



# Kasih Sustainability Report

**Dream, Dare, Deliver**

Embedding Sustainable Practices for  
Long-lasting Impact

2022

# WELCOME TO KASIH'S INAUGURAL SUSTAINABILITY REPORT.

THE REPORT CAN ALSO BE  
CONSULTED ONLINE VIA  
[KASIHFOOD.COM](https://kasihfood.com)

## ABOUT THIS REPORT

At Kasih, we are committed to integrating sustainability into every aspect of our operations from both an ethical and business perspective. This report gives us an opportunity to share our sustainability journey so far, our achievements and challenges, and key initiatives and progress during 2022.

Our Chief Executive Officer and executive management team takes responsibility for the review and approval of the sustainability report, including the material topics list and sustainability framework.

## Cautionary Message

This report contains statements that may be deemed as "forward-looking statements" that express the way in which Kasih's intends to conduct its activities. Forward statements could be identified by the use of forward-looking terminology such as "plans", "aims", "assumes", "continues", "believes", or any variations of such words that certain actions, events or results "may", "could", "should", "might", "will", or "would" be taken or be achieved.

Kasih has made every effort to ensure that this report is as accurate and truthful as possible. However, by their nature, forward-looking statements are qualified to inherent risks and uncertainties surrounding future expectations that could cause actual results to differ materially from these projected or implied statements. Such statements are subject to risks that are beyond Kasih's ability to control and therefore do not represent a guarantee that events implied in these forward-looking statements will actually occur.

## REPORTING PERIOD

This report covers Kasih's activities from 1 January 2022 to 31 December 2022. We provide information and data from previous years should it be applicable.

## REPORTING APPROACH

This report has been developed in accordance with the Global Reporting Initiative (GRI) Standards and to reflect our commitment towards the United Nations Sustainable Development Goals (UNSDGs), the Jordan Vision 2030, and the Economic Modernization Vision.

## REPORT SCOPE

The scope of information covers Kasih's operations including our offices and factories in the Kingdom of Jordan.

We welcome all stakeholders feedback on the report and on our sustainability performance via the following channels:

Email: [info@kasihfood.com](mailto:info@kasihfood.com)

Phone: +962-6-4874050

Address: Otbah As-Sulaymi Street,  
Building # 7, Marka, Amman, Jordan

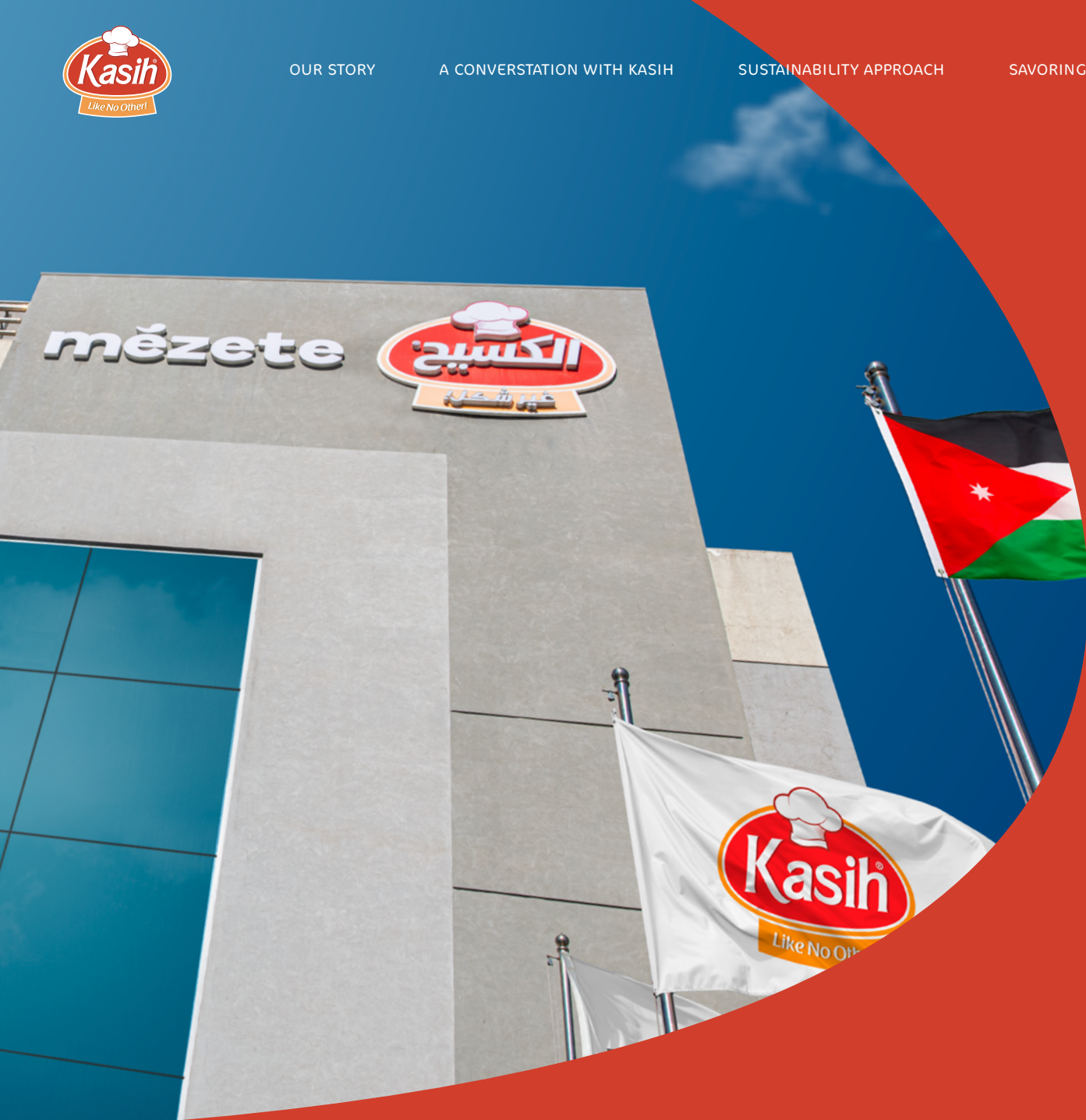




# Contents

<b>ABOUT THIS REPORT</b>	<b>2</b>
<b>THE STORY OF KASIH</b>	<b>4</b>
<b>A CONVERSATION WITH KASIH</b>	<b>13</b>
<b>OUR SUSTAINABILITY APPROACH</b>	<b>17</b>
<b>SAVORING INNOVATION</b>	<b>21</b>
<b>AGILE LEADERSHIP</b>	<b>32</b>
<b>BETTER TOGETHER</b>	<b>43</b>
<b>CONSCIOUS TRANSFORMATION</b>	<b>55</b>
<b>APPENDICIES</b>	<b>66</b>





02  
01

# THE STORY OF KASIH

---

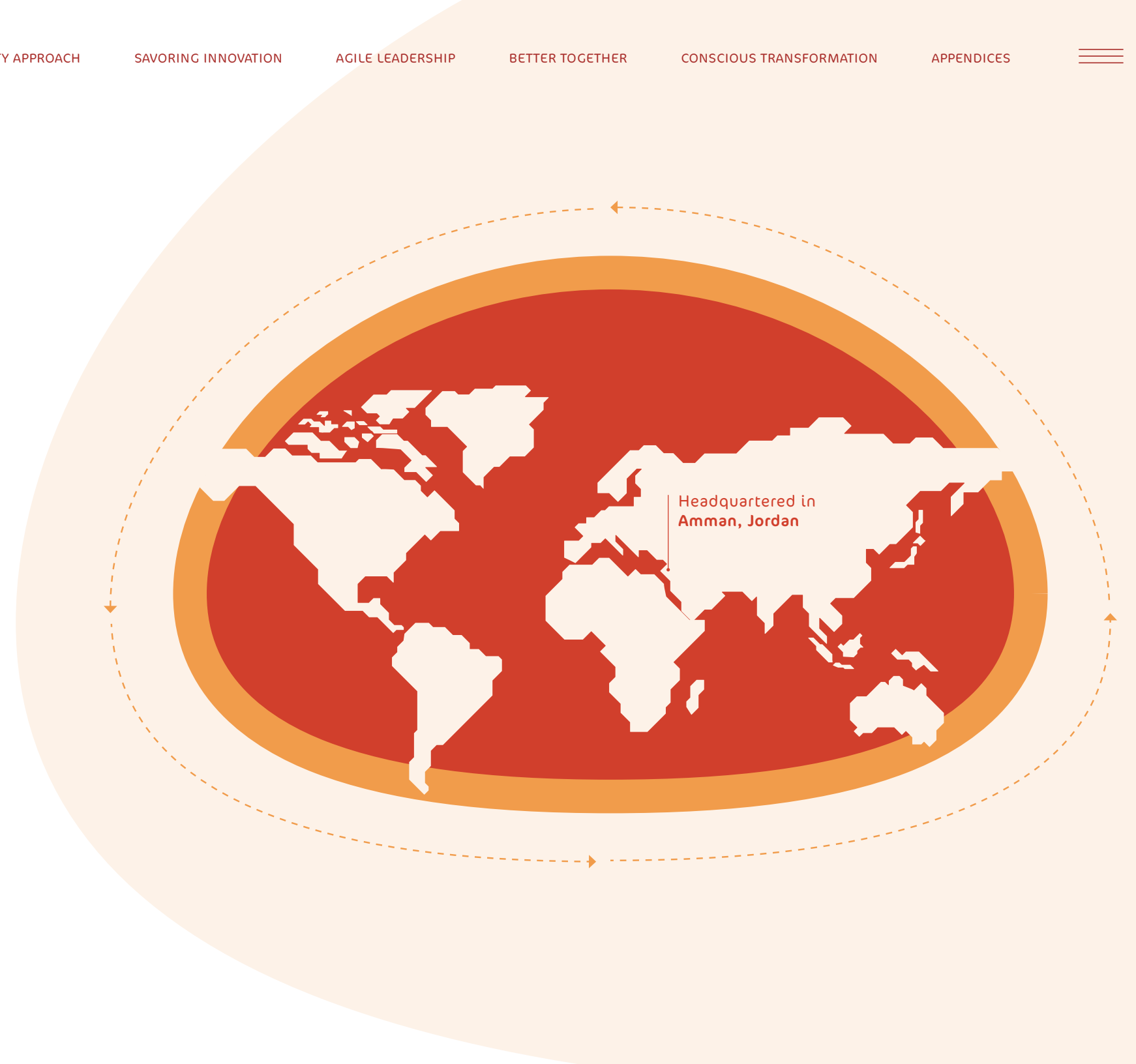
## THE STORY OF KASIH

**Headquartered in Amman, Jordan, Kasih Production Company proudly embodies the Kasih family's near a century legacy of dedication to delivering authentic Middle Eastern food since 1926.**

Driven by our passion for sharing Middle Eastern traditions, we envision elevating our brand to global stature by offering delicious products across various countries in the world. This mission compels us to continually innovate our operations, fine-tune our strategies, and enhance our offerings.

Our global footprint, present in over 42 countries, is a testament to our excellence, with our products relished across continents – from the Americas to Asia, from Scandinavia to the GCC, truly making Kasih a global ambassador of Middle Eastern flavors.

OUR GLOBAL FOOTPRINT, PRESENT IN OVER 42 COUNTRIES, IS A TESTAMENT TO OUR EXCELLENCE, WITH OUR PRODUCTS RELISHED ACROSS CONTINENTS.






## OUR NARRATIVE:

We're passionate about food. From new products and recipes to new technologies and continuous improvement, our greatest delight is in serving the consumer with authentic and memorable food experiences.

We have a legacy of over 90 years. However, the future is determined by our actions today; and today we are consciously solving through the lens of ambient. We don't just seek to succeed, we set the standard for others to follow.

At Kasih Food, we share a unified determination of "Getting Things Done". We 'Dream' and visualize what we want to achieve; we then 'Dare' and take up any challenge; and then overcome hurdles to 'Deliver' what we envisioned.



