

OPERATIONAL EXCELLENCE POLICY

We will strive each day to conduct our business in a safe, secure, injury-free, and environmentally responsible manner. We are committed to complying with all laws and regulations applicable to our facilities and business activities, as well as all voluntary programs to which we elect to subscribe (Responsible Care®, International Organization for Standardization (ISO), etc.).

We will strive to deliver high quality products that meet or exceed the expectations of customers, stakeholders, employees, and the community. In accordance with the organization's context, we support our strategic direction, mission, objectives, and values as a customer-oriented company. We will strive to make optimal use of the resources we consume and minimize emissions and waste. We will strive to limit the risks of our products throughout their lifecycle. We are committed to reducing risks in our operations to safeguard our employees, contractors, and the communities where we operate and engage in business activities. We are committed to protecting information, critical infrastructures, and information systems to maintain confidentiality, integrity, and availability. We will communicate our Operational Excellence, Safety, Health, Quality, and Environmental performance results and welcome the input of our employees and contractors, regulatory agencies, our communities, our customers, and other interested stakeholders.

We will accomplish this by integrating safety, physical and cyber security, health, environmental responsibility, reliability, compliance, and quality into our management processes using our Operational Excellence System (OE). The OE will be used to set goals for continual improvement; provide alignment of activities and resources; assess and manage risks; obtain stakeholder input; and rigorously audit our performance against operational objectives and compliance requirements.

Nasser Al-Kuwari
Chief Executive Officer

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**OPERATIONAL
EXCELLENCE
SYSTEM**