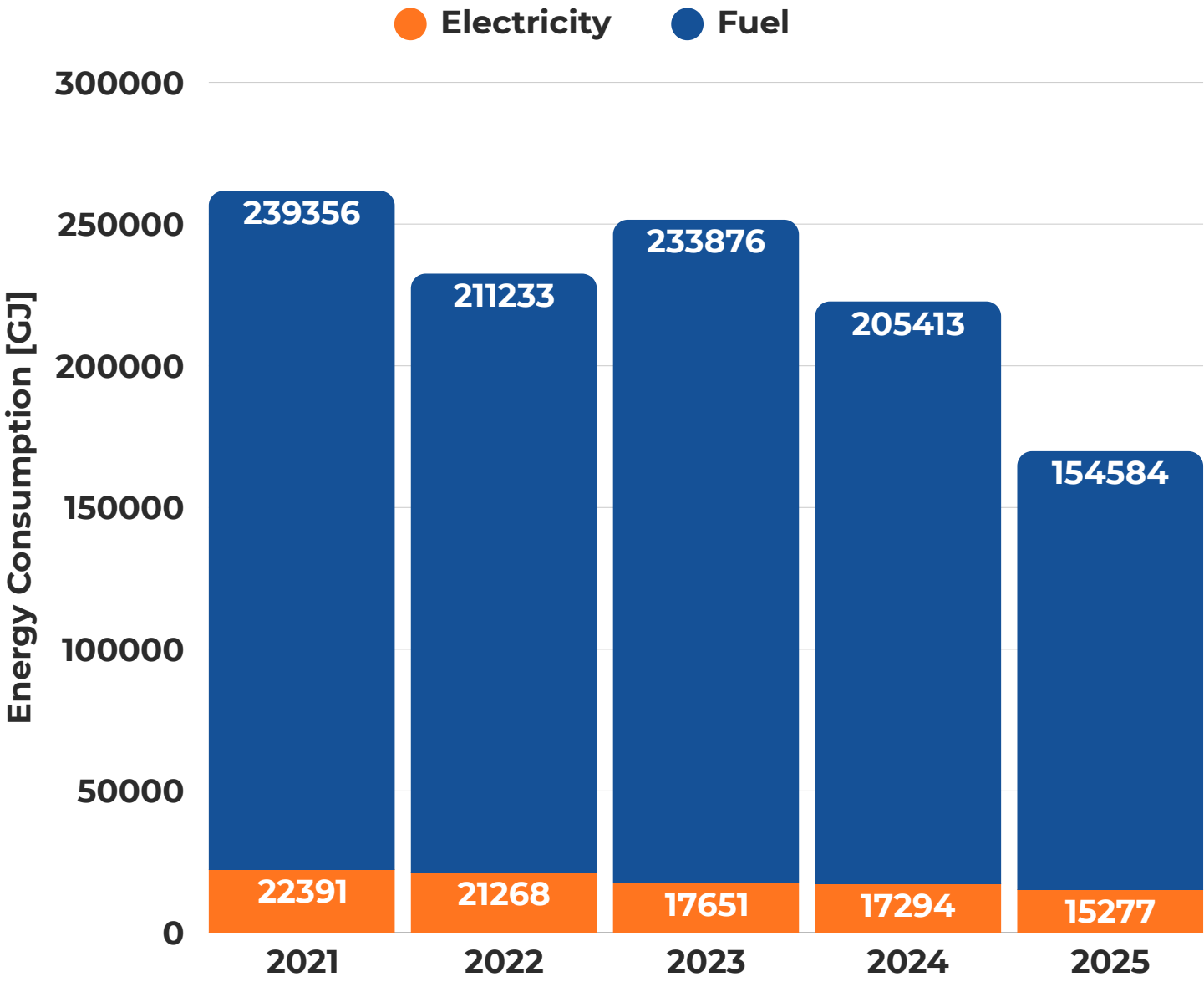
Dor Chemicals prioritizes efficient energy management as a core environmental commitment. The company is dedicated to implementing robust systems that enhance energy performance, generate cost savings, and promote the responsible use of natural resources.

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 was purchased using a grant from the Israeli Energy Authority to reduce congestion of the national electricity network. The generator was expected to be operational during 2025. Due to regulatory and operational constraints that delayed commissioning, the generator did not become operational in 2025 as planned and is now expected to be operational during 2026.

Energy Consumption

In 2025, our total energy consumption was 169,861 GJ, showing an absolute reduction of 24% compared with 2024 and a 2.1% reduction in energy intensity per ton of product, thus continuing the downward trend in our total energy consumption. This year, production of MTBE and HP MTBE was affected by the security situation, resulting in supply chain disruptions and reduced production energy demand.

Dor consumes electricity from two sources - Ramat Negev Energy, where natural gas is used to produce electricity and from solar panels installed on our rooftops. As well as producing and consuming electricity from Dor owned solar panels, both installed on Dor's rooftops, we are also purchasing renewable electricity from Helius Green Energy Ltd. During 2025 we have revisited our PPA agreement with Helius and now own 50% of all the renewable energy certificates for this energy source. Therefore, renewable electricity (including only PPA zero emission electricity) is now at 5.45% of the total electricity consumption at Dor.



Reducing Energy Consumption

During 2025, we confirmed that, under our existing PPA agreement with Helius, we have been entitled to 50% of the associated renewable energy certificates (RECs).

- Switched to energy-efficient LED lighting by replacing 47 lighting bodies, resulting in a reduction of 29,000 kWh.
- Replacing as air compressor
- Optimization of the flare system

3.1.1 ENERGY MANAGEMENT

Air Compressor Upgrade — Compressed Air System Modernization

Investment:76,000 NIS | Estimated annual saving: 60,000 kWh

The facility's backup air compressor was replaced with a new variable frequency drive (VFD) unit. The previous compressor was an aging system that consumed energy at a fixed, inefficient rate regardless of actual demand, and was approaching the point of requiring a costly major overhaul. When the refurbishment cost was weighed against the energy savings a modern unit would deliver, replacement was the clearly justified path with a cost-benefit analysis confirming full capital recovery within a few years, even at 20–30% utilization. The facility now operates with two VFD-equipped air compressors, both capable of modulating output to match real-time demand rather than running at constant full power.

Outcomes and Impact

Energy efficiency - VFD technology adjusts compressor speed in response to actual load, eliminating the energy waste inherent in fixed-speed operation. The estimated annual electricity saving is 60,000 kWh per year, reducing both grid consumption and associated emissions on an ongoing basis.

Operational continuity - Air compressors are mission-critical infrastructure. Having two modern, reliable units provides robust redundancy, reducing the risk of unplanned downtime affecting production.

Resources - The project required approximately two working days.

Controlled Steam Valve — Flare System Optimization

Investment:15,000 NIS |Estimated annual steam saving: 400 tonnes (~30,000 NIS)

A controlled valve was installed to automate steam flow to the flare system, replacing manual operation. The flare requires a minimum continuous steam supply, but manual control means operators routinely supplied more than necessary, wasting both treated water and energy. The new valve maintains precisely the minimum required flow, eliminating that excess. Beyond the resource savings, it also removes the operational burden of staff having to manually adjust the valve, sometimes under time pressure.

Outcomes and Impact

Resource efficiency - Automating steam control is estimated to save approximately 400 tonnes of steam per year, valued at around 30,000 NIS annually, an ROI of six months.

Operational reliability - Removing a manual adjustment task from routine operations reduces the risk of human error and frees up staff attention for higher-value work.

Resources - Installation was completed by in-house staff and required minimal time, with no significant resource demands beyond the valve cost itself.

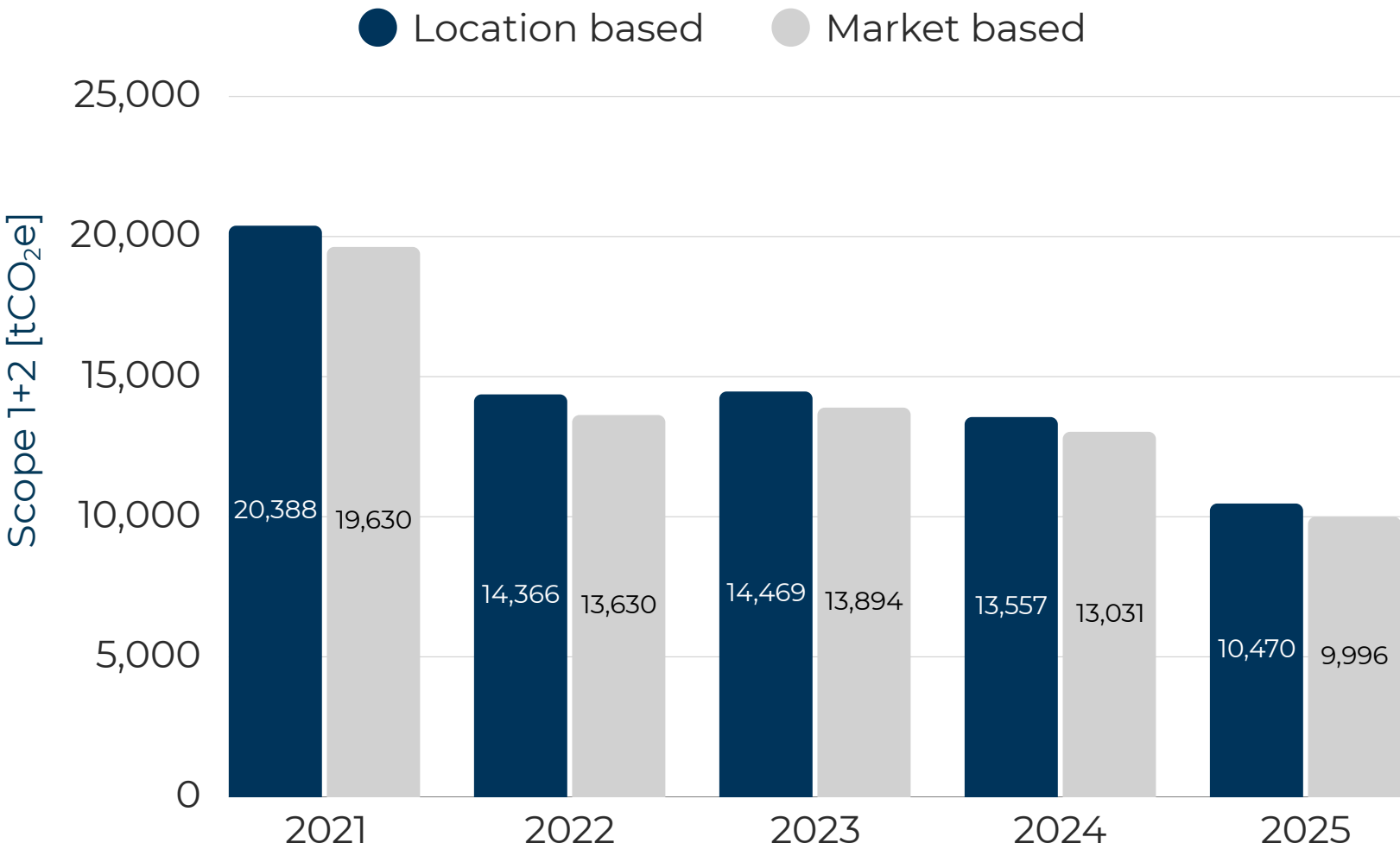


3.1.2 CARBON FOOTPRINT

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 2 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 10470 tCO₂e on a location-based calculation and 9996 tCO₂e on a market-based calculation. Our scope 1 emissions have been significantly reduced by 25% due to a 29% reduction in natural gas consumption, mainly due to a reduction in production. This led to a reduction in scope 1 and 2 total emissions of 23% in both location and market-based calculations.

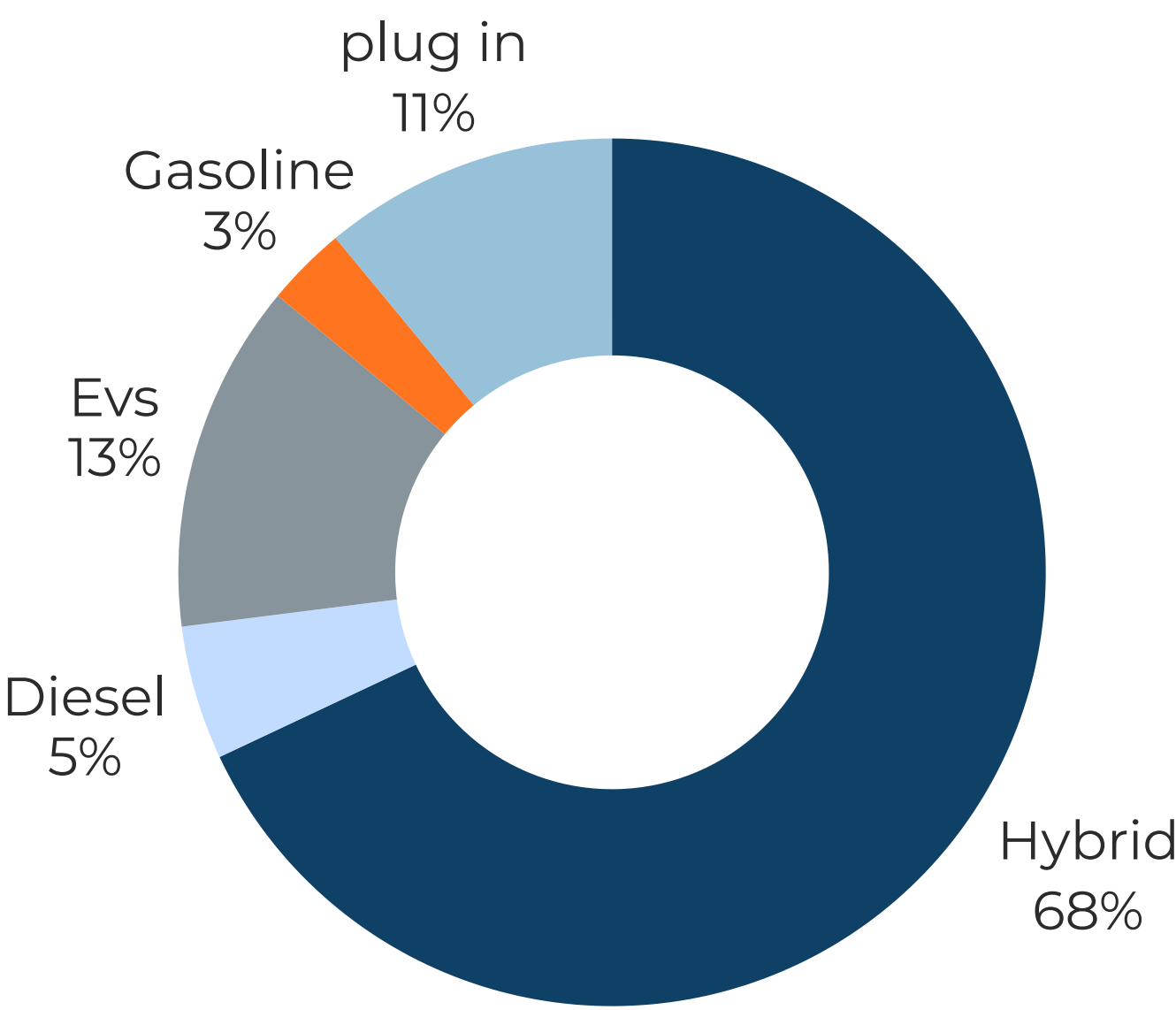


3.1.2 CARBON FOOTPRINT

Dor continues to transition its company vehicle fleet to hybrid and electric vehicles, replacing vehicles at the end of their lease period and supporting the use of EVs through on site charging infrastructure. Starting in 2026, all newly leased or purchased company vehicles will be electric or plug-in hybrid vehicles, subject to operational requirements.