**WE NEVER SIT STILL.  
IT'S IN OUR NATURE TO  
PUSH THE BOUNDARIES  
OF WHAT IS POSSIBLE  
WITH FOOD, MIDDLE  
EASTERN FOOD.**

**WHERE OTHERS PAUSE,  
WE PUSH → FURTHER.**

# WE ARE THE GO-GETTERS

YALLA (which means “let’s go” in Arabic), The Go-Getters.



## VISION

We exist as we are passionate about championing the world of Middle Eastern Food.



## MISSION

Consciously and constantly innovate to prepare authentic Middle Eastern food made from the choicest of ingredients, for the world to relish delicious healthy moments; anytime, anywhere.



## VALUES

YALLA (which means “let’s go” in Arabic), The Go-Getters.

Y

**YOU**

THE CONSUMER  
THE TEAM  
THE PLANET  
WE WILL ALWAYS PUT YOU FIRST

A

**AGILE**

WE ARE NIMBLE & QUICK  
WE EMBRACE CHANGE

L

**LEAD**

WE LEAD BY EXAMPLE  
WE ARE DRIVEN BY PASSION  
WE CREATE NEW PATHS

L

**LEGACY**

WE TAKE PRIDE IN OUR HERITAGE  
WE RECOGNIZE THAT WE HAVE A GREATER RESPONSIBILITY TO BE BOTH THE CUSTODIANS OF OUR HERITAGE AND THE CONSCIOUS MAKERS OF TOMORROW

A

**ACTION-LEAD**

WE SHOW, DON'T JUST TELL  
WE DO, DON'T JUST THINK



Kasih Food Production Co. is a pioneer in the world in the production and packaging of long-life Hummus and ready-made Middle Eastern dishes.





## OUR BRANDS



KASIH® THE BRAND

OUR LEGACY BRAND.

# mězete

MEZETE®

OUR INNOVATIVE  
INTERNATIONAL BRAND.

# حَمَّوْس و حَمَّوْمَة

HAMMOUS AND HAMMOUSAH®

OUR BRAND ENCOURAGING  
HEALTHY EATING FOR KIDS.

## OUR JOURNEY

At Kasih Food, we share a unified determination of "Getting Things Done".

### WE DREAM, WE DARE, AND WE DELIVER

This has defined our journey so far. With a legacy of almost 100 years, not only have we achieved success for our business, but we have also helped set the standard for others to follow.



## 1926

### THE ESTABLISHMENT

Kasih was founded as "Raslan Kasih & Sons", a brainchild of the late Raslan Kasih. Originally, the firm was set as a Middle Eastern sweets and confectionaries factory, with a specialization in Halva and Tahini.

## 1994

### REALIZING A VISION

Mohammad Kasih envisioned taking Middle Eastern food to the world through the creation of a modern company with a deep focus on innovation. The legacy was then taken forward through the establishment of Kasih Production Co. The company started with canned Middle Eastern foods including beans and dips.



## 1996

### PARTNERSHIPS TO ENABLE SUSTAINABILITY

We started exploring the use of sustainable packaging and a partnership with a carton packaging manufacturer for advanced technology to replace traditional tin packaging.

Kasih was the first globally to adopt the Ultra-High-Temperature (UHT) technology for making Hummus.



## 1998

### ENVIRONMENTAL PACKAGING

We adopted environmentally conscious carton packaging and pioneered the use of carton packaging for tomato paste and Hummus.

Kasih was the first globally to package Hummus using carton packaging.



## 2011

### ENHANCE THE RECIPE

In a groundbreaking year for Kasih, we embarked on a remarkable quest to elevate Hummus flavor, initiating the enhancement of design and construction of a new innovative Ultra-High-Temperature (UHT) plant. This ambitious endeavor, marrying culinary artistry with engineering brilliance, unfolded over 6 challenging yet rewarding years. Our dedicated team overcame many hurdles, demonstrating unwavering commitment to quality and flavor enhancement.



### MAKING OUR WAY TO SPACE

Our Hummus made its way to the International Space Station. This vegan and gluten-free garbanzo bean-based food provided astronauts with a nutritious option to complement their standard menu. Furthermore, it required no refrigeration, making it an ideal choice for space travel.

Kasih was the first globally to take Hummus to space.



## 2010

### KASIH PIONEERED THE HUMMUS AIRLINE INDUSTRY

After Hummus became a global trend, we made our mark in the airline industry with our signature Hummus. The airline business took an interest in Hummus, and Kasih had to innovate by creatively adapting packaging solutions suitable for the airline business.

Kasih was the first globally to bring Hummus to the airline industry.



## 2003

### MARKET EXPANSION

We expanded into the Iraqi market, one of the major markets in the Middle East, where the Kasih® brand prevails as the number one choice among consumers.



## 1999

### INNOVATION AT ITS FINEST

To stay ahead of the curve and meet the demands of consumers, we pioneered the introduction of liquid Jameed, simplifying the preparation of this essential component of the traditional Jordanian "Mansaf"—the country's national dish.

Kasih was the first globally to package liquid Jameed and create this new market category.



<p><b>2016</b></p> <p><b>EXPANDING AND BUILDING OUR TEAM</b></p> <p>This year witnessed the establishment of our Total Quality Management (TQM) department, the investment in organizational infrastructure, and the expansion of offices and facilities.</p>	<p><b>2017</b></p> <p><b>ENHANCING OUR HUMMUS FLAVOR</b></p> <p>After 6 years of relentless dedication and hard work, the journey that started in 2011 was celebrated by the commissioning of the UHT Hummus plant. This reflected the culmination of innovation, investment, and technological expertise. We were finally able to crack the code and achieve exceptionally flavorful Hummus, requiring no refrigeration.</p>	<p><b>2018</b></p> <p><b>TO FULFILL OUR DREAM OF BRINGING MIDDLE EASTERN FLAVORS TO THE WORLD MEZETE® WAS CREATED</b></p> <p>We recognized the necessity of creating an internationally appealing brand that embodies our spirit, vision, and mission. Inspired by the tradition of Middle Eastern 'Meze', which refers to the diverse array of small, flavorful dishes that foster community and shared enjoyment, we created Mezete®.</p>	<p><b>2019</b></p> <p><b>EXPANDING THE USE OF CARTON PACKAGING</b></p> <p>Expanded the use of carton packaging technology across our entire portfolio by replacing metal cans with more sustainable packaging.</p>	<p><b>2020—2021</b></p> <p><b>A TRANSFORMATIVE PERIOD</b></p> <p>These years witnessed strategic transformations and implementations, as we ventured into new sectors such as catering, hospitals, and airlines with our premium Hummus. Our focused initiatives included enhancing governance, strategic development, introducing aseptic cup technology, and more, all in alignment with our commitment to sustainability. This transformative period also marked the launch of innovative products, such as the 1 kg packaging solution catered for the HoReCa sector.</p>
---	---	---	--	---

**PRESENT**

**A STRONG OUTLOOK**

Kasih's ethos remains rooted in innovation, with a clear-eyed vision towards a sustainable future through introducing eco-friendly packaging in the near future and becoming the global leading brand of Middle Eastern food.