In addition to employee company vehicles, the transition to electric heavy-duty trucks is currently limited by vehicle availability, driving range, charging infrastructure constraints, and operational requirements associated with chemical transportation. Dor Chemicals continues to monitor technological developments and evaluate future opportunities for fleet electrification.

Our product carbon footprint reporting has expanded in 2025. In addition to MTBE and High Purity MTBE (HP MTBE) as well as Urea Solution (Carmel Blue™) previously reported, we now include Dor Hydrogen production 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.



3.1.2 CARBON FOOTPRINT

- **Methyl Tertiary Butyl Ether** (MTBE) (is a gasoline additive, produced from Methanol and Isobutylene. In 2025, 56,819 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 2025, 6,820 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 2025, 11,658 tonnes were produced.
- **Hydrogen** is used as a clean fuel. In 2025, 85.55 tonnes of hydrogen were produced.

MTBE	Segment		GHG emissions (kgCO ₂ e/kg product)
	Upstream	Raw Material Transport	0.45 0.01
	Production	Energy	0.1
	Intensity	MTBE	0.56
	Upstream	Raw Material Transport	0.45 0.01
	Production	Energy	0.34
HP MTBE*	Intensity	HP MTBE	0.80

CARMEL BLUE	Segment		GHG emissions (kgCO ₂ e/kg product)
	Upstream	Raw Material Transport	0.45 0.02
	Production	Energy	0.01
	Intensity	CARMEL BLUE	0.48
	Upstream	Raw Material Transport	4.2 0.5
	Production	Energy	17.6
HYDROGEN	Intensity	HYDROGEN	22.3

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

3.2 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's best practices, integrating efficient cooling towers, reverse osmosis, and comprehensive monitoring at each stage, from withdrawal through manufacturing to discharge. This year we have increased our Urea production by 29%, leading to an increase of 9% in water consumption. 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.

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.

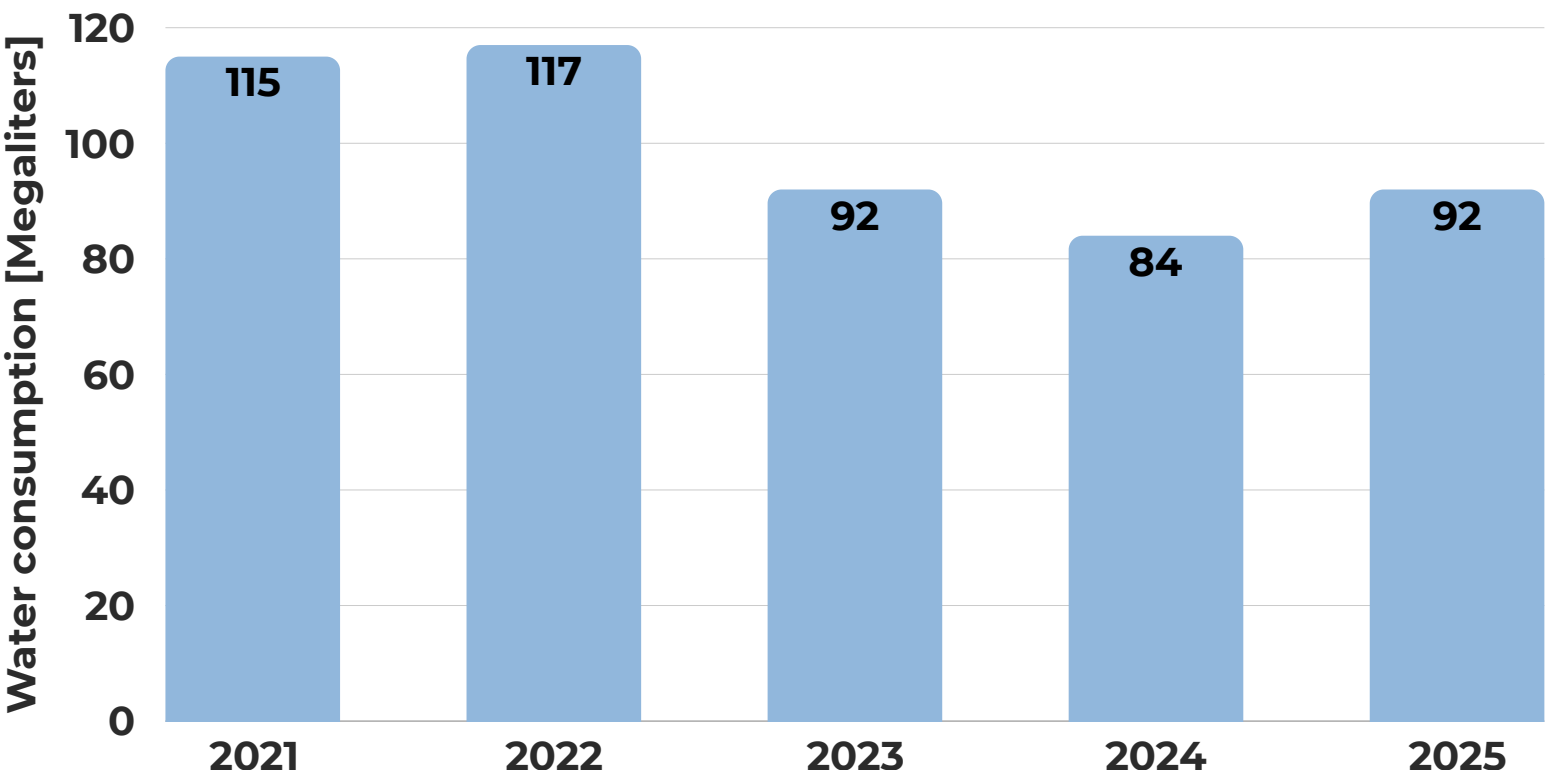
3.1.2 WATER

Water is a critical operational resource at Dor Chemicals' Haifa facility. The site manages an integrated water infrastructure encompassing cooling, purification, fire drills, container and pipe cleaning and steam generation systems. As part of our environmental commitments, Dor deploys advanced treatment technologies, chemical minimization practices, and a recirculating cooling architecture designed to reduce freshwater withdrawal and minimize discharge.

Tracking water usage across every stage, from withdrawal through manufacturing to discharge, provides a comprehensive understanding of the facility's water impact and efficiency, aligning with industry best practices in water management.

Our water system comprises three main blocks:

- 1. Cooling towers** – two counter flow cooling towers operating in a dual-tower configuration (one active, one on standby), reducing the risk of unplanned releases and increasing operational resilience.
- 2. Double pass reverse osmosis (RO)** purification system - The RO system produces high-purity water, with an additional ion exchange polishing stage for applications requiring ultra-pure water. This system supports water efficiency goals by producing high-quality process water with minimal waste generation.
- 3. Steam boiler system** - A two-boiler configuration (one active, one standby) ensures operational continuity. The chemical treatment program ensures optimal energy use and reduces the risk of water losses, resulting in both environmental and cost benefits. Tracking water usage across every stage, from withdrawal through manufacturing to discharge, provides a comprehensive understanding of the facility's water impact and efficiency, aligning with industry best practices in water management.



3.2.1 WATER

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 2025, with estimated savings exceeding 11,078 cubic meters, equivalent to 12% of our total annual water consumption.

Project Name Recovery of CP Process Water as a Continuation of the Production Process

Outcomes and Impact During CP88 (products for the corrugated cardboard industry) production, solvent containing wastewater is currently transported to licensed waste disposal sites. This project increases our circular economy efforts by an additional distillation step, enabling the recovery and reuse of solvents and a significant reduction in hazardous waste transported off-site.

The result is a closed-loop approach: reducing waste at the source, returning solvents to the production process, and cutting indirect air pollution from waste transport trucks. This delivers a double benefit showing considerable cost savings in procurement and treatment, alongside a dramatic reduction in the site's environmental footprint.

3.2.2 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 implement wastewater streams segregation to enhance monitoring and management efficiency, transporting hazardous wastewater to legally authorized sites for treatment, phase separation allowing effluents to be repurposed and obtaining a special permit to discharge certain process effluents into the municipal sewer system. During 2024, an attempt was made to change production venues, but due to ongoing geopolitical tensions, the production was returned to Israel, resulting in wastewater returning to 2023 levels.

During 2025, we started using a 41% formaldehyde solution instead of a 37% formaldehyde solution, resulting in less wastewater generation and a lower contaminant load.

This year we are also reporting our sanitary effluent along with the process effluents.



3.3 AIR QUALITY

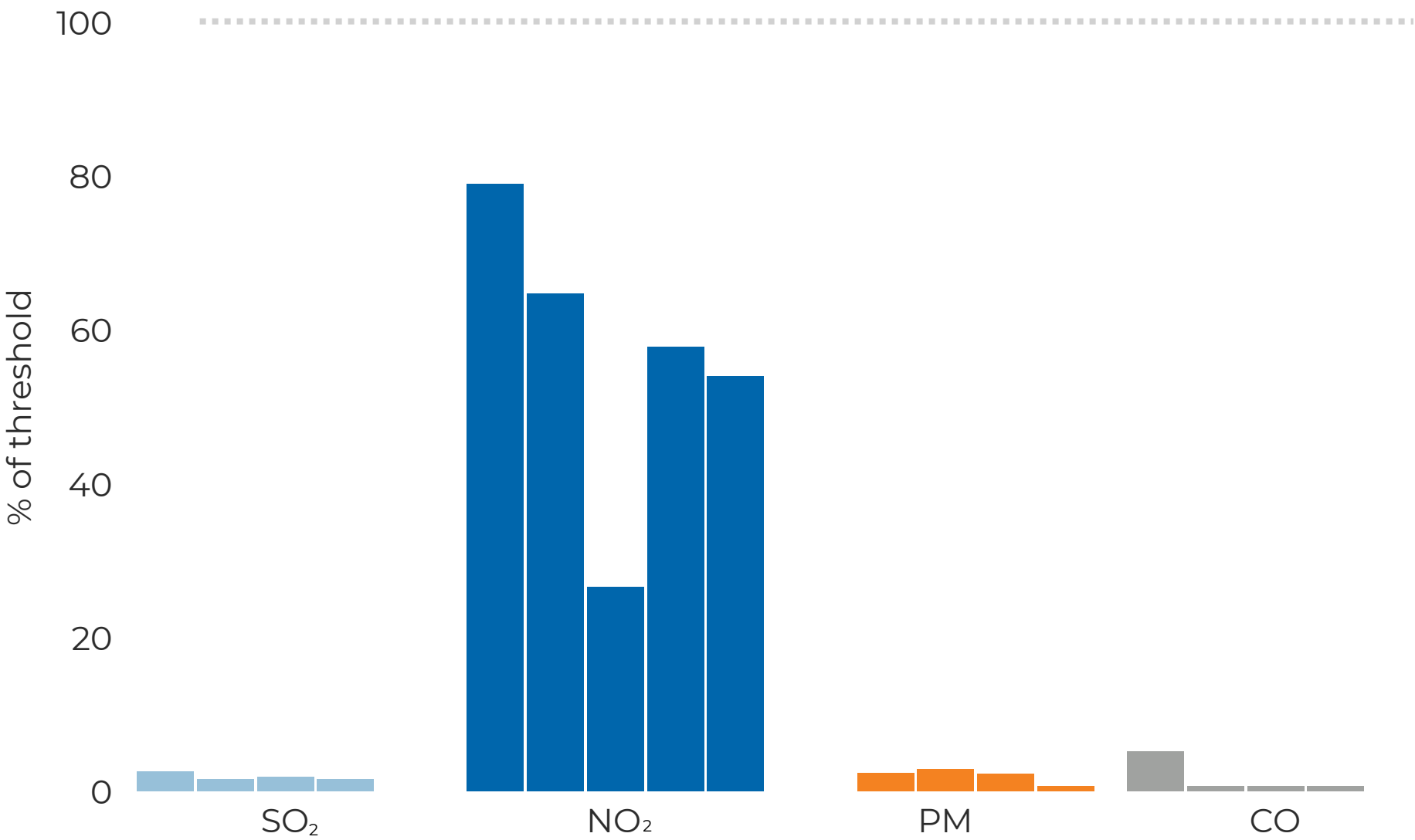
Dor Chemicals’ operations influence air quality through its fuel consumption and chemical production processes. Efforts have been made in the last years to phase out polluting fuels such as RFO, HFO and Butane and intensify the use of natural gas supports lowering pollutants and greenhouse gas emissions. Since the company operates in a densely populated metropolitan region, we recognize the responsibility to minimize environmental impact and contribute to cleaner air for local communities.

This year we 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. As part of this plan, three floating roofs on MTBE and methanol tanks were installed, resulting in a reduction of 98% of emissions to air and the elimination of odor to the nearby areas.

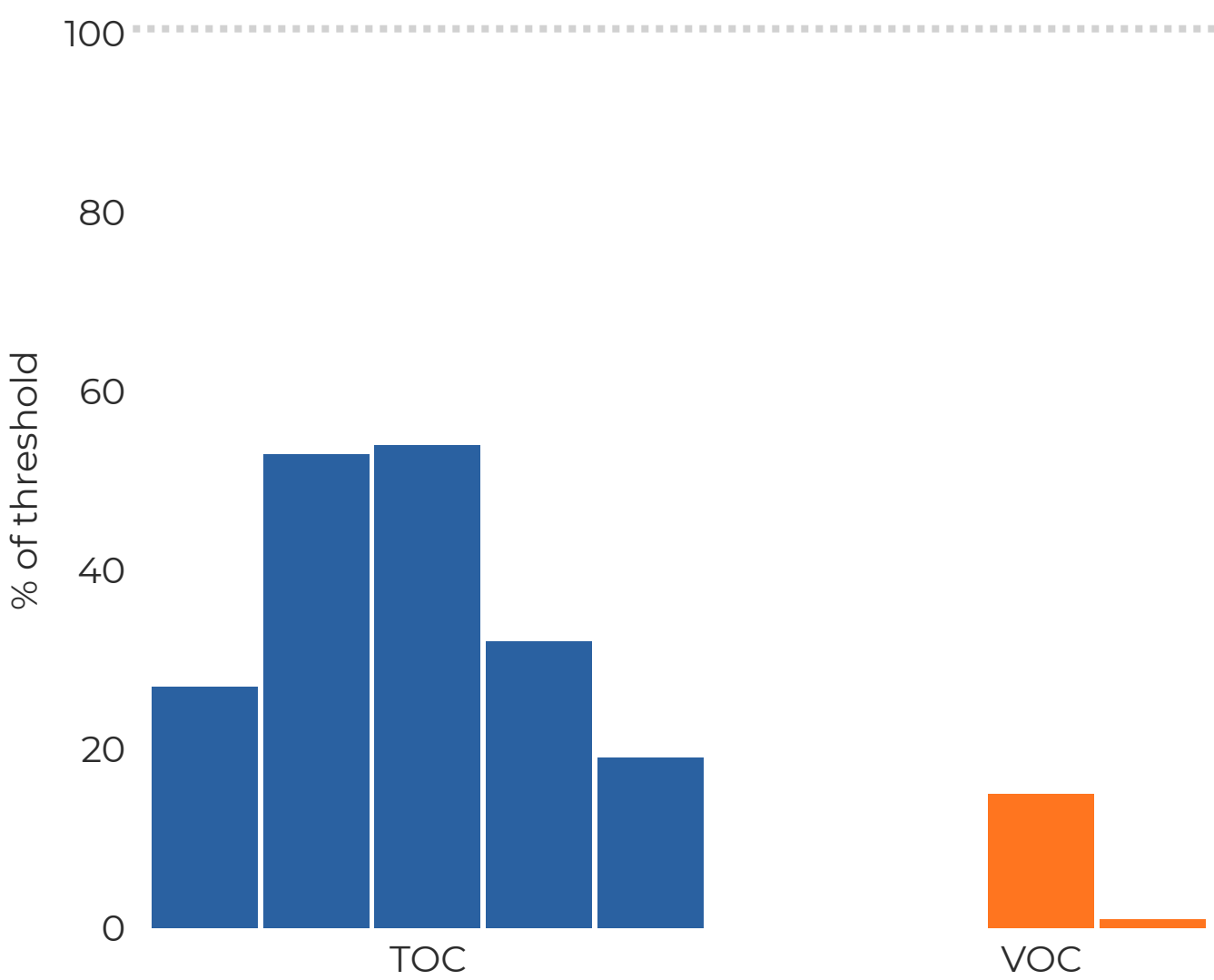
In accordance with regulatory requirements by the Environmental Protection Authority, we conduct scheduled and unscheduled sampling of chimney emissions from boilers, chillers, and the emissions treatment process (Catalytic Thermal Oxidizer – CTO).

All sampling results from 2025 complied with regulatory thresholds, expressed as a percentage of the allowable limit for each pollutant.

Boiler sampling results in 2025 (% of threshold)



Chiller and CTO sampling results in 2025 (% of threshold)



3.3 AIR QUALITY

As part of our operational plan, we completed the installation of three floating roofs on the tanks with an average investment of \$100,000 each. Three other tanks are non-operational and have not been prioritized this year.

Despite our efforts and due to the situation in Israel, we have not switched our flaring system from butane to natural gas and are planning to do this in 2026.

Looking ahead to 2026, we will complete the installation of all floating roofs on these tanks. This strategic upgrade prevents the formation of volatile vapors that would otherwise require treatment in our emission system, as these tanks are currently routed to the chiller system.

3.3.1 NEW HYDROGEN TANKS MAINTENANCE DIVISION

A dedicated paint room has been constructed for tank coating work. To prevent volatile organic compound (VOC) emissions, an advanced filtration system was installed that captures paint particles and gases before they exit the building, in line with the facility's broader commitment to air quality in the industrial zone. More broadly, maintaining hydrogen containment infrastructure to a high standard directly supports emissions reduction goals, as hydrogen integrity is essential to preventing gas loss.

During 2026 a new production unit will be commissioned and is expected to improve operational efficiency and reduce environmental impacts compared with the existing process. The current hydrogen production unit uses methanol for hydrogen production emitting hydrogen, CO, CO₂, methane and methanol runoff during washing stages. Also, butane is used for heating thermal oil, generating pollution and wastewater containing used oil. The new facility will use natural gas both for hydrogen production and for generating energy. The off-gas stream will be collected for energy generation and converted to CO₂ within the permitted limits, and purge treatment will not be required. Overall, the new production unit is expected to reduce environmental impact by improving energy efficiency, eliminating certain waste streams, and enabling more controlled management of process emissions.

Decommissioning of Methanol Distillation Unit

An obsolete methanol distillation unit was safely decommissioned and removed from the production yard. The unit had reached the end of its operational life, and its removal was planned to free up space for future infrastructure. In the near term, the cleared area is earmarked for a new hydrogen storage tank, reflecting the site's evolving energy and production priorities.

Safe decommissioning was the operational focus. A shift supervisor was assigned full-time for approximately six weeks to oversee the project, managing the draining and flushing of all lines and vessels to ensure the unit was safely cleared of residual materials before dismantling.

3.4 Material and Waste Management

3.4.1 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.

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 2025, we have maintained our non-hazardous waste management momentum, reaching 10% of waste recycling. We have also begun helping a leaser on Dor premises in his waste collection efforts, explaining the increase in waste to landfill.

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

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. For example, Mixed solvents waste streams are handled by Dor Ecology while all Industrial wastewater processed by Elkon.

In 2025, these efforts resulted in 1,231 tonnes of hazardous waste, an absolute reduction of 18% from 2024.

As part of our facility modernization program, in 2022 we conducted a comprehensive asbestos survey to perform a phased removal strategy. Initial asbestos removal of 13 tonnes was completed in 2023, with additional removals of 5.5 tons in 2025. This systematic approach ensures safe handling of legacy materials while minimizing operational disruptions.

Project Name Reduction of IBC Container Use for Waste Disposal

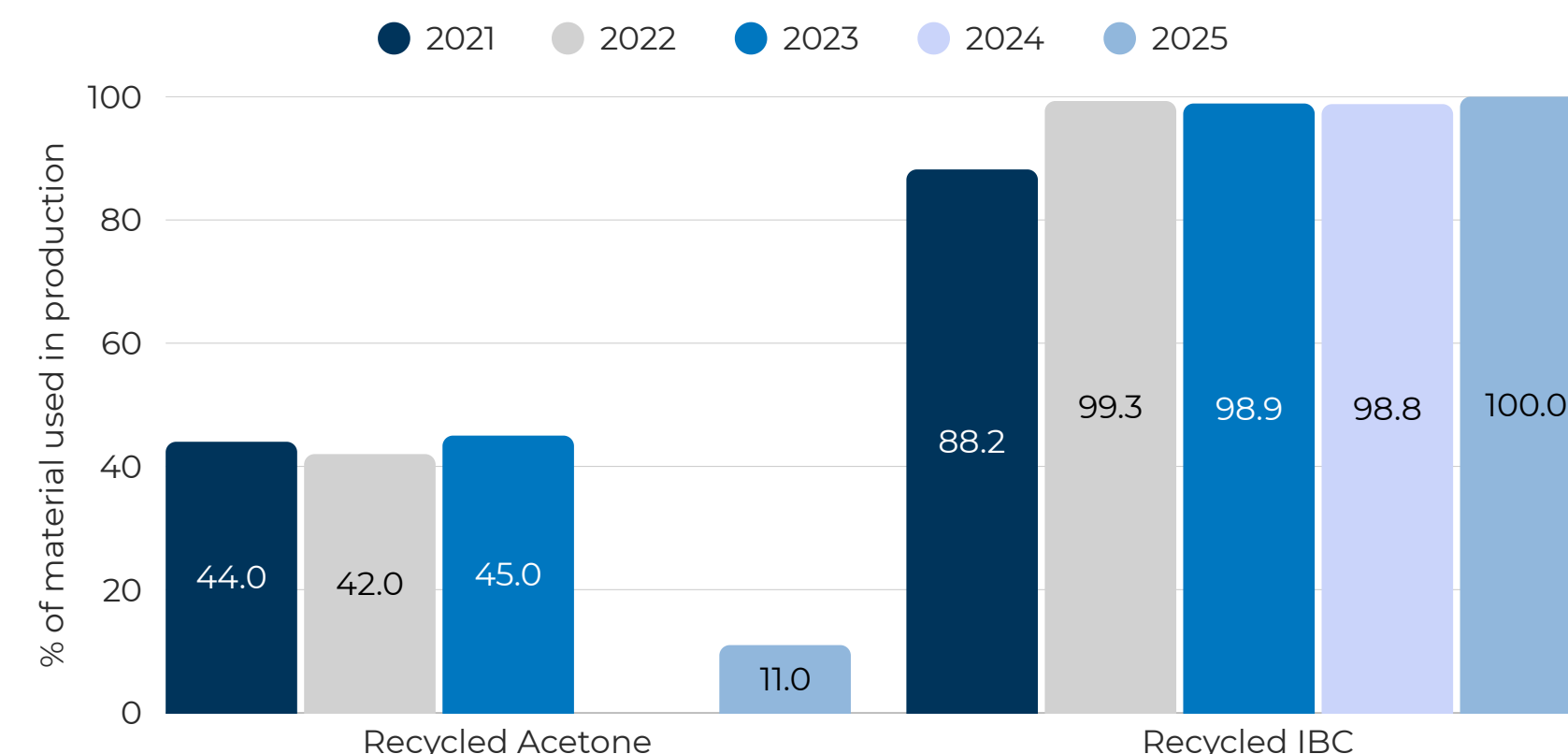
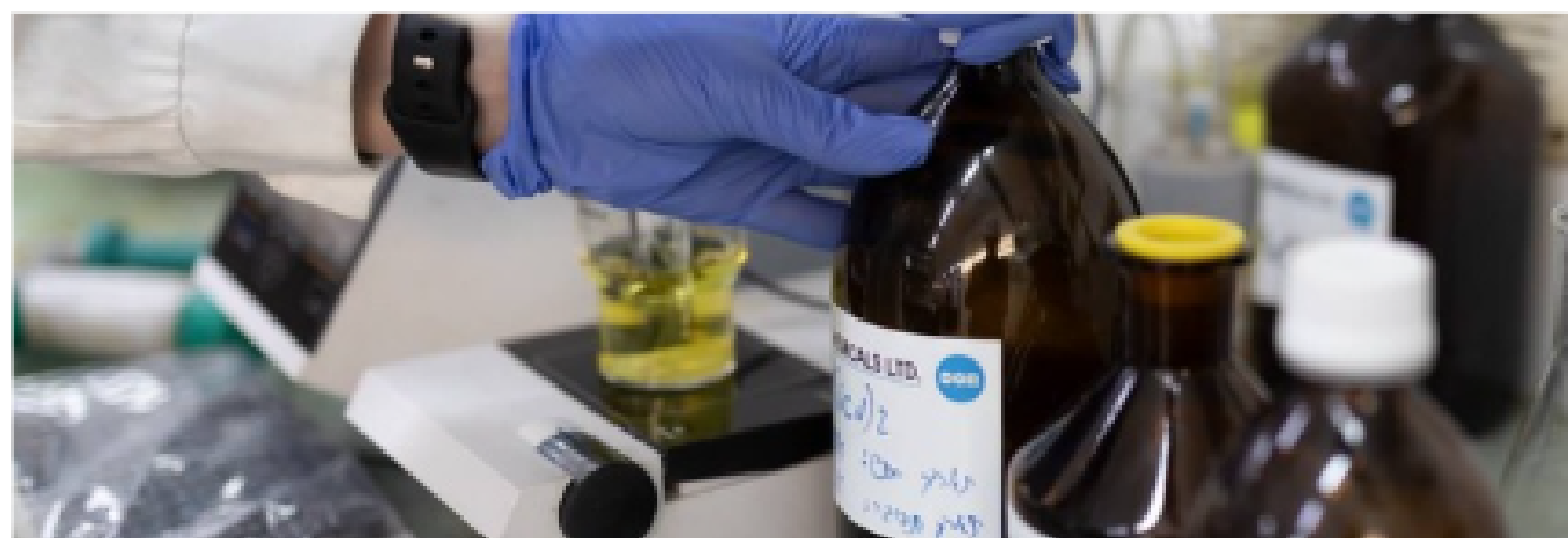
Outcomes and Impact Currently, line and vessel washing generates rinse water volumes that are stored in IBC containers (cubes) within containment areas until disposal. This process consumes valuable space, requires complex logistical management, and increases the risk of leaks. The project replaces this slow-storage method with an immediate transport model. Now rinse water is evacuated as soon as it is generated, eliminating interim storage, freeing up containment areas, removing the need for on-site waste container inventory management, and preventing spill risks during storage. This significantly improves environmental safety and reduces the operational burden on site teams.

3.4.2 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 primary Ketone-aldehyde condensation resin products, the CP88 product series (products for the corrugated cardboard industry), contain a copolymer made from acetone and formalin as base materials. In 2025, 11% of recycled acetone was used.

Our commitment to reuse extends also to our packaging and transportation solutions. We maintain a comprehensive container reuse program, with a full 100% of our intermediate bulk containers (IBCs) being recycled in our resins department during 2025, significantly reducing waste and resource consumption.



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 Chemicals' procurement practices and will continue in 2026.

3.5 OPERATIONAL SAFETY MEASURES

Dor implements comprehensive safety measures for hazardous materials piping systems in accordance with international standards (API 570, ASME B31.4, 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.

For Dor Chemicals Ltd., the accelerated tank inspection program delivers clear environmental benefits by reducing the risk of hazardous material leaks and associated soil, groundwater, and air contamination.

The company operates approximately 100 storage tanks, many of which had not previously undergone testing in accordance with API standards; in response, a multi-year inspection and alignment plan was initiated, including OOS testing and required refurbishments. During 2025, 10 tanks were inspected, exceeding the annual commitment of seven tanks agreed with the Ministry of Environmental Protection, with only three tanks remaining to complete full compliance by 2026. These inspections ensure tank integrity, minimize the likelihood of spills, fugitive emissions, and odor events, and support alignment with regulatory requirements and international best practices, thereby strengthening environmental risk management across the facility.

Three New Pipelines

In 2025, Dor received a local planning committee permit for the construction and installation of three new dedicated pipelines from the Israel Ports Company (IPC) Chemical Terminal to the Dor Chemicals site. The pipelines are designed to serve distinct chemical categories, such as flammable materials (including LPG, methanol and MTBE), corrosive substances, and oils, complementing the existing pipeline infrastructure and reducing the need for repeated flushing between different material types.

The project is expected to deliver environmental, safety, and operational benefits. Environmentally, the reduction of inter product flushing is expected to reduce chemical wastewater generation and the risk of cross contamination. From a safety perspective, segregating flammable and corrosive materials into dedicated lines is expected to reduce handling risks for terminal workers and minimize the potential for hazardous incidents. Operationally, the three new pipelines will provide redundancy alongside the existing pipeline, enhancing resilience and flexibility while improving the quality and integrity of materials received.

The project is currently in the final stages of detailed planning, with completion expected in Q4 2026. Quantitative data on flushing volumes, associated costs, and projected savings will be incorporated upon project completion.



3.5 OPERATIONAL SAFETY MEASURES

Pipeline Safety

A comprehensive Inline Inspection (ILI) was conducted in 2025 for the external pipeline network, with additional inspections planned for 2026. Using smart PIG (Pipeline Inspection Gauge) technology, full inspections of 2 out of 3 active lines were completed, with the third scheduled for completion in 2026.

This periodic, data-driven inspection cycle eliminates the need for pre-inspection flushing, reducing both operational costs and hazardous waste disposal volumes, while avoiding significantly higher costs associated with unplanned failures and emergency repairs. Proactive detection and repair of pipeline vulnerabilities reduce the risk of leaks, spills, or emissions, protecting surrounding soil and groundwater as well as ensuring safe operation and public safety along the pipeline route.

Central to the company's proactive approach to risk reduction, regulatory compliance, and long-term asset sustainability, this initiative delivers measurable financial, environmental, and operational returns well beyond its initial investment.

Looking Ahead (2026): Infrastructure upgrades will be fully completed and inspections extended to the two remaining pipeline lines. This ongoing commitment reflects the company's strategic focus on safety-first operations, environmental risk reduction, and sustainable infrastructure management for the long term.