We're actively pursuing co-branding alliances and discussions for product launches with globally recognized retailers and distributors, expanding our international presence and reinforcing our commitment to sustainability.

In 2023, Mutabal/Baba Ghanouj are poised for a grand launch, representing the culmination of years of dedicated effort and a testament to our ability to innovate and anticipate market demands.

Embracing the digital age, we emphasize company-wide digitization and data-driven management.

We will continue to expand our product range while enhancing governance and investing in digitalization through the deployment of IT solutions. This approach will streamline operations, improve product quality, and enhance customer management.



# 4

## STRATEGIC PILLARS

### OUR STRATEGY

We have identified our corporate strategic objective for the next five years over four main pillars which are; Sales and Marketing, Operations, Organizational and Support Functions, and Strategic.

Moreover, sustainability is an essential component of our strategy and falls under the Strategic pillar, under which we aim to develop capability to be able to identify, prioritize, and implement different sustainability related initiatives.

LEVER		STRATEGIC GOAL
	<b>Sales and Marketing</b>	Develop sales and marketing excellence to drive commercial targets and build a strong global brand.
	<b>Operations</b>	Expand and optimize operational capabilities in line with planned growth while driving forward innovation and adhering to quality standards.
	<b>Organization and Support Functions</b>	Cultivate robust support functions and build a high performing organization.
	<b>Strategic</b>	Develop internal capabilities to identify and execute strategic opportunities and mitigate key risks.



03  
02  
01

## A CONVERSATION WITH KASIH

---

## A CONVERSATION WITH KASIH

### How has Kasih's cultural heritage and passion for Middle Eastern food shaped its business, and how does this resonate within Kasih's values?

Our foundation at Kasih is deeply rooted in our family's profound appreciation for Middle Eastern cuisine, a sentiment that I have carried forward after my father, infusing it into every aspect of our operations. This blend of our rich heritage with my vision for innovation and modernity forms the core of Kasih's values, reflecting our enduring passion for tradition and progress.



This passion motivates us to consistently improve our offerings, ensuring an authentic cultural experience for customers worldwide. In fact, Kasih's ability to build market categories such as Liquid Jameed that never existed stands as a testament to our exceptional product market fit. While we have encountered challenges along the way, our unwavering commitment to authenticity has never faltered. With a global vision in mind, we have refined our YALLA strategy, as a symbol of our determination to be the 'Go Getters.' Furthermore, we consistently push boundaries to ensure that Kasih's brands truly encapsulate the essence of Middle Eastern heritage and flavor.

### How is Kasih gearing up to innovatively and responsibly meet the sustainability challenges the food industry confronts?

Kasih's approach is rooted in "Savoring Innovation". We're more than just a brand; we represent a revolution that seamlessly blends Middle Eastern cuisine with state-of-the-art technology and health-conscious lifestyles. This ethos guides us as we proactively and responsibly tackle sustainability challenges in the food industry. From ongoing advancements to digital transformation and risk

management, our commitment remains steadfast. This sustainability report is a testament to our promise, our commitment to charting a path defined by excellence and responsibility.

### As global efforts intensify towards sustainable development, how does Kasih envision its role in revolutionizing sustainability in the food production sector?

Kasih is at the forefront of the ambient food movement, which allows food to have a longer shelf life, ensure the stability and safety of products, allows for lowered energy consumption, and elevated food safety standards. This innovative approach aligns harmoniously with our broader impact on the economy, environment, and local communities. Our initial efforts embody a strong dedication to our team, an unwavering pursuit of innovation, and a genuine embrace of progressive methodologies. This commitment is mirrored in strategic investments in ambient technologies and partnerships, such as our recent collaboration with a prominent solar energy company to ensure that our energy consumption comes from clean sources. In our resolute commitment to a more sustainable future, we're eager to embark on a

journey to construct a water treatment facility, a tangible symbol of our dedication to setting new sustainability benchmarks in the food industry. We're also proactive in adopting sustainable and environmentally friendly packaging solutions, emphasizing our holistic approach to responsibility. Our ultimate aspiration extends beyond local recognition; we're determined to become a global exemplar of commitment and transformative impact.

**WE'RE EAGER TO EMBARK ON A JOURNEY TO CONSTRUCT A WATER TREATMENT FACILITY, A TANGIBLE SYMBOL OF OUR DEDICATION TO SETTING NEW SUSTAINABILITY BENCHMARKS IN THE FOOD INDUSTRY.**

## In the journey towards sustainable development, what challenges did Kasih surmount in 2022?

As we navigate the path toward global expansion, every challenge becomes a chance for Kasih to demonstrate its ability to adapt and innovate. Our pursuit of new horizons comes with the understanding that there will be obstacles to overcome. Just like every other company looking into expanding its market penetration, Kasih is facing several expected challenges that come with entering new and unexplored markets.

Moreover, maintaining alignment with our YALLA Strategy and achieving its objectives within the set timeframe is of high importance, requiring us to stay focused and avoid distractions. Challenging as it may seem to be able to stay attentive to emerging trends, we aim to be selective, ensuring we remain true to our vision and strategy but can at the same time adapt effectively to the evolving landscape.