3.6 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 conducted a ground gas survey and implemented a leak control simulation for both our pipelines connecting customers and suppliers and our internal gas lines.



3.7 LOOKING FORWARD

Looking ahead to 2026, Dor is planning a focused operational improvement plan designed to deliver measurable efficiency gains and meaningful returns:

Committed 2026 Initiatives:

Energy efficiency project in the cooling towers to save electricity in the cooling system by controlling the motor speed of water pumps and cooling tower fans using temperature and pressure controllers. This initiative will reduce our energy consumption by 1 million kCal and reduce our GHG footprint.
Investment: 29K NIS | Projected savings: 14K NIS

Water Heating: Currently, water used in the showers is heated by diesel and thermosolar installations. In 2026 we will be switching to natural gas, thus reducing emissions to air and GHG footprint by about 4 tons CO₂.
Investment: 50K NIS | Projected savings: 80K NIS

Natural gas flaring replacement with a flare tip thus directly reduces combustion emissions, improving air quality and reduces health risks for workers and surrounding communities, reducing noise and light pollution and lowering our GHG footprint.
Investment: 290K NIS | Projected savings: 243K NIS

Discontinuing the use of raffinate in hydrogen production, reducing energy consumption and associated emissions while improving process efficiency. This initiative also reduces the handling and storage of process materials, thereby lowering operational and safety risks.
Investment: 0 NIS | Projected savings: 365K NIS

Transition from natural gas fired steam boilers to solar and electric steam generation systems, reducing CO₂ and NOx emissions and supporting the company's decarbonization objectives. The transition is expected to improve energy efficiency, reduce noise and air emissions, and improve local air quality for onsite personnel.
Investment: 50K NIS | Projected savings: 80K NIS

CP process ongoing treatment: During CP88 production, solventcontaining wastewater is currently transported to licensed waste disposal sites. This project increases our circular economy efforts by an additional distillation step, enabling the recovery and reuse of solvents and a significant reduction in hazardous waste transported off-site. The result is a closed-loop approach: reducing waste at the source, returning solvents to the production process, and cutting indirect air pollution from waste transport trucks. This delivers a double benefit showing considerable cost savings in procurement and treatment, alongside a dramatic reduction in the site's environmental footprint.
Investment: 150K NIS | Projected savings: 467K NIS

4. 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

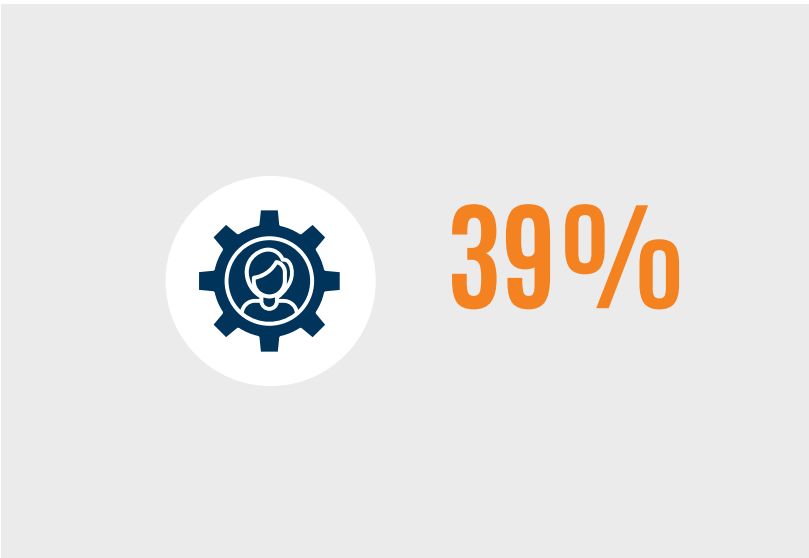
Supply Chain Partnership

Looking Forward

FTE (Full Time Equivalent)



Women in Middle Management



performance reviews



4. SOCIAL

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.

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 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.

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.



4.1 OUR EMPLOYEE COMMUNITY

Dor Chemicals' 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.

Dor Chemicals' 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. At the end of 2025, Dor employed 133 employees (131 full time employees and 2 part time employees working at 60% capacity, equivalent to 132.2 FTEs) plus our chairman Mr. Gil Dankner. Of Dor's employees, 50% are between the ages of 30 and 50. For more demographic information, please see the table in the appendix. We welcomed 24 new employees, four of them from minority groups, and maintained a stable workforce, with a turnover rate of approximately 17%. All demographic data in this report pertains only to Dor Employees, as data from subcontractors is unavailable.

Management views employees as central to the company's success and is committed to fair working conditions, employment security, equal opportunity, and diversity, including the advancement of women into management and periodic pay gap reviews.

Dor supports employee well-being and engagement through company-sponsored events, social responsibility initiatives and recognition programs that celebrate milestones and performance.

We make sure every employee feels valued and included through annual satisfaction surveys, an open-door policy, and structured onboarding that clearly explains rights and employment terms from day one. Dor invests in professional development, team-building, and cross-departmental community activities that foster belonging and mutual respect. Employees are encouraged to participate in social and community initiatives, reinforcing a sense of purpose beyond their daily work.

Together, these efforts build an organizational culture grounded in transparency, collaboration, and shared success.



4.1.1 ORGANIZATIONAL CULTURE

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.

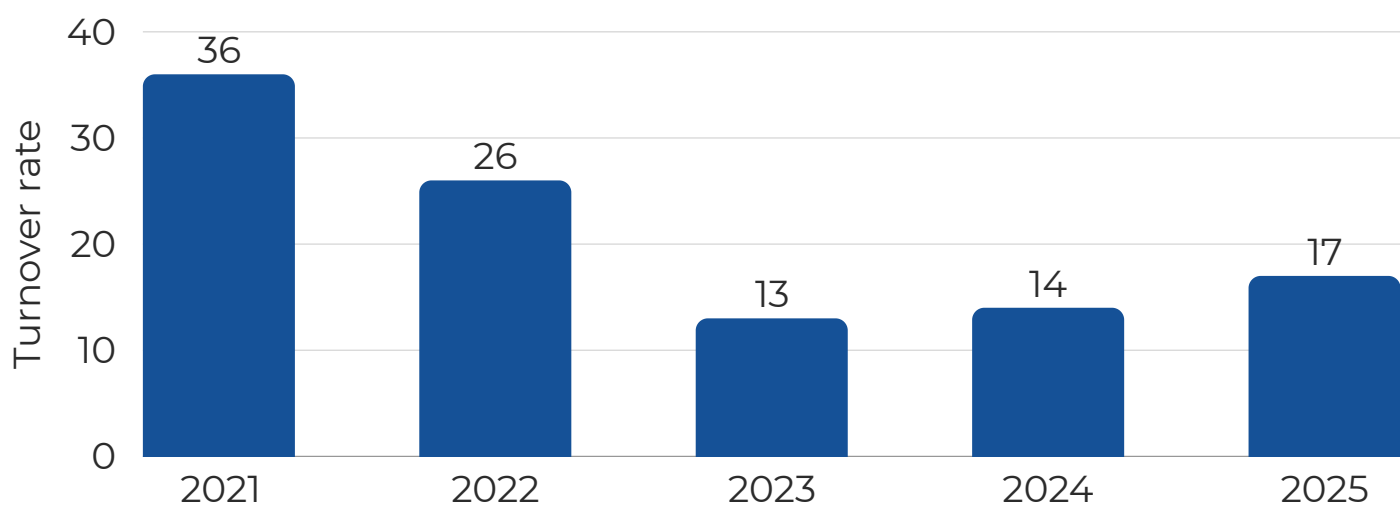
Our on-going comprehensive human resources approach prioritizes talent attraction, employee experience, and organizational development. We systematically recruit diverse and talented professionals aligned with our core values, while continuously monitoring key performance indicators and employee satisfaction. Our strategy emphasizes open communication, facilitating meaningful dialogue between employees and management through bi-annual 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.

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 2025, to train on various subjects as environmental safety, prevention of sexual harassment, cybersecurity and information security and many more.

4.1.1.1 TURNOVER

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

- New employees hired: 24
- Turnover rate: 17%



4.1.1.2 COMPLAINTS

In 2025, there were no complaints.

4.1.1.3 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 guidelines. Dor is also a participant in the UN Global Compact and is committed to upholding its Ten Principles. These commitments reflect our dedication to maintaining the highest ethical standards in our business practices.



4.1.2 EMPLOYEE GROWTH & WELL-BEING

Employee health promotion

Dor promotes healthy lifestyles as part of its employee wellbeing policy. In the past two years, a Pilates group is held on company premises and made available to all employees through official communications, with an average of 15 female employees participating per session, representing 11% of the workforce. The company dining room offers a balanced menu accommodating vegetarians and other dietary groups as well as those managing their weight. All employees (100%) receive annual ergonomics training as part of the mandatory safety and environment e-learning module, and workstations are adapted to individual needs in consultation with the safety officer.

Retirement and Pre-retirement Support

Dor supports employees approaching and reaching retirement age through several structured programs. Pension planning advisory is available to 100% of employees, managed internally by the payroll department and complemented by external advisors who are brought in for dedicated sessions. An active retiree forum of approximately 10 participants maintains the connection between former and current employees. Many retirees continue to receive holiday gifts from the company. Employees may also continue working after retirement age through flexible arrangements such as part-time roles, freelance engagements, or advisory positions, currently 4 employees work under such arrangements.



4.1.2.1 SAFE AND SUPPORTIVE WORK ENVIRONMENT

Prevention of sexual harassment

Dor Chemicals prioritizes a sexual harassment free workplace. We have appointed a trained officer responsible for prevention, and all employees participate in at least one hour of dedicated training annually, with 100% participation.

Additional measures include:

- Published procedures tailored to the organization's specific characteristics pertaining the prevention of sexual harassment and a complaints procedure;
- Ongoing communications to all employees and managers;
- A dedicated hotline for submitting complaints, available via the company website (including anonymously) and in multiple languages;
- integration of the topic into new employee orientation.

Complaints may also be submitted directly to the HR Manager.

Prevention of workplace bullying

Dor maintains a formal policy for preventing and addressing workplace bullying, recognizing it as repeated non-physical harassing behavior that creates a hostile work environment. An officer has been appointed to oversee this area. Employees and managers receive ongoing communications on the topic, and a hotline is available for submitting complaints. The policy is embedded in the company's organizational culture through clear norms around respectful conduct, particularly in supervisor-subordinate relationships.

In 2025, we were ranked as the 7th 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.

People behind the gate: inclusion, flexibility, and growth

As part of our commitment to an inclusive and supportive workplace, we share the story of Lada and Amit, two members of Dor Chemicals' security team whose experience reflects our values in practice: gender inclusion, return-to-work support, and people-first management.

Amit has worked at Dor Chemicals for nearly nine years, leading a team of four security officers. Lada joined four years ago following a combat role in the army and transitioned from a contracted security guard to a permanent employee with Amit's encouragement. In 2025, she became a mother for the first time.



Lada is the only female security officer at the site. She describes feeling accepted as a professional from day one, with management and colleagues focused on her ability to perform the role rather than her gender. Amit recognized her capabilities early, encouraged her to grow, and made clear she was a full and equal member of the team.

When Lada's pregnancy was classified as high-risk, Dor responded quickly. She received full sick-day entitlement from the first day of pregnancy, her schedule was shifted to mornings only, and night shifts were removed. Her position was held for her return, and the team maintained close contact throughout her leave. The return to work was gradual and fully supported, with flexibility for medical and childcare needs and no pressure to prove herself again.

Both Amit and Lada were candid about areas for improvement. Amit noted the need to better define the scope of the security role, while Lada called for clearer career advancement pathways for committed employees, a sign that ambition exists within the team and that structured development opportunities could help retain talent over time.



4.1.3 CAREER DEVELOPMENT AND TRAINING

At Dor, we develop our annual training programs based on regulatory requirements and insights from employee performance reviews. Investing in employee development and professional competence is central to how we operate. In June 2025, with the outbreak of the war with Iran, a new situation arose at Dor, which included damage to one of Dor's main customers. Following the attack, Dor went through a period during which it did not operate on Thursdays, and a suspension of training courses was put in place, which lasted until the end of the year except for critical topics. Nevertheless, training continued and in 2025, employees participated in a wide range of training programs covering critical topics like safety, operations, emergency preparedness, and technical skills, including:

Safety & Hazardous Materials - hazardous materials transport safety officer course and a refresher course, working at heights supervisor refresher training and security managers refresher training

Emergency Preparedness & Operations - emergency operations management at facilities, natural gas isolation and supply in emergency situations and emergency natural gas disconnection procedures

Technical & Engineering Skills - pump operations course, steam boiler operator certification, the Petroleum and Energy Sciences School

Digital & Business Skills - cybersecurity and information security, AI course for managers and energy economics course

Ethics and governance training, covering anti-corruption, gifts and entertainment policies, conflict-of-interest procedures, the Workers' Code of Conduct, and ESG standards, was delivered to 100% of employees via the Wendi LMS system, with selected courses featuring interactive modules and embedded knowledge checks. All employees formally acknowledged the updated Code of Ethics through signed acknowledgment forms. Additionally, our management team participated in dedicated ESG regulatory training sessions to ensure alignment with current sustainability and corporate governance requirements.

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.

Employees Handbook

The Employee Handbook, updated in 2025, 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.

Remuneration

- The ratio of remuneration given to the highest salary earner in the company to median salary is 5 including salary, bonuses and other benefits.



Work-life balance

Dor supports employee work-life balance through several formally embedded policies. Flexible working hours are available to eligible employees, and a structured option for gradual return from parental leave is offered to parents who wish it. The company periodically monitors employees working over 50 hours per week and actively tracks vacation day utilization. During wartime periods, office and headquarters staff have been permitted to work from home with full pay. Parents of sick young children may also work from home on those days, and employees who live far from the workplace may arrange one work-from-home day per week.

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 full-time employees earn above the legal minimum wage in Israel, which currently stands at 6,248 ILS per month. This year two part-time employees joined Dor. 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 2025 compensation data reveals that 79% of our workforce received a base salary exceeding the highest monthly living wage threshold of 9,740 ILS, as established by WageIndicator.org. In addition, the two employees working at 60% capacity also earn above 9,740 ILS per month. A small portion of our workforce (6%) had base salaries below the lowest monthly living wage threshold of 7,945 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.

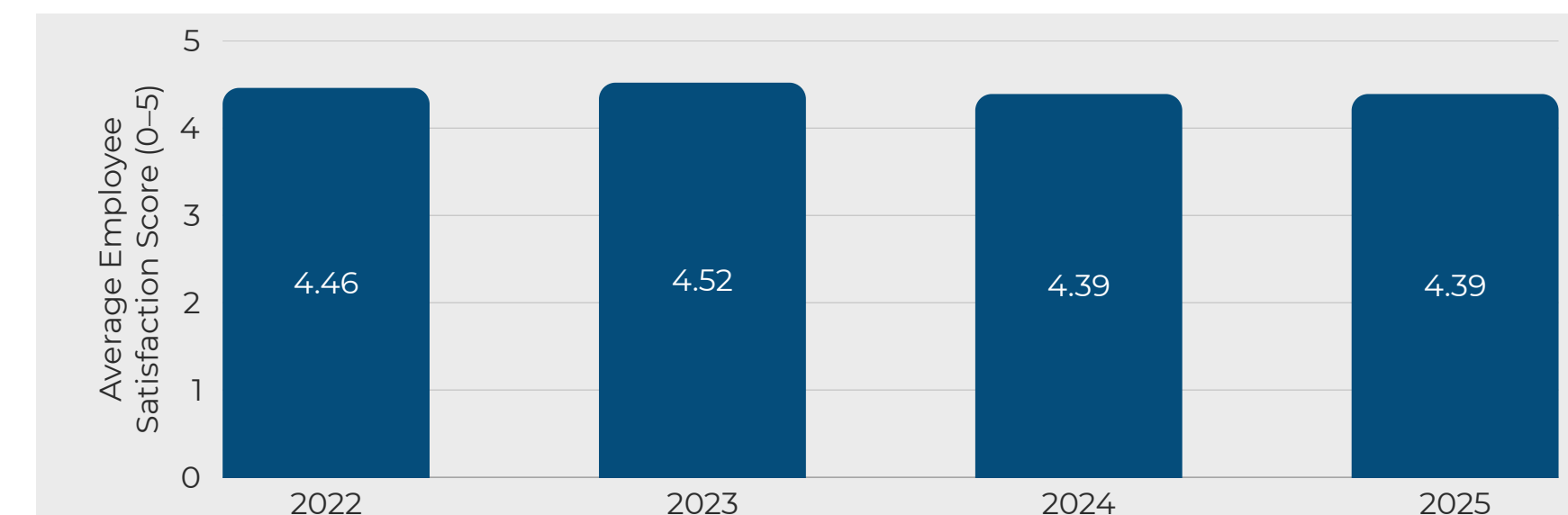
Wellbeing and satisfaction

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

Annual employee satisfaction surveys: At the end of 2025, 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. 49% of employees responded and scores remained high, though concerns about continuity due to the Iran War affected overall satisfaction.

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

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



4.1.4 ENCOURAGING DIVERSITY, EQUITY AND INCLUSION (DEI)

At Dor Chemicals, diversity, equity, and inclusion are fundamental to our culture. We foster an environment that embraces individuals regardless of gender, age, ethnicity, cultural background, religious or political beliefs, language, family status, sexual orientation, or ability. We stand firmly against all forms of discrimination.

Operating a 24/7 facility requires flexibility and understanding. We balance operational needs with employees' personal and religious requirements through adaptable scheduling, including accommodations for religious holidays and customized shift arrangements.

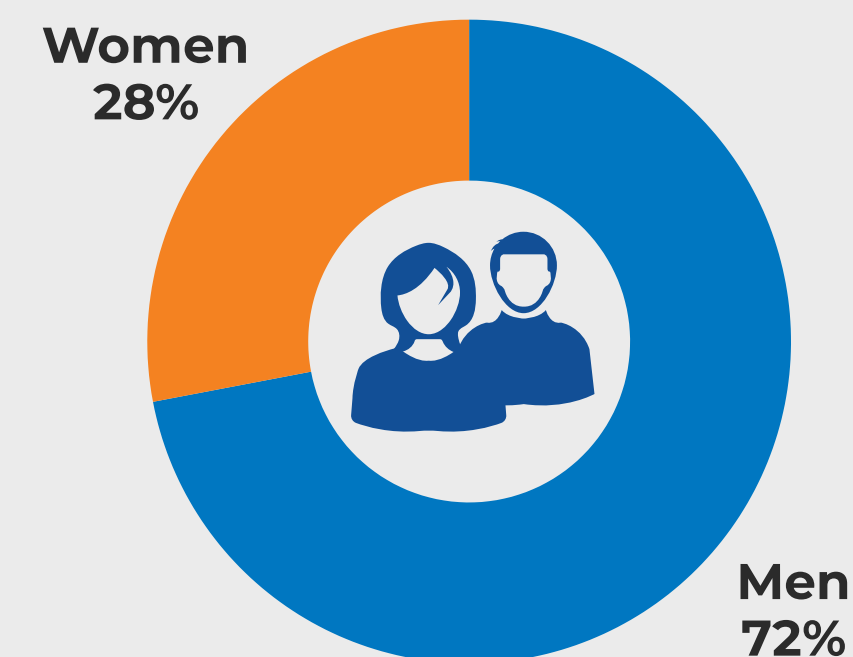
Our labor practices align with Israeli labor laws and international standards, including those established by the ILO, the UN Guiding Principles on Business and Human Rights, and the OECD Guidelines, covering child labor prohibitions, forced labor, human trafficking, harassment prevention, and the protection of fundamental workplace rights.

Employees can report concerns to our Human Resources department via email or telephone, with guaranteed confidentiality and the option of anonymity. All reports are handled with discretion and appropriate follow-up.

4.1.4.1 GENDER DIVERSITY

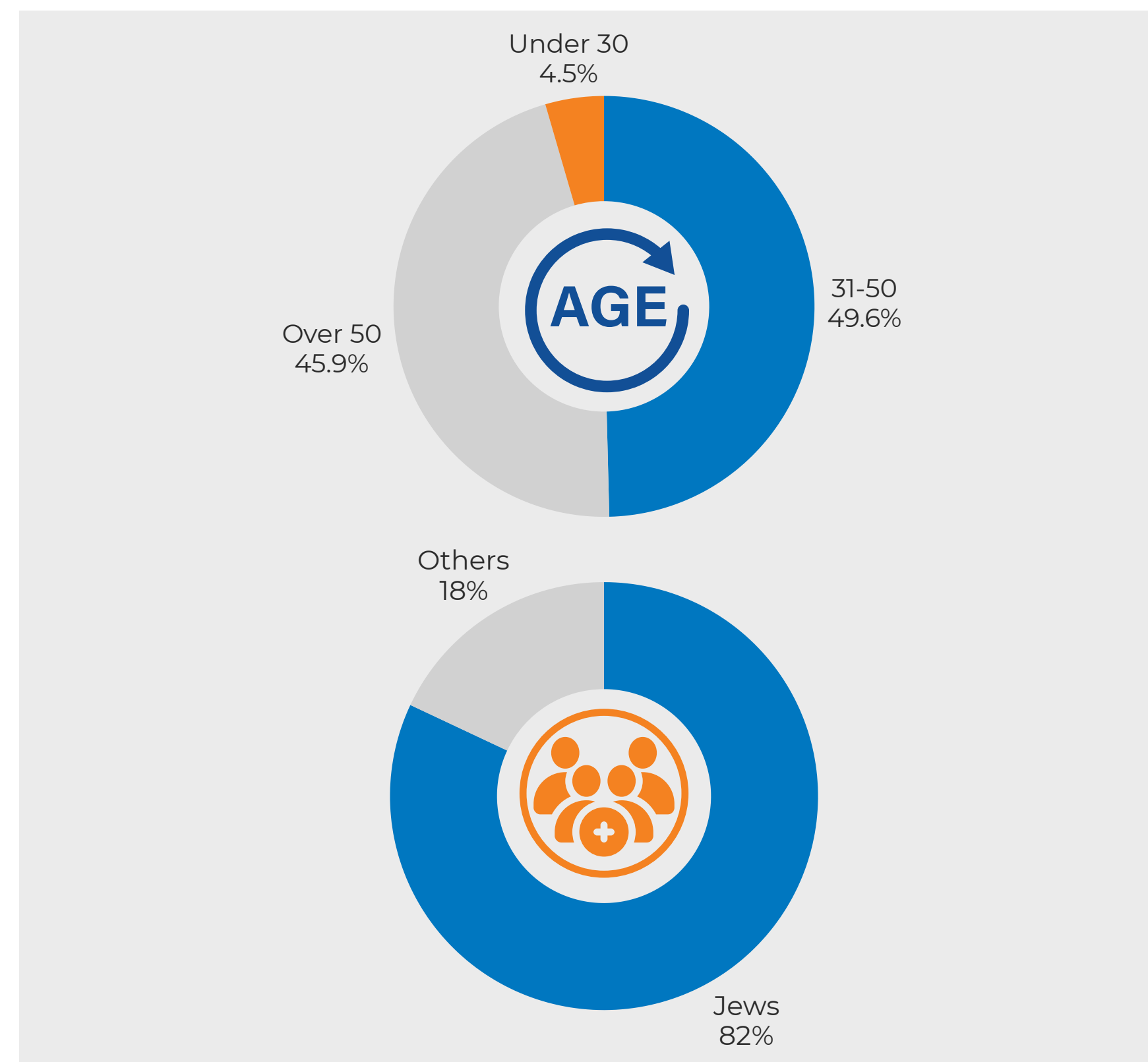
Currently, Dor maintains about 36% of women at our top management level and 39% at the middle management level. In top management, male employees currently receive, on average, 7.5% higher compensation compared to female counterparts, based on full salary including overtime and benefits. Conversely, in middle management and non-management positions, female employees' compensation, based on base salary, is approximately 22% higher than male employees. Pay gap 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 2025 was 7.2% in favor of female employees, based on total Dor compensation including bonuses and overtime.



4.1.4.2 OTHER DIVERSITY INDICATORS

In 2025, our workforce continued to reflect our commitment to diverse representation. Minority groups constitute 18% 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 25% of our new team members are female, maintaining an equal gender distribution among these experienced professionals.



4.1.4.3 ADVANCING A CULTURE OF INCLUSION

At Dor, inclusion woven into how we work day to day. From weekly cross-organizational meetings to dedicated educational programs, we create regular opportunities for employees to connect and build understanding across teams. Our Code of Conduct, reviewed and signed annually by all staff and publicly available on our website, sets clear expectations around fairness, respect, and equal opportunity. We proactively update our employment policies to stay aligned with our values and legal requirements, and we address concerns of unfair treatment through open HR channels with guaranteed confidentiality. Our commitment also extends outward: we participate in the United Nations Women's Empowerment Principles (WEPs) program, and our ESG specialist has received specialized gender-equality training to help translate that commitment into practice.

Furthermore, our new hydrogen tank maintenance division employs five people as direct Dor employees. Staff are undergoing specialist training in a field that, outside of this facility, does not currently exist elsewhere in Israel. The division has also created new employment opportunities for Russian and Ukrainian speaking workers that relocated to Israel following the war in Ukraine.



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.

Dor supports employees' financial wellbeing through a range of practical programs. In 2025, 14 employees received subsidies toward summer camps or daycare costs for their children, 18 employees (13.5%) benefited from daycare subsidies, and 16 employees (12%) received support toward academic tuition for their children. 26 employees (19.5%) received life-event support such as contributions toward weddings. Favorable personal loans were extended to 22 employees (16.5%), and bonuses or grants were awarded to a further 22 employees (16.5%).

Throughout 2025, Dor Chemicals invested in a range of employee engagement and team-building activities, recognizing that meaningful connections between colleagues are essential to a positive, supportive, and productive workplace. Gatherings outside of the daily work routine allow employees to get to know one another, build mutual trust, and strengthen interpersonal communication. For employees, these moments offer an opportunity to recharge, step away from routine, reduce stress, and deepen social bonds at work, all of which directly contribute to satisfaction, motivation, and a healthier work-life balance.

Key highlights during the year included Holiday celebrations, bringing employees together around shared traditions. We also marked National Memorial Days with the appropriate solemnity and respect, honoring our collective commitment to remembrance. On the team-building side, dedicated team days and company trips provided employees with opportunities to connect in a relaxed and enjoyable setting. Dor Chemicals remains committed to fostering a workplace community that supports employees and their families beyond their professional responsibilities and looks forward to continuing these efforts in the year ahead.

The recent team retreat at Hamat Gader was a very positive experience. Everybody enjoyed the atmosphere, the activities, and the opportunity to step away from their daily routines and connect with one another in a relaxed and informal setting. The day ended with a strengthened sense of connection among team members, improved communication and collaboration, as well as an overall boost in morale. Many noted that the event was well-organized and met their expectations. In addition, employees gave positive feedback about the massage experience, which contributed to a sense of calm, release, and personal well-being throughout the day. In summary, this was a successful event that greatly contributed to team bonding, and we look forward to continuing to promote similar initiatives in the future.



4.1.6 HEALTH & SAFETY

Ensuring a safe working environment is a core component of Dor Chemicals' ESG strategy. The company operates a structured, systematic occupational health and safety framework designed to identify, mitigate, and prevent workplace hazards, while fostering a culture of continuous safety improvement across all sites and operations.

The company's approach to safety risk reduction follows a disciplined, prioritized methodology. The process begins with the identification of risk factors, followed by a thorough assessment of harmful scenarios and their potential consequences. Where risks are identified, the company applies a hierarchy of mitigation measures: first seeking to eliminate hazards entirely through thoughtful system design, such as material substitution, pressure or temperature modifications, optimized equipment placement to minimize inventory volumes, or the adoption of alternative technologies. Where elimination is not feasible, engineered safeguards and protective measures are applied, supplemented by warning and alert systems, and reinforced through the development of robust procedures and targeted training programs.

Risk levels are reduced to acceptable thresholds through formal analytical tools including Job Safety Analysis (JSA) and Hazard and Operability Studies (HAZOP). Each mitigation measure is validated to confirm that risk has been effectively reduced, and residual risks are reviewed and formally approved by the appropriate authority. All identified risk factors, the actions taken to address them, and the resulting residual risk levels are systematically tracked and documented, ensuring full traceability and accountability.

Safety governance is maintained through nine safety committee meetings per year, providing a regular forum for reviewing performance, addressing emerging risks, and reinforcing management commitment to safety at all levels of the organization. Safety and occupational health is managed at senior management level, chaired by the CEO, with the EHS VP and Safety Officer responsible for day-to-day implementation and field oversight. Each quarter, one department leads safety improvement initiatives across the site, ensuring broad organizational engagement. This is complemented by a structured training program, ensuring that all personnel are equipped with the knowledge and awareness needed to operate safely and respond effectively to potential hazards.



4.1.6 HEALTH & SAFETY

Two major safety projects were completed in 2025:

Operator & Welfare Facilities – Haifa Chemical Terminal
Investment: ~200,000 NIS | Benefit: Employee safety and welfare investment
To improve working conditions for Dor's vessel crew at the Haifa Chemical Terminal, two operator and welfare facility dedicated restrooms were installed. The project was initiated in direct response to the demanding realities of port work, where field teams conducting vessel discharge operations are exposed to extreme weather conditions year-round, with no adequate shelter previously available.

By providing designated welfare structures at each berth, workers are concentrated in defined, managed spaces during discharge operations, reducing exposure to hazardous zones and strengthening the overall safety discipline of the site. Increased comfort and shelter across seasons also led to greater alertness and focus among crew members during critical operational moments, directly reducing the risk of safety incidents. Beyond safety, the project has had a measurable effect on employee morale and motivation. Field teams feel heard and valued, fostering a stronger sense of belonging and commitment. The provision of proper facilities reflects Dor's belief that worker dignity and wellbeing are not secondary considerations, but foundational to a safe and productive operation.

Access Road Paving

Investment: 90,000 NIS | **Benefits:** Reduced maintenance costs from vehicle incidents and improved emergency response efficiency.
A new access road and parking areas were paved along the route connecting Tank 1106 to the western emergency gate. The project addressed a longstanding operational and safety hazard: unpaved terrain that caused forklifts and operational vehicles to become stuck in mud, restricted access for leak inspection activities, and compromised the reliability of the site's emergency evacuation route.