## Reflecting on 2022, what are Kasih's standout sustainability accomplishments?

Notably, we achieved the prestigious BRCGS (Brand Reputation Compliance global standard) certification with an impressive AA rating. To continuously refine our offerings, we established a Research and Development department with an innovation unit dedicated to developing new products and ongoing recipe improvements. This commitment to progress is underscored by a consistent increase in our Research and Development budget. In terms of environmental impact, we're proud to report a significant reduction of approximately 14% in our GHG intensity (per employee) compared to the previous year. As environmental consciousness is a central tenet of our approach. Our dedication to social betterment is exemplified by our cumulative community investments totaling JOD 675,121 over the course of the last three years.

Our most valuable asset at Kasih is our people, and we are wholeheartedly dedicated to empowering them with the skills and knowledge necessary to advance their careers. As a testament to this, 2022 saw an impressive 28 average hours of training per employee. We take immense pride in the dedicated and hard-working individuals at Kasih, whose tireless

efforts have played a pivotal role in shaping our past and will continue to shape our future and legacy. Beyond training, we are committed to ensuring a safe and healthy work environment for our team.

Our people's dedication and commitment are not merely integral; they are the true driving force behind our remarkable achievements. We attribute our successes to their relentless pursuit of excellence.

I invite all of you to read through our **first sustainability report** in the pages to come to learn more about our efforts and ambitions. I want to take this moment to extend a heartfelt thank you to our dedicated employees whose hard work and commitment have made these accomplishments possible.

Notably, we achieved the prestigious BRCGS (Brand Reputation Compliance global standard) certification with an impressive AA rating.





**mēzete**  
gourmet  
Hot Red Chili  
**HUMMUS**  
Velvety smooth  
حمص  
No preservatives  
No Added Oils  
Rich in Tahini  
100% Natural  
Gluten Free  
Vegan

**mēzete**  
gourmet  
**SHAKSHOUKA BASE**  
Sautéed Tomatos, Garlic & Onions  
صلصة الشكشوكة  
All Natural Ingredients  
No Preservatives  
Gluten Free  
Vegan

**mēzete**  
on the go  
Fire Roasted Red Pepper  
**HUMMUS**  
with Breadsticks  
No Preservatives  
100% Natural  
Vegan

**mēzete**  
gourmet  
Sun Dried Tomatoes  
**HUMMUS**  
Velvety smooth  
حمص  
No preservatives  
No Added Oils  
Rich in Tahini  
100% Natural  
Gluten Free  
Vegan

**mēzete**  
gourmet  
Classic  
**HUMMUS**  
Velvety smooth  
حمص  
No preservatives  
No Added Oils  
Rich in Tahini  
100% Natural  
Gluten Free  
Vegan

**mēzete**  
gourmet  
Rich Sesame Seed Dressing  
**Tahini Sauce**  
Classic  
طراطور  
No preservatives  
No Added Oils  
100% Natural  
Gluten Free  
Vegan

**mēzete**  
gourmet  
Zesty Za'atar Mix  
**HUMMUS**  
Velvety smooth  
حمص  
No preservatives  
No Added Oils  
Rich in Tahini  
100% Natural  
Gluten Free  
Vegan

**mēzete**  
on the go  
Classic  
**HUMMUS**  
with Breadsticks  
No Preservatives  
100% Natural  
Vegan

**mēzete**  
gourmet  
**ADAS SOUP**  
Spiced Lentil  
شوربة عدس  
All Natural Ingredients  
No Preservatives  
Gluten Free  
Vegan

**mēzete**  
gourmet  
Roasted Red Pepper Dip  
**MUHAMMARA**  
Spicy, Nutty & Aromatic  
محمرة  
No preservatives  
No Added Oils  
100% Natural  
Vegan





04  
03  
02  
01

# OUR SUSTAINABILITY APPROACH



# OUR SUSTAINABILITY APPROACH

Our approach to sustainability is informed by a keen understanding of the issues significant to our operations, people, and the communities we influence. We ensure that our efforts are directed towards the areas where we can make long-term positive impact and work to minimize our negative impact where possible. Moreover, we actively seek ways to improve our overall sustainability performance across our business.

To ensure that we are in the best possible position to effectively contribute to sustainable development, we set out to identify and understand sustainability related areas of most importance to Kasih. This year we worked with experts to review the ESG impacts on our business and stakeholders and developed our first list of material topics. As a result, we raised the ESG awareness of our internal stakeholders as well.

## KASIH MATERIAL ESG TOPICS

We ensure that our efforts are directed towards the areas where we can make long-term positive impact and work to minimize our negative impact where possible.

- Environmental
- Social
- Governance
- Economic



## MATERIAL TOPICS

Our materiality assessment was a bespoke approach, informed by the methodology of the GRI Sustainability Reporting Standards. The approach involved a detailed desktop research, allowing us to identify our impacts within our industry while considering the local context. We then undertook a comprehensive review of sustainability standards, encompassing both international and national guidelines. We also evaluated sector-specific criteria set by various ESG rating agencies, analyzed sustainability reports from our industry peers, and considered the interests of our stakeholders.

This exercise enabled us to identify a list of 16 material topics over 4 main themes; Environmental, Social, Governance and Economic, to be prioritized according to our greatest impacts over the next few years. In all these areas, we see room for growth, for improvement, and most

importantly, for making a difference.

The listed topics are presented in order of priority. We consider both of the topics safety management and customer health as well as nutritional content and product labelling to have the same level of priority and important hence why they are at the same level.

## STAKEHOLDERS

We acknowledge and value our stakeholders and respect their needs, priorities, and expectations. We have identified our stakeholders which can be broadly categorized into the following groups encompassing all those who can have an impact on or be impacted by our business activities:

**We evaluated sector-specific criteria set by various ESG rating agencies, analyzed sustainability reports from our industry peers, and considered the interests of our stakeholders.**



**SHAREHOLDERS  
& BOARD OF  
DIRECTORS**



**HUMAN  
CAPITAL**



**CONSUMERS**



**GOVERNMENT  
& REGULATORS**



**SUPPLIERS**



**BUSINESS  
PARTNERS\***



**LOCAL  
COMMUNITIES**

[See Appendix A, for our stakeholders' mapping.](#)



\* Business Partners refers to Kasih's Distributors, Retailers and Wholesalers.