A paved, all-weather access road provides workers and vehicles with a dependable evacuation route in the event of an incident. The new road also enables safe, unobstructed access for routine leak detection and monitoring activities along the tank route, ensuring that inspections can be carried out consistently and without risk to personnel. Operationally, the elimination of mud-related vehicle immobilization reduces equipment downtime and associated maintenance costs. On a human level, the project has strengthened employee morale. Field teams whose safety concerns were acted upon develop greater trust in management and a deeper personal investment in the safety culture of the site.

Together, these practices reflect Dor Chemicals' commitment to protecting the health, safety, and wellbeing of its employees, contractors, and all those who interact with its operations, treating safety not as a compliance obligation, but as a fundamental organizational value.



Fire Safety Management

Dor Chemicals maintains robust fire safety protocols integrated into its ISO 45001-certified occupational health and safety management system, addressing high-risk petrochemical operations including hydrogen production, MTBE storage, and flare systems.

Key measures include engineering controls like flame detectors, high-pressure relief valves on oil-fired heaters, hydrogen sensors and segregated storage. Job Safety Analyses (JSAs) mandate anti-static clothing, explosion-proof tools, torque specifications, and no-smoking zones for flammable tasks. Administrative controls feature hot work permits, annual emergency drills and a 2-day firefighting/hazmat certification by the Israeli Fire & Hazmat Center for the emergency team.

In 2025, we replaced our firefighting foam supply with a new PFAS-free 3% alcohol-resistant foam, ahead of the Israeli Ministry of Environmental Protection's 2024 regulatory framework mandating strict PFAS controls and monitoring for industrial facilities. This transition reflects our commitment to environmental stewardship, eliminating the risk of persistent "forever chemicals" leaching into soil and groundwater, a particularly critical concern in Israel given the country's limited freshwater resources and the sensitivity of its coastal and mountain aquifers. By moving away from PFAS-containing foam before regulatory deadlines require us to do so, we are not only reducing our environmental footprint but also positioning the company at the forefront of responsible industrial fire safety management, in line with leading international standards.

In 2025, zero fire-related incidents were recorded, reflecting 100% compliance with Israeli Standards (e.g., IS 129 extinguishers, NFPA 2 hydrogen code) and rigorous committee reviews. These efforts align with broader ESG goals of operational resilience and safety.

Last year, we established a comprehensive set of fire safety and emergency preparedness targets for 2025, all of which have been successfully completed. These included the installation of smoke, flame, and fire detectors in newly constructed office spaces; the procurement of new endpoint equipment as part of our used equipment replacement program; the upgrade of facility-wide foam delivery systems and renovation of cooling ring systems on storage tanks due to ongoing wear deterioration; and the implementation of fire response training and emergency drills as part of our annual emergency preparedness work plan. In this regard, annual training was conducted for all operations employees, and numerous emergency drills were carried out during the year in response to the ongoing security situation.

Looking ahead to 2026, we have identified the following fire safety management priorities and improvement initiatives:

- Repair of the cooling ring on storage tanks and the supply lines
- Sealing of electrical panels
- Certification of a new LPG compound by an approved laboratory

Replacement of three water cannons and repair of the remote activation systems of five water cannons.



Job Safety Analysis (JSA) Execution

The company conducted 13 Job Safety Analysis (JSA) sessions during 2025 to assess high-risk tasks systematically across key departments. JSA activities focused on evaluating potential hazards associated with specific job roles and developing preventative measures to reduce workplace incidents. 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 in 2025, exceeding the regulatory minimum of eight annual sessions required under Israeli labor supervision regulations. These meetings, chaired by our CEO and the Safety Officer, focused on strengthening workplace safety culture, reviewing risk assessments, overseeing training implementation, and addressing critical concerns like hazardous materials handling and emergency preparedness. Notable actions and enhancements included:

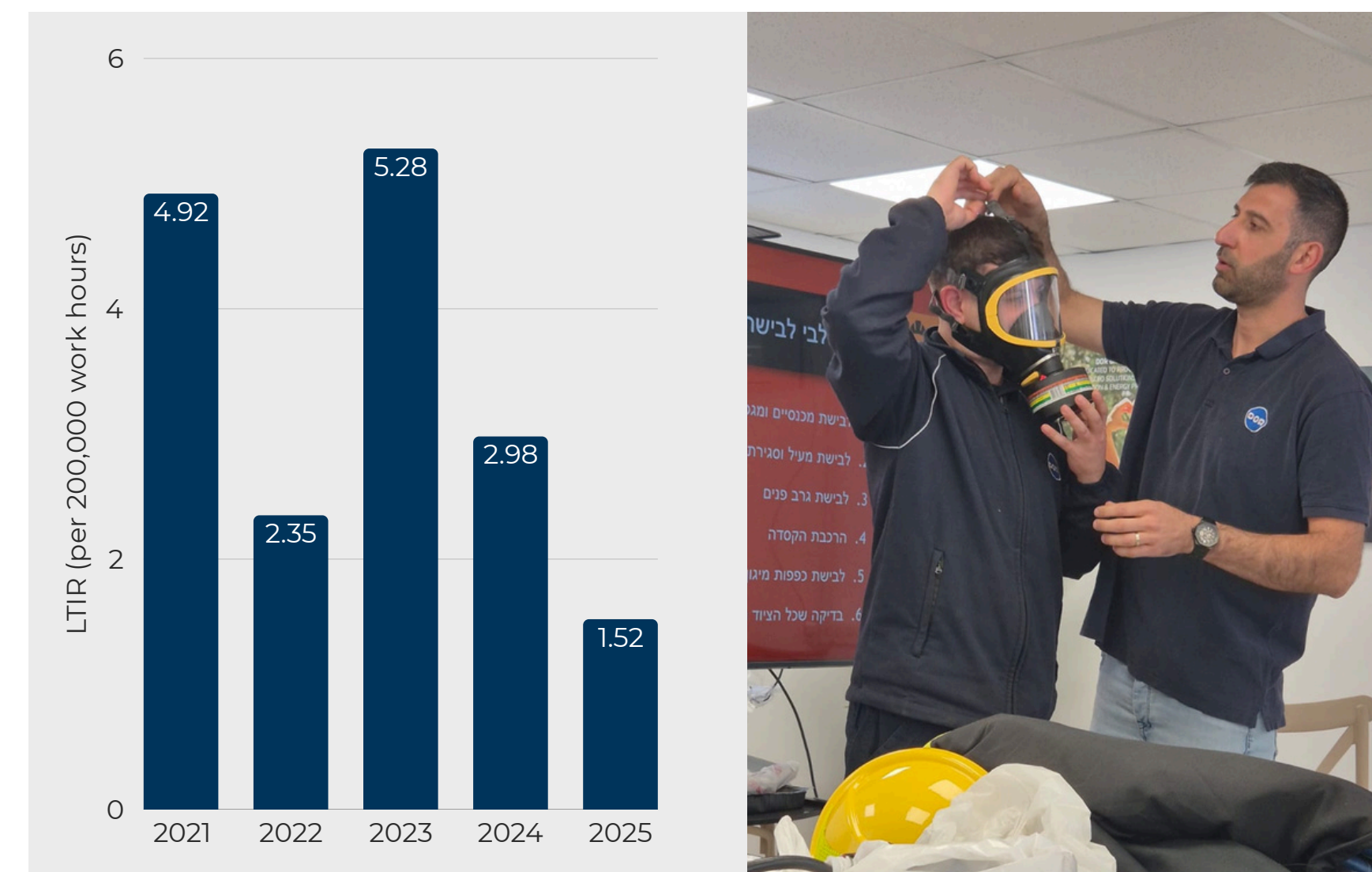
- **Revised meeting format:** Updated protocols for more structured agendas, improved documentation, and active worker participation to boost effectiveness and follow-through on action items.
- **Expanded attendance:** Increased representation from 23 certified safety trustees across all departments, ensuring broader engagement and departmental accountability.
- **Risk management focus:** Conducted post-incident reviews, JSA/HAZOP validations, and progress tracking on the safety budget allocation, including drills and certifications.
- **Training oversight:** Monitored the 2025 employee training plan (15 sessions/11 drills) and contractor inductions, with trustees receiving dedicated refreshers.
- **Real-time reporting:** Dedicated WhatsApp groups are used as an active channel for field teams to report hazards, unusual events, and safety concerns in real time, enabling rapid response and follow-up.

4.1.6.1 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.

Routine safety tours conducted throughout the year identified and addressed approximately 100 safety hazards across the site, reflecting the effectiveness of our ongoing field monitoring.



4.1.6.1 WORKPLACE SAFETY PERFORMANCE

In 2025, Dor made significant strides in workplace safety, successfully achieving four out of five key safety targets. The company strengthened its safety culture by raising employee awareness and deepening engagement across all departments. Risk mapping efforts were advanced through the completion of 13 JSAs across 10 stations, enabling systematic identification and mitigation of workplace hazards. Contractor oversight was enhanced through structured onboarding, reduced response times, improved incident documentation, and on-site inspections. Emergency preparedness was also reinforced through a comprehensive training and drill program, with full implementation of the plan. While these achievements reflect a strong commitment to continuous safety improvement, the company fell short of its accident reduction target - recording 5 workplace accidents against a goal of reducing incidents by 30% compared to 2024 (6 accidents). This remains a priority area for the year ahead.

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 2025, 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.

In 2025, our CEO introduced a new initiative concerning near-miss incident reports as a standing item in all safety committee meetings. As before, for all near-miss incidents, appropriate actions are taken based on the nature of the event, including guidance, information sharing, and temporary work stoppages when necessary. Increasing the near-miss reporting was a key goal for 2025, and the initiative proved effective - reporting rates rose compared to previous years, reflecting a growing awareness and a stronger safety culture among employees. This proactive approach allows us to address hazards before they escalate, strengthen safety protocols, and ultimately reduce workplace accidents.

4.1.6.2 SAFETY TRAINING

Dor Chemicals places safety training and operational preparedness at the heart of its occupational health and safety commitment. In 2025, the company delivered a structured and comprehensive training program spanning 15 dedicated training sessions and 11 practical drills. The program was designed to ensure that all personnel, from shift workers and operations personnel to emergency response teams and contractor employees, are equipped with the knowledge, skills, and confidence to identify hazards, respond to emergencies, and operate safely under all conditions. Training covered a broad spectrum of scenarios including hazardous materials incidents, fire response, vessel discharge emergencies, earthquake preparedness, working at heights, spill response, and large-scale facility evacuations, reflecting the full complexity of Dor's industrial operating environment. Contractor safety was addressed through a mandatory pre-entry induction program, ensuring that all external workers meet the same rigorous safety standards as permanent staff before setting foot on site.



4.1.6.2 SAFETY TRAINING

Training Sessions:

- **Working at Height Certification** - ensuring continuous certification currency throughout the year.
- **Vessel Discharge & Emergency Response** - for all certified discharge crews, combining emergency response protocols with live port demonstrations.
- **Laboratory Drills** - with laboratory staff, covering emergency response procedures and fire response.
- **Safety Trustees Certification** - A two-day program for new and existing safety trustees covering refreshed competencies and updated protocols.
- **Emergency Preparedness** - covering emergency shelter procedures and civil defense equipment use, delivered primarily to shift workers and panel operators across multiple rounds throughout the year.
- **Hazardous Materials (HAZMAT)** - A four-hour session for field and operations staff, complemented by a dedicated two-day fire and HAZMAT training for the emergency team.
- **Field Safety** - Annual training for all employees.
- **Work Permits & Machine Guarding** - Targeted sessions for permit-issuing employees and maintenance staff respectively, ensuring procedural compliance and equipment safety awareness.
- **Large-Scale Drills:**
 - o Annual Emergency Drill — An exercise involving all emergency role holders across field and headquarters.
 - o Facility & Evacuation Drills — Including a full facility emergency drill, an earthquake and factory evacuation drill, and a spill response drill, for all site personnel and the emergency team.

Contractor Safety Training Program

All contractor employees are required to complete mandatory safety training before entering the site, covering two integrated components delivered by the Safety Officer.

The first is a comprehensive site safety induction based on Dor Chemicals' safety and environmental training kit, covering: compliance with company regulations, personal protective equipment, emergency response, fire safety, hot works, hazardous materials, lifting operations, working at heights, confined spaces, electrical works, civil works, renovation, and construction and installation activities. Upon completion, each contractor receives information sheets detailing the specific hazards and risks relevant to their work, in accordance with the work permit form.

The second component addresses job-specific risk management, tailored to the particular type of work being performed. All high-risk work categories, including fire, confined spaces, excavation, lifting, hazardous materials, emergency response, working at heights, and electrical work, require a formal risk analysis conducted jointly with the contractor employee prior to commencement. This component is delivered by the Safety Officer together with the relevant department manager and work supervisor.



4.1.6.3 NEW HYDROGEN TANKS MAINTENANCE DIVISION

Working with hydrogen presents unique safety challenges, and the division has designed its safety framework accordingly. Continuous gas monitoring sensors are installed at ceiling level — where hydrogen, being lighter than air, tends to accumulate. Staff are equipped with personal protective equipment including work suits, protective masks and goggles, and the facility has a ventilation system ensuring air circulation during operations. Emergency response scenarios are being developed jointly with the plant's safety teams.

4.1.6.4 ROAD SAFETY

Dor operates a structured annual road safety program covering its entire vehicle fleet. All fleet incidents are systematically logged, reviewed by the road safety officer, and analyzed for recurring patterns. Employees with company vehicles complete two seasonal e-learning courses per year (summer and winter), with a completion rate of approximately 70% among company vehicle holders and 100% among professional drivers, for whom training is mandatory. Monthly road safety communications are distributed to relevant employees, covering incident reviews, behavioral reminders, and regulatory updates. Approximately 10 professional drivers receive additional targeted training given their higher road exposure.

Logistics Under Pressure

The logistics division is easy to overlook in an industrial facility. It doesn't produce a product, and its success is measured by things that don't happen: late deliveries, missed orders, gaps in supply. But in 2025, keeping that invisible machinery running required something far from ordinary.

Dor's 13 in-house drivers collectively served over 1,500 reserve duty days in 2025, reflecting both the scale of Israel's security demands and the disproportionate call on drivers, one of the IDF's most needed professions. For our team this was a sustained, structural challenge that ran the entire year.

The response was deliberate. Contracts with external haulage providers were expanded, new drivers were recruited, and a driverleasing arrangement was put in place to keep Dor's own vehicles operational when the in house bench ran short. None of these were perfect solutions. external contractors cost more and can't replicate the ownership that comes with being part of the company. but together they kept the operation moving.

Holding the Line for Customers - Despite the pressure, Dor's core service commitment to fulfill customer orders within 24–48 hours was maintained without exception across the entire year. Costs rose but the service standard held. That outcome required better planning, faster adaptation, and consistent, honest communication with customers throughout the year.



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Safety as a Non-Negotiable - Our road safety program runs year-round. A "full-stop day", where all driving activity pauses for a day of training and team activity, was held as well as e-learning modules on summer and winter driving conditions distributed to every employee who drives, regardless of role. The underlying principle is straightforward: road risk doesn't discriminate by job title.

The result there were no significant accidents involving our professional drivers in 2025, and a year over year reduction in the overall accident rate across the division.

Looking Ahead - 2026 will bring more of the same challenges. The regional situation is unlikely to ease significantly, and the division is planning accordingly by drivers to strengthen organic capacity and invest in real-time tracking and reporting systems to improve decision-making and reduce manual error. The aim is the same as it was in 2025: hold the standard, whatever the year brings. The difference is being better prepared to do it.

4.1.6.5 REGULATORY COMPLIANCE AND AUDITS

Dor Chemicals demonstrates strong compliance through its integrated management system. The safety plan ensures adherence to Israeli labor regulations (e.g., Supervision of Work Organization Regulations 2013), environmental laws, and chemical handling standards, verified via internal audits and committee oversight.

During 2025, the following actions were completed:

- Safety Committee Reviews – 9 meetings, including risk assessments, incidents, and training verification.
- Internal Risk Audits - JSAs/HAZOP for hydrogen, heaters, etc.; equipment/medical inspections

• Permit Renewals

- No violations reported; aligns with Fire and hazmat handling regulations.
- Ministry of Labor Audit - An external audit was conducted by the Ministry of Labor during 2025, with no violations reported.
- Additional Safety Officer - A second safety officer was trained and certified within the organization during 2025, strengthening internal safety capacity. In complex projects, a dedicated contractor-side safety supervisor is also deployed for continuous on-site oversight.

Ongoing monitoring via KPIs, SDS updates, and annual policy reviews ensuring proactive compliance.



4.1.6.6 LOOKING FORWARD

Dor is planning additional measures in 2026 to further enhance workplace safety, including:

- Reducing Workplace Accidents: a 20% reduction in workplace accidents compared to 2025.
- Procedures: Writing, updating and signing off on relevant safety procedures.
- JSA Mapping: at least 5 risk surveys.
- Safety Management System: Implementing a computerized safety management system, including an employee collaborative platform, reduced contractor response times, incident volume management and follow-up, and real-time safety monitoring and reporting.
- Emergency Preparedness: Improving plant emergency response and readiness through a comprehensive training and drill program, implementing the required quantity of procedures, updated documentation, and updated exercises.
- Emergency Response: Two additional fire suppression rooms on the coast.
- Safety Oversight and Inspection: Completion of 100% of all planned safety tours for hazard identification, oversight, and enforcement.

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 2025, we continued with our efforts to deepen our community impact through a range of social initiatives, partnering with several local non-profit organizations whose work reflects values we hold close - inclusion, empathy, and care for those in need. Our employees contributed volunteering hours as well as monetary donations, essential products, and equipment to support the communities around us. This year, these partnerships included the Pa'ot Center for early childhood enrichment in Tirat HaCarmel, Enosh - the Israeli Association for Mental Health, a local Holocaust survivors support center, and Hesed MiTzion, a registered charitable organization aiding those in need. We are grateful for the opportunity to give back and hope to continue building on this spirit of community engagement in the years ahead.

We do not participate in politically oriented initiatives or donations.



Pediatric Healthcare Innovation Fund

Dor is advancing its ESG strategy through the establishment of a dedicated venture capital fund focused on breakthrough technologies in pediatric healthcare. The initiative reflects Dor's commitment to responsible investment, social impact, and long-term sustainable value creation.

A significant gap exists in medical innovation for children, as most healthcare technologies are designed for adults, leaving pediatric patients, who have unique physiological and developmental needs, underserved. The fund will target innovative, child-specific solutions that improve health outcomes while addressing the distinct market dynamics of pediatric care.

A key differentiator is the fund's strategic partnership with Schneider Children's Medical Center of Israel, one of the world's leading pediatric hospitals. This collaboration provides direct access to real-world clinical needs, medical expertise, and validation infrastructure, enabling high-quality deal flow and reducing development risk through clinical engagement and pilot programs.



Dor Chemicals is proud of its ongoing partnership with the **Pa'ot Center**.

Pa'ot center, in Tirat Carmel, is dedicated to supporting early childhood development, recognizing that investment in the earliest years of a child's life is critical to their future and to the wellbeing of the wider community.

The center serves around 800 families and provides professional guidance in kindergartens and daycare settings for an additional 1,000 children. Throughout the year, Dor Chemicals supports the center through activities for the children, as well as donations from company employees including toys, clothing, and games.

The center also operates "Chanutef", a non-profit second-hand shop for young children, serving as an educational and environmental initiative. It enables families from all economic backgrounds to access quality toys and games at affordable prices, while promoting the values of sustainability and reuse. Dor Chemicals views this partnership as an integral part of its commitment to the community, and looks forward to continuing to support the society and environment in which it operates.



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.

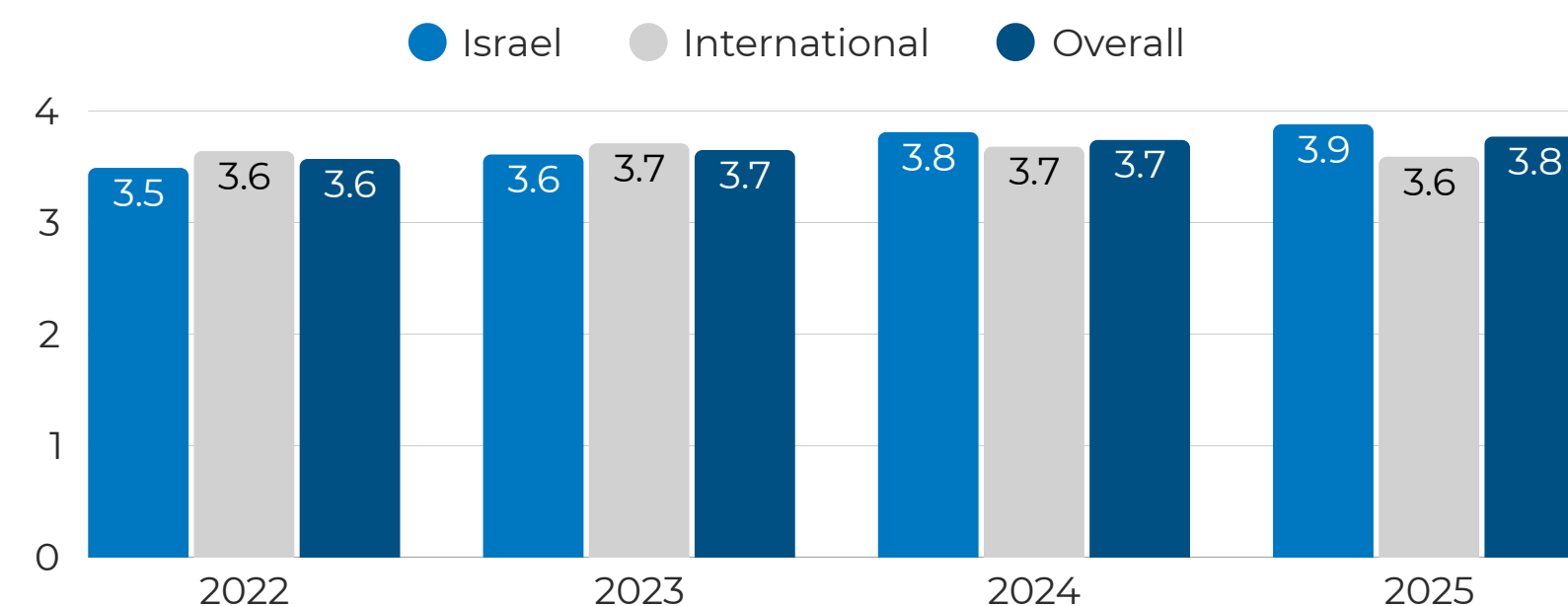
4.3.1 CUSTOMERS RELATIONS

Responsible product stewardship and customer satisfaction are important to how Dor operates. We engage regularly with customers through surveys and complaint resolution processes, and work to provide transparent product information, including comprehensive Safety Data Sheets covering safe handling, storage, and disposal. Quality assurance protocols guide our production and distribution, and customer feedback continues to inform us about our improvement processes, with safety and regulatory compliance remaining central priorities.

4.3.1.1 CUSTOMER SUCCESS

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 our customers' experience

Each response was rated using a four-tier satisfaction scale and 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. 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.

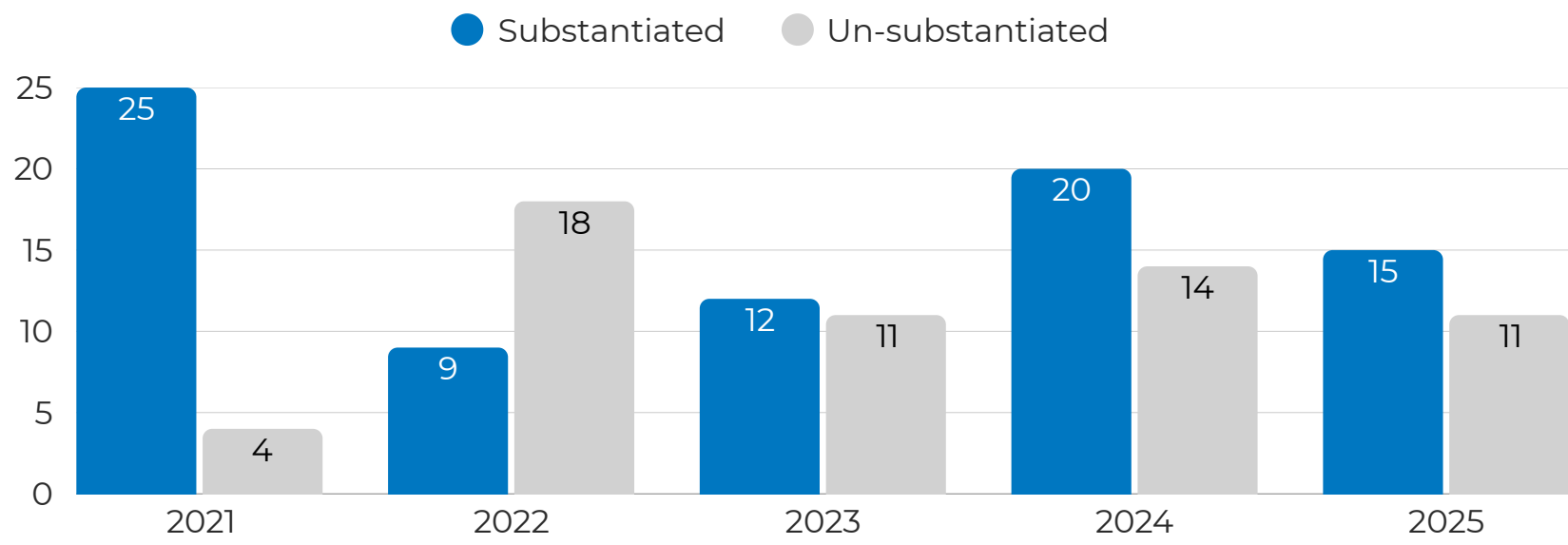


The survey provided valuable insights for continuous improvement among both international and Israeli customers, which are being reviewed as part of our ongoing efforts to optimize logistics and enhance customer experience. Our year-over-year analysis indicates a consistent upward trend in overall customer 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.

4.3.1.1 CUSTOMER COMPLAINTS

Responding to customer complaints is a crucial part of maintaining the quality and excellence of our products and services. In 2025, we continued to review and improve our customer complaint investigation process, which is managed by our ERP SAP.

During 2025, we received 26 customer complaints, a reduction of 24% compared to 2024. All of them were investigated and documented, 17 were substantiated.



4.3.2 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.

During 2025, Dor continued to advance the foundations of its Responsible Supply Chain Management framework, with a defined roadmap focusing on expanding ESG. Key focus areas included broadening the supplier ESG compliance program, extending sustainability audits to additional supplier segments and promoting the inclusion of ESG considerations in supplier contracts. In parallel, internal alignment efforts were initiated to enhance buyer evaluation processes to include sustainability-related metrics. As part of these efforts, procurement teams received training on responsible supply chain management, supporting increased awareness and capacity to implement ESG considerations in day-to-day supplier engagement.

Progress against these initiatives was partially constrained by the ongoing security situation. As a result, the planned distribution of ESG questionnaires and



code of ethics to suppliers was not carried out, and no new supplier contracts were signed in key categories such as raw materials, limiting the ability to embed ESG clauses and formalize commitments.

4.3.2.1 PROCUREMENT STRATEGY

Dor maintains a structured approach to sustainable supply chain management, balancing local sourcing with global expertise to ensure supply chain resilience. In 2025:

- 91% of suppliers were local, demonstrating Dor's commitment to supporting the Israeli economy.
- Total procurement spending exceeded 209 million ILS, with 55% allocated to local suppliers.
- Dor engaged with 727 local suppliers and 76 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. This year, 205 suppliers were evaluated with a 91% approval rate and 9% probation, both values an improvement from 2024.

4.3.2.2 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.

Engagement Framework

Dor continues to develop its supplier engagement framework to support improved ESG performance and compliance across its supply chain. As part of this effort, Dor distributes an ESG supplier sustainability questionnaire to encourage suppliers to self-assess their practices across areas such as labor rights, environmental management, and ethical business conduct. The company recognizes that further progress is needed in supplier participation rates and is working to strengthen engagement in this area. Looking ahead, Dor aims to deepen the integration of ESG considerations into its procurement and supplier management processes, including further development of sustainability risk identification and oversight mechanisms.

On-site supplier audits and compliance verification - Dor conducted two 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.



Conflict Minerals Declaration

The Conflict Minerals Declaration is a key element of responsible supply chain management, requiring companies to identify and disclose the use of minerals that may originate from regions associated with armed conflict or human rights concerns. Through due diligence and supplier verification processes, companies promote responsible sourcing practices, support respect for human rights, and reduce the risk of contributing to conflict related activities. These efforts help strengthen supply chain transparency and support more sustainable and ethical global supply chains.

4.3.3 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 customer survey feedback.
- Strengthening ESG-related transparency in customer interactions.

Supply Chain Sustainability Improvements

- Expanding sustainability audits to another sector.
- Subject to improved operating conditions, we aim to relaunch the supplier ESG questionnaire program and the supplier code of ethics, targeting distribution to 50% of suppliers with a 10% response rate.
- Continue efforts to integrate ESG criteria into buyer evaluation processes and formal procedures.
- Assess opportunities to incorporate ESG clauses into new supplier contracts, where applicable.

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.



5. GOVERNANCE

Governance

Board of Directors

Business Ethics

Remuneration Policy

Site licenses and certifications

Risk Management

Privacy and Data Protection

Climate Risk



5. GOVERNANCE

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.

In 2025, 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 2025, our Board comprises three directors, including two 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 Mrs. Aviva Dankner (Owner), and Mr. Gabi Rubin (External Company Advisor). 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. Our ESG initiatives are a matter of personal interest to our chairman of the board.

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, updated in 2025, establishes clear standards that apply to every employee, from top 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 2025, no reports were filed, and the availability and ease of use of the reporting system is constantly being reinforced.

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 achieved Gold Medal recognition from EcoVadis in consecutive years (2023, 2024) and a Silver Medal in 2025 and maintains various ISO certifications. For four consecutive years, the Standards Institution of Israel has awarded Dor Chemicals the prestigious Platinum Mark, granted to less than 1% of SII clients, recognizing Dor'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. Our culture of excellence guides both managers and employees toward structured work methods that consistently meet and exceed quality benchmarks, reinforcing our position as an industry leader committed to continuous improvement.