## SUSTAINABILITY FRAMEWORK

This year we have also built a robust sustainability framework to formalize and further focus our approach to promote sustainable development. The framework consists of 4 pillars with an overarching objective statement which aligns with our YALLA strategy. Through this structured approach we aim to continuously create value for both Kasih and our key stakeholders.

## ALIGNING WITH SUSTAINABILITY EFFORTS

At Kasih, we recognize the role we can play to promote sustainability within our industry and in Jordan, and as part of our commitment we are aligning with the Jordan Vision 2025, specifically addressing challenges highlighted in the Economic Modernization Vision for the Agriculture and Food Security sector, one of the kingdom's high-value industries. Additionally, we consider the United Nation's Sustainable Development Goals (UNSDGs) in our approach, aiming for a prosperous environment and society for all.



# KASIH'S SUSTAINABILITY FRAMEWORK

Objective

**DREAM, DARE, DELIVER.**



A MINDSET OF GETTING THINGS DONE TO EMBED SUSTAINABLE PRACTICES FOR A LONG-LASTING IMPACT.

Key Pillars



**SAVORING INNOVATION**

PASSIONATE ABOUT BRINGING MIDDLE EASTERN FOOD TO THE WORLD.



**BETTER TOGETHER**

NURTURING OUR COLLEAGUES, CONSUMERS, AND COMMUNITIES.



**CONSCIOUS TRANSFORMATION**

EMBRACING AMBIENCE AND GREENER PRACTICES.

Foundation

**AGILE LEADERSHIP**



ENSURING ETHICAL CONDUCT AND SUCCESSFUL PARTNERSHIPS.



OUR STORY

A CONVERSATION WITH KASIH

SUSTAINABILITY APPROACH

SAVORING INNOVATION

AGILE LEADERSHIP

BETTER TOGETHER

CONSCIOUS TRANSFORMATION

APPENDICES



05  
04  
03

## SAVORING INNOVATION

"Savoring innovation" is at the heart of Mezete®. We are not just a brand; we are a revolution in the way Middle Eastern cuisines blend with cutting-edge technology and health-conscious living.

Our offerings celebrate the Middle Eastern diet, known for its versatility, unique tastes, and inherent health benefits. Without the need for refrigeration, Mezete® products are crafted to be ambient and long-lasting, free from preservatives using Ultra-High-Temperature (UHT) Technology and maintain uncompromised quality and safety. Our ground-breaking Tahini sauce transforms traditional recipes into an avant-garde, dressing-like experience, and our Muhammara dip, a Middle Eastern delight, joins our lineup of traditional dips and spreads and Mezete's® wide range of Hummus flavors, all innovatively packaged for convenience and enjoyment. Each product is a testament to our ceaseless commitment to nutritional integrity and food safety, making Mezete® more than just a choice, but for people who appreciate a true Middle Eastern experience.

**Mezete's® goal is to be recognized as the number one choice for Middle Eastern cuisine worldwide.**

The promise of Mezete® is to craft a future looking global brand where the rich flavors of tradition are treasured worldwide. Our sights are set on key alliances and treasured clientele, aiming for both market growth and deeper customer connections. The challenge lies in perfecting the art of creating a truly tasty, preservative-free brand that captures the authentic essence of the Middle East.

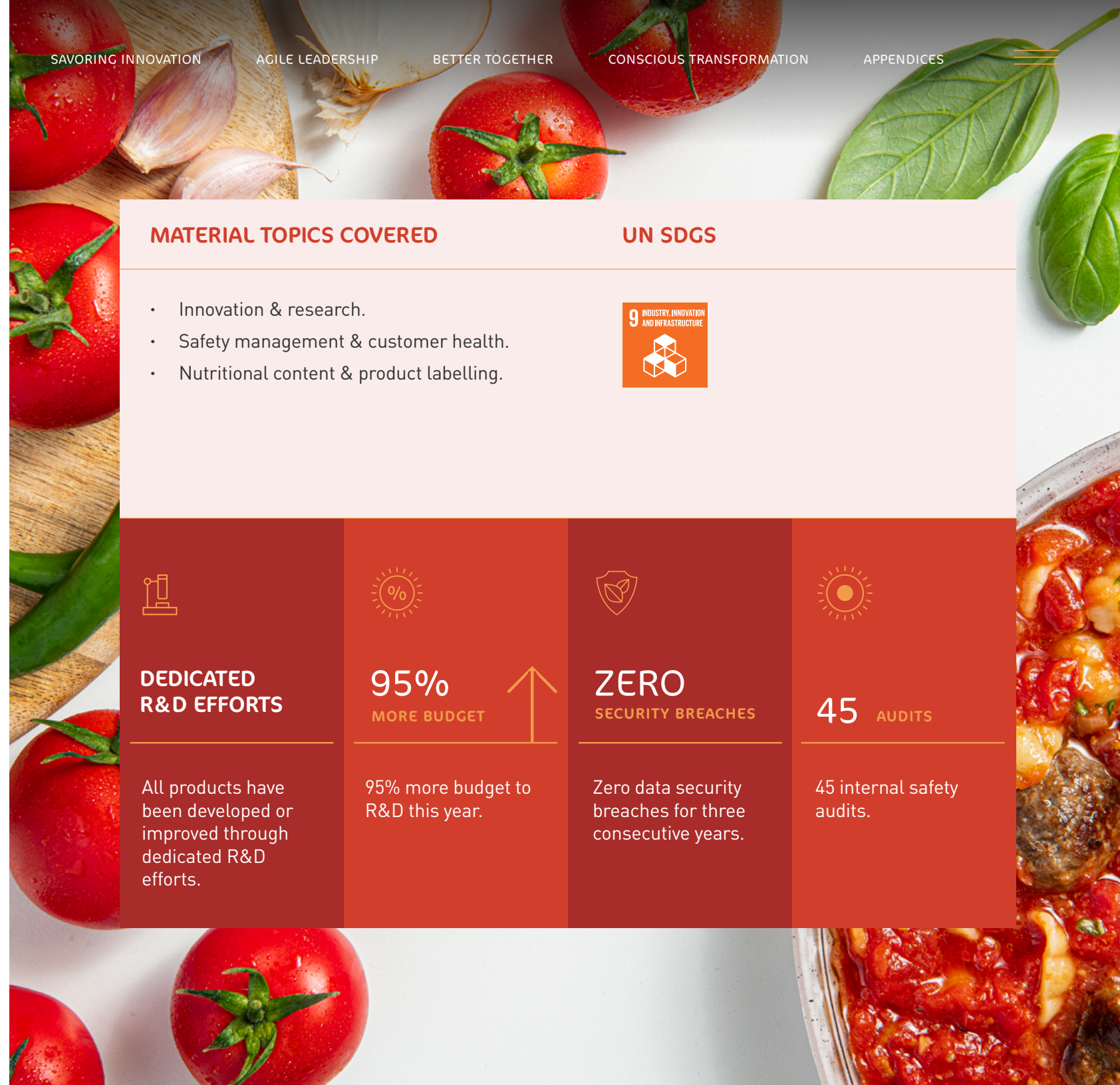
[www.facebook.com/GezeteGlobal](https://www.facebook.com/GezeteGlobal)
[www.youtube.com/c/MezeteOfficial](https://www.youtube.com/c/MezeteOfficial)
[www.instagram.com/mezete\\_global](https://www.instagram.com/mezete_global)