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 27001:2022	Information Security Standard
	ISO/IEC 27001:2022 IQNET	Information Security Standard
	ISO 45001:2018	Occupational Health and Safety Management Standard
	ISO 50001:2018	Energy Management Systems Standard
	PLATINUM MARK 2025	Israel Standards Platinum Mark 2025
	SI Mark 5852 Part 1	For our Carmel Blue (Aguas urea solution)
	SI 712 parts 1, 2, 3	For maintenance of portable gas cylinders
	Ecovadis Silver Medal award 2025	Top 15% rating from EcoVadis for 2025



5.5 REGULATORY COMPLIANCE AND LEGAL STANDING

Throughout 2025, Dor remained free from any instances of non-compliance with laws and regulations. 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 has not yet been reached.

In 2025, Dor Chemicals did not face legal actions related to anti-competitive behavior or corruption. Dor operates under ongoing supervision by environmental authorities and possesses all necessary permits and approvals as required by local regulations.

5.6 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.

5.7 PRIVACY AND DATA PROTECTION

In 2025, 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. As of August 2024, we have 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.

In 2025, the following actions were completed

- A comprehensive risk analysis across all IT domains, covering the identification, assessment, and mitigation of cybersecurity risks, and implemented a series of key security measures:
- The OT network was separated from the corporate IT network to reduce cross-network exposure. An EDR system and CrowdStrike were deployed to provide continuous monitoring and protect endpoints and servers against cyberattacks. A Network Access Control (NAC) system was implemented to manage internal network access permissions. Together, these systems enable Dor to detect and respond to external intrusion attempts in real time.
- A clean desk audit was conducted to ensure no sensitive information is left exposed, screens are locked when unattended, and access to sensitive areas is secured. All employees completed cybersecurity awareness training, procedures were updated, and a phishing simulation was carried out.
- Dor successfully passed its ISO/IEC 27001:2022 and Hazardous Substances Permit audits. Sensitive operational areas were secured with facial recognition access control. Dor also connected to the SOC of the Ministry of Environmental Protection's Cyber Division, receiving hourly alerts with individual follow-up on every suspicious event.

A new password policy was enforced across all IT and OT servers, with a full company-wide password reset completed. Server rooms are maintained under strict lock and access control.

LOOKING FORWARD

Looking ahead to 2026, our workplan includes:

- IT network segmentation to further reduce internal exposure
- Installation of a backup internet line and secondary firewall to ensure operational continuity in the event of a cyberattack
- Repeat phishing simulations and clean desk audits, with refresher cybersecurity training for all employees
- All staff, including new hires, to sign updated confidentiality agreements
- Penetration testing (PT) assessment to verify protection and readiness against cyberattacks, including as part of the ISO audit process with an external examiner
- 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.

5.8 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 requirements during extreme weather events
- Supply chain disruptions due to climate impacts
- Tsunami risk exposure due to coastal proximity

Water security represents another significant challenge for our operations. According to the World Resources Institute's "Aqueduct Water Risk Atlas", under the Business as Usual scenario, our facilities face a projected 1.12x increase in annual water stress levels by 2030 from already extremely high baseline levels (>80%). These stress factors are expected to reach 2.10x current levels by 2050.

Climate-related matters are overseen at the management level by the CEO, VP EHS, and QA & QC Manager.

Looking ahead, we are committed to continued strengthening of our ESG governance structures, enhanced climate performance monitoring, and ongoing development of structured reporting mechanisms aligned with international best practices.

6. 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, 2025, to December 31st, 2025, 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's best practices and evolving sustainability expectations.

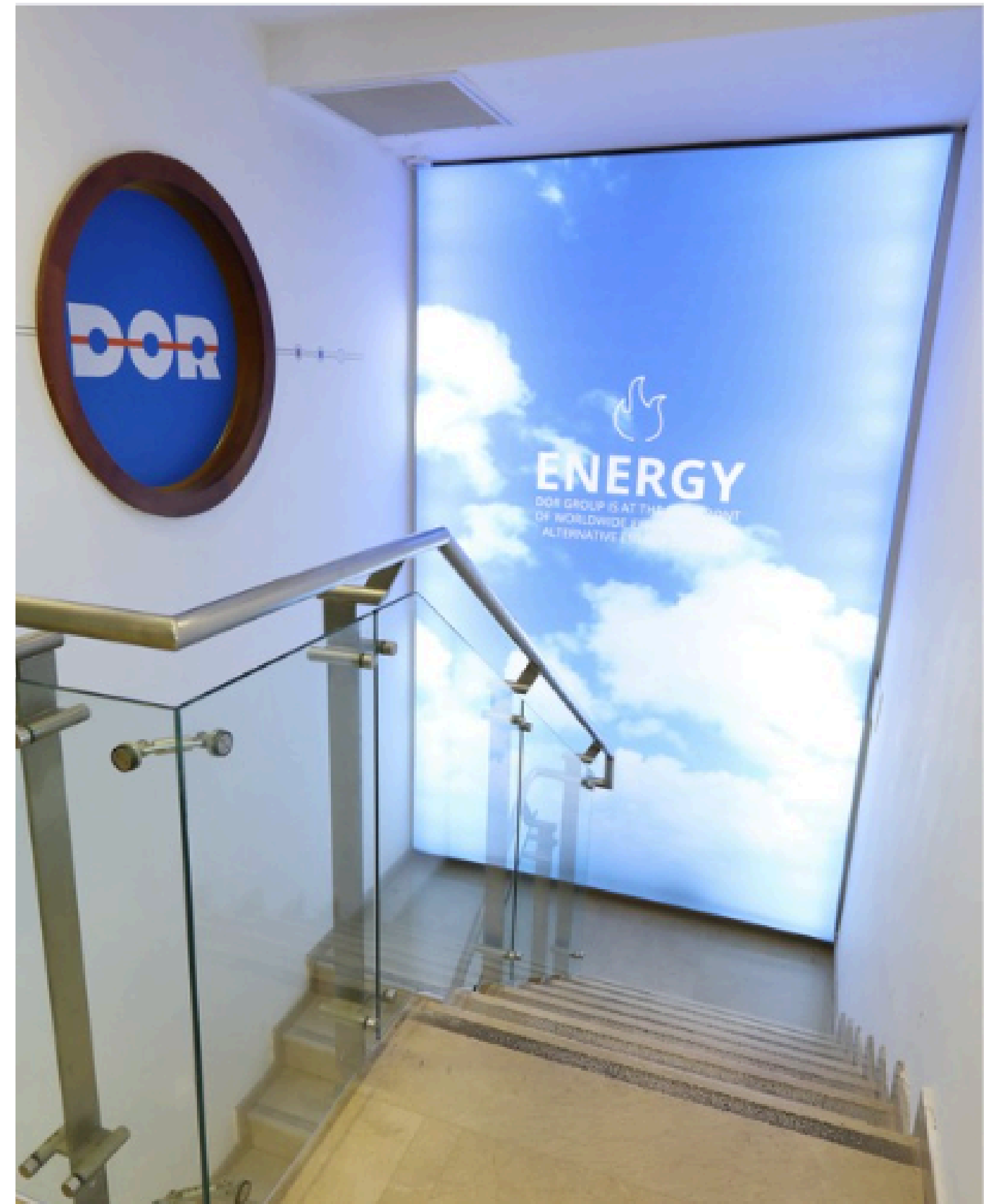


7. APPENDIX

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.

Dor Chemicals has reported with reference to the GRI standards for the period of 01.01.2025-31.12.2025



GRI STANDARDS

GRI Standard	Disclosure	Page(s)
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, frequency and contact point	60
	2-4 Restatements of information	60
	2-6 Activities, value chain and other business relationships	5,6,51
	2-7 Employees	30
	2-8 Workers who are not employees	30
	2-9 Governance structure and composition	7,56
	2-11 Chair of the highest governance body	56
	2-12 Role of the highest governance body in overseeing the management of impacts	56
	2-13 Delegation of responsibility for managing impacts	56
	2-14 Role of the highest governance body in sustainability reporting	56
	2-15 Conflicts of interest	56
	2-16 Communication of critical concerns	36, 38, 56
	2-17 Collective knowledge of the highest governance body	56
	2-18 Evaluation of the performance of the highest governance body	56



GRI STANDARDS

GRI Standard	Disclosure	Page(s)
GRI 2: General Disclosures 2021	2-19 Remuneration policies	36, 57
	2-20 Process to determine remuneration	36, 57
	2-21 Annual total compensation ratio	36
	2-22 Statement on sustainable development strategy	3, 10
	2-23 Policy commitments	8, 10, 56
	2-24 Embedding policy commitments	8, 36
	2-25 Processes to remediate negative impacts	21, 24, 56
	2-26 Mechanisms for seeking advice and raising concerns	56
	2-27 Compliance with laws and regulations	57, 58
	2-28 Membership associations	56
	2-29 Approach to stakeholder engagement	11
GRI 3: Material Topics 2021	3-1 Process to determine material topics	12
	3-2 List of material topics	12
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	36
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	16, 21, 24, 26
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	53



GRI STANDARDS

GRI Standard	Disclosure	Page(s)
GRI 205: Anti-corruption 2016	205-2 Communication and training about anti-corruption policies and procedures	36
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	15
GRI 302: Energy 2016	302-1 Energy consumption within the organization	15, 63
	302-3 Energy intensity	68
	302-4 Reduction of energy consumption	16
GRI 3: Material Topics 2021	Management of material topics	20
GRI 303: Water and Effluents 2018	303-2 Management of water discharge-related impacts	21
	303-3 Water withdrawal	67
	303-4 Water discharge	67
GRI 3: Material Topics 2021	Management of material topics	27
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	27
GRI 3: Material Topics 2021	Management of material topics	27
GRI 305: Emissions 2016	305-1 Direct Scope 1 GHG emissions	17, 68



GRI STANDARDS

GRI Standard	Disclosure	Page(s)
GRI 305: Emissions 2016	305-2 Energy indirect Scope 2 GHG emissions	17, 68
	305-3 Other indirect Scope 3 GHG emissions	19, 68
	305-4 GHG emissions intensity	68
	305-5 Reduction of GHG emissions	15
	305-7 Nitrogen oxides, sulfur oxides, and other significant air emissions	22
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	24
	306-2 Management of significant waste-related impacts	24
	306-3 Waste generated	24, 67
	306-4 Waste diverted from disposal	24, 67
	306-5 Waste directed to disposal	24, 67
GRI 3: Material Topics 2021	Management of material topics	30
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	32, 64
	401-3 Parental leave	69
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	69
	404-2 Programs for upgrading employee skills and transition assistance programs	35-36
	404-3 Percentage of employees receiving regular performance and career development reviews	36



GRI STANDARDS

GRI Standard	Disclosure	Page(s)
GRI 3: Material Topics 2021	Management of material topics	41
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	41
	403-2 Hazard identification, risk assessment, and incident investigation	45
	403-3 Occupational health services	42
	403-5 Worker training on occupational health and safety	45-46
	403-8 Workers covered by an occupational health and safety management system	42
	403-9 Work-related injuries	44
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	38-39, 69
	405-2 Ratio of basic salary and remuneration of women to men	38
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	38, 52
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	52–53
GRI 413: Local Communities 2016	413 - Local Communities 2016	49-50
GRI 418: Customer Privacy 2016	418 - Customer Privacy 2016	58
GRI 3: Material Topics 2021	Management of material topics – responsible supply chain	52-54
GRI 3: Material Topics 2021	Management of material topics – business ethics	56
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	58



7.2 DATA TABLES

Environmental Data

		Units	2021	2022	2023	2024	2025
Total Production		Tonne	116,805	88,498	87,263	91,857	71,554
Water Management	Water consumption	m ³	115,483	116,785	92,479	84,212	91,910
	Intensity	m ³ /tonne product	0.99	1.32	1.06	0.92	1.28
	Sanitary wastewater discharge	m ³	17,545	17,420	12,713	18,142	17,498
	Process wastewater discharge ¹	m ³	13,858	14,014	12,399	8,164	12,543
	Total wastewater intensity ¹	m ³	0.27	0.36	0.29	0.29	0.42
Waste Management	Landfill	Tonne	169.3	189.5	174.4	181.2	207.9
	Total recycled	Tonne	39.7	30.1	40.7	33.8	24.0
	% recycled	%	19	14	19	17	10
	Total hazardous waste	Tonne	1,350	3,026	2109	1,498	1,231
Material Management	Recycled Acetone	%	44	42	45	0	11
	Recycled IBC	%	88.2	99.3	98.9	98.8	100
Energy Management	Residual fuel oil	Liter	4,584	1,751	0	0	0
	Diesel consumption ¹	Nm ³	235,958	267,384	274,336	348,070	351,803
	Gasoline consumption	Liter	66,088	71,775	74,343	64,549	59,716
	Natural Gas consumption	Nm ³	0	272,761	4,772,702	4,498,380	3,188,754
	Methanol	Tonne	1486	4882	962	457	539
	Butane	Tonne	305	465	315	304	225
	Electricity purchased	kWh	5,931,381	5,470,440	4,455,421	4,364,935	3,826,367

[1] Data was corrected this year, retroactively for all years reported in this table.



7.2 DATA TABLES

Environmental Data

		Units	2021	2022	2023	2024	2025
Energy Management	Renewable - PV ²	kWh	213,835	362,973	401,294	400,798	371,361
	Renewable - PV ³	kWh	74,460	74,408	46,317	38,100	45,775
	% renewable	%	2.92%	4.33%	5.04%	4.96%	5.45%
	Intensity	kWh/tonne product	53.2	66.8	56.2	52.3	59.3
	Total Energy consumption	GJ	261,747	232,501	241,527	222,706	169,861
	Intensity	GJ/tonne product	2.24	2.63	2.77	2.42	2.37
Greenhouse gas emissions	Scope 1	tCO ₂ e	17,465	11,590	12,277	11,520	8,671
	Scope 2 - location based	tCO ₂ e	2,923	2,777	2,192	2,037	1,799
	Scope 2 - market based	tCO ₂ e	2,165	2,041	1,617	1,511	1,325
	Scope 1+2 intensity - location based	Kg CO ₂ e/tonne product	174	162	166	148	146
	Scope 1+2 intensity - market based	Kg CO ₂ e/tonne product	168	154	159	142	140

[2] Including PPA for zero emissions electricity for 50% of produced electricity

[3] Including 100% PPA for zero emissions electricity

Social Data [4]

		Units	2021	2022	2023	2024	2025
Workforce demographics	Total employees	#	136	133	138	139	133
	Women	%	24	23	29	28	37
	Men	%	76	77	71	72	96
	Full time	%	100	100	100	100	99.4
	Minority groups	%	16	16	14	17	18
	Employees on parental Leave	#	1	1	1	2	3
Age diversity	Under 30	%	7	7	5	9	5
	31-50	%	51	53	57	55	49
	Over 50	%	41	41	38	36	46
Turnover rates		%	36	26	13	14	17
Training	Average training hours per employee		6.4	7.1	11.0	12.0	12.7
	Senior management ⁵		16	24	16	16	10
	Middle management ⁵		12	65	40	30	27
	Non-managerial roles ⁵		20	12	22	18	5
Community involvement	Monetary donations	\$	30,412	27,072	33,575	30,376	28,755
	Total volunteering hours	#	N/A	N/A	135	124	150
Health and safety	Lost Time to Injury (LTIR) ⁶		4.92	2.35	5.28	2.98	1.52
	Incident Severity Rate (SR) ⁶		18.02	13.29	73.93	24.63	14.45
	Near Misses		12	7	9	14	42
	Workplace injuries		6	3	7	4	2
	Combined loss of working days		22	17	98	33	19

[4] 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

[5] Average training hours per employee

[6] Per 200,000 working hours