	<p>Born in <b>2018</b> after cultivating years of innovation.</p>	<p>Our Mezete® market expansion ranges from <b>Chile to Australia</b>.</p> <p><b>34 countries, 4 continents.</b></p>	<p>Introduced the innovative, <b>ready-to-eat</b> Tahini Sauce in a squeezable bottle.</p>	<p>Offer <b>Healthy, Vegan</b> snack and tasty range of options.</p>
<p>Mezete® got listed within the portfolio of a leading <b>HoReCa distributor's cutting-edge solution</b>.</p>	<p>Kicked off the <b>Brand Refresh Program</b> in 2022, which will be finalized in 2024, encompassing a comprehensive strategy for both Kasih® and Mezete® brands.</p>	<p>Successful <b>launch</b> of several new product lines in a <b>convenient innovative</b> packaging.</p>	<p>Kicked off the development of <b>Mezete® Journey Map</b> encompassing pre-launch, post-launch, and continuation plans.</p>	<p>Mezete® acquired the first rotation in <b>Costco Canada as the first Jordanian Hummus brand</b> to enter Costco with a comprehensive digital marketing campaign.</p>

# SAVORING INNOVATION

We embrace the spirit of innovation, continuously improving our products and services, and positioning ourselves as the go-to choose for Middle Eastern food. Our commitment to safety, nutrition, consumer health, and innovation drives the company to set new standards, ensure consumer satisfaction, and establish our brand as a leader in the industry.

Recognizing the significant impact of food on health, Kasih aims to play a vital role in promoting good nutrition through its thoughtfully crafted and nutritious food options, contributing to the well-being of our consumer.



## MATERIAL TOPICS COVERED

- Innovation & research.
- Safety management & customer health.
- Nutritional content & product labelling.

## UN SDGS



### DEDICATED R&D EFFORTS

All products have been developed or improved through dedicated R&D efforts.



### 95% MORE BUDGET

95% more budget to R&D this year.



### ZERO SECURITY BREACHES

Zero data security breaches for three consecutive years.



### 45 AUDITS

45 internal safety audits.



## INNOVATION AND RESEARCH

Research and Development (R&D) plays a pivotal role in Kasih's success and growth. Our primary focus is on product development and leading the way in creating the Middle Eastern food category in stores around the world while maintaining the highest quality and compliance with consumer preferences all while minimizing our environmental impact.

We are dedicated to optimizing production processes, minimizing waste, and fostering innovation in various aspects, from flavors and nutrition profiles to packaging and sustainable ingredients.

## EMBEDDING INNOVATION

In 2022, we solidified our commitment to innovation by establishing a dedicated R&D unit with a clear budget, a devoted team, and a strategic plan focused on market needs along with an Innovation Policy.

To drive our mission of fostering innovation further, we have established a New Product Development (NPD) committee. This committee's role is to review the annual innovation plan, which serves as a roadmap for introducing new products and enhancing existing ones. We aim in the upcoming years is to establish a dedicated R&D department to institutionalize innovation further.

Moreover, to help streamline our R&D efforts, Kasih is implementing a Product Lifecycle Management (PLM) software that will centralize data, information, and communication related to innovation, making R&D processes more complete and controlled.

Read more about our digitalization efforts on [page 27](#) 

## PRODUCT INNOVATION

Product development is a key focus. In 2022, Kasih made significant strides in improving the sustainability of food production and processing through strategic initiatives.

Our R&D team not only constantly adjusts recipes to cater to our consumers' specific needs, but also diligently works on extending product shelf life to minimize food waste, all while avoiding the use of preservatives in our products.

Read about our products safety management on [page 29](#) 

**Our products portfolio is constantly improved thanks to our dedicated R&D efforts. Over the next five years, we aim to launch several new products through our innovation unit.**



### DEDICATED R&D EFFORTS

All products have been developed or improved through dedicated R&D efforts.



**95%**  
MORE BUDGET 

95% more budget to R&D this year.

**JOD**  
**149,523**

**In 2022, we allocated JOD 149,523 to our R&D budget.**



## THE INNOVATION PROCESS

Our journey to introduce new products starts from innovation and product conception then moves into the production process as detailed below.

[Read about product labelling in the next section on page 31](#) 

At the heart of Kasih's New Product Development (NPD) strategy lies a rigorous and forward-thinking innovation process. We prioritize not only meeting but surpassing consumer needs by proactively foreseeing and perceiving their evolving requirements, allowing us to stay one step ahead of the curve.

We complement this with market research and trend analysis, where we unleash latest consumer demands and identify emerging trends through innovative ideas for developing new products and enhancing existing ones.

### The NPD Committee

The New Product Development Committee is a cross-functional team comprised of individuals representing various functional areas, each of which plays a direct role in, or is influenced by, the advancement of new product initiatives and innovative concepts.

The NPD Committee:

- NPD Committee evaluates innovation proposals for practicality and economic viability.
- Approved ideas are documented in the Prototype Charter.
- Prototype Charter contains all information required for R&D to initiate development.
- R&D must strictly adhere to the nutritional specifications, physical attributes, and claims outlined in the Charter.

As part of its forward-looking role, the NPD Committee compiles a roster of potential innovation ideas for the subsequent year, disseminating this list at the conclusion of the current year.

### R&D Prototyping, Testing, and Evaluation

Prototyping and rigorous testing constitute the fundamental pillars of our R&D development process. Our R&D team systematically conducts a series of trials, generating multiple prototypes. Each prototype undergoes meticulous scrutiny, adjustment, and evaluation in pursuit of the predefined product objectives.

The R&D Department strictly adheres to the specifications outlined in the Prototype Charter, ensuring that all materials employed possess certificates from their respective suppliers to substantiate their alignment with the specified product's nutritional and physical characteristics.

Furthermore, active collaboration between the Supply Chain, Total Quality Management (TQM), Quality Control (QC), and Production Departments is integral to the R&D development process. This collaborative effort aims to concurrently deliver a high-quality product while optimizing production efficiency.

### Production Experiments

A novel product stemming from innovative concepts, refined recipes, or the utilization of new packaging materials undergoes rigorous testing either on a pilot plant scale or directly on our operational production lines. This collaborative effort between our Research and Development team and our production specialists involves the exchange of critical information regarding recipe formulations, process intricacies, parameter specifications, and packaging material characteristics.

The outcomes of these production experiments serve as the foundational framework for subsequent manufacturing processes. The establishment of precise process parameters is documented in Standard Operating Procedures (SOPs) to ensure consistency and quality throughout production. Furthermore, this phase includes the development of a Quality Control (QC) plan and the creation of a comprehensive product file.

Additionally, the newly developed product undergoes rigorous stability and shelf-life testing to ascertain its durability and performance over time, ensuring its reliability in meeting the highest standards of quality.

### Commercialization

Samples obtained from production experiments serve as instrumental tools for Marketing in the presentation of our latest product within both local market and international food exhibitions, facilitating the collection of invaluable customer feedback. Subsequently, upon the determination to proceed with the commercial launch of the new product, a comprehensive and full-fledged crafted marketing plan is meticulously developed and implemented.





Kasih's New Product Development strategy lies a rigorous and forward-thinking innovation process.



### Liquid Jameed Effluent Recycling Project

In a collaborative effort spanning various departments, we initiated the development of the Liquid Jameed Effluent Recycling project. Through comprehensive product testing and data analysis we identified the crucial need for an advanced separation system to effectively manage food waste.

Implementing this enhanced system would reduce waste and improve our processing efficiency. This initiative will be fully operational in 2024.

### Introduction of New Middle Eastern Products

In 2021, we embarked on an ambitious journey to perfect the formulation of Mutabal/Baba Ghanouj, a cornerstone of Middle Eastern cuisines. This effort was paralleled by our work on the Tahini Sauce, which will be available in Classic, Garlic, and Green Chilli variants.

Our dedication to research, innovation, and numerous trials has culminated in the development of these products using advanced UHT technology, ensuring unparalleled quality and freshness. Our commitment to sustainability is further reflected in our choice to use locally sourced ingredients.

**Set for a grand launch in 2023, the culmination of years of hard work on Mutabal/Baba Ghanouj serves as a testament to our capability to innovate and foresee market demands.**

## SUSTAINABLE PACKAGING

We are committed to staying ahead of the curve by staying updated of the latest trends, technologies, and best practices in sustainable packaging, and we do so through several approaches:

The jump in 2022 in the amount invested to develop packaging innovation from the previous years was due to new investments in various machines.

TRADE AND MANUFACTURING EXHIBITIONS:	DIRECT SALES AGENTS:	BENCHMARKING EXERCISES:	SUPPLIER ENGAGEMENT:
We actively participate in these events, seizing the opportunity to learn about the newest sustainable packaging innovations from industry experts and suppliers.	Our business partners and team serve as a crucial link to our customers and market trends, offering valuable insights into consumer preferences and the rising demand for eco-friendly packaging.	To identify potential areas of improvement and adaptation, we study and analyze the sustainable packaging initiatives of other companies and peers.	We maintain robust relationships with our suppliers, collaborating to source environmentally friendly packaging materials and align with sustainable practices.

Amount of investment dedicated to research and development of packaging innovations (JOD)



## DIGITAL TRANSFORMATION

At Kasih, we aim to become a data driven and digitally enabled organization, where we can leverage technologies to streamline operations and improve decision making and overall company performance.

Established in 2022, the Business Technology department provides creative solutions that align with our goals and strategy. Despite facing challenges in building a strong team, integrating with other departments, and delivering complex projects within tight timelines and budgets, we have overcome these obstacles through teamwork, communication, agile practices, and adherence to best practices.

Our business technology has been actively driving the digital transformation journey and roadmap while complementing our innovation journey. We have an Information Security Policy as well as a General Business Technology Policy.

Completing a comprehensive infrastructure upgrade project is a key milestone in our digitalization journey, ensuring robust and dependable IT services through network, server, and security enhancements. By digitizing processes and implementing dashboards, reporting, and analytics tools, we can improve performance monitoring and decision-making across various departments. Therefore, we have developed a Digital Transformation Roadmap to support our digitalization journey. We are aiming to finalize implementation by mid-2025.

## DIGITAL TRANSFORMATION ROADMAP

### ERP

Enterprise Resource Planning to streamline business processes.

### CRM

Customer Relationship Management for better customer engagement.

### MES

Manufacturing Execution System for optimizing production and resource management.

Aiming to fully commence in 2023

### HRMS

Human Resource Management System to help improve HR operations.

### PLM

Product Lifecycle Management to enhance product development processes.

Aiming to fully commence in 2023

### DMS

Document Management System to facilitate seamless document handling.

### LIMS

Laboratory Information Management System to support efficient laboratory processes.

### Warehouse Management System

to manage and optimize various aspects of warehouse operations.

Under Implementation

**Archiving solution** to manage and retrieve digital documents for long-term preservation and easy access.

Under Implementation

**Project Management System** to plan, execute, and control projects, ensuring efficient project management.


**Workflow and ticketing solution** to streamline and automate business processes, enabling efficient task management.

**Learning Management System** to administer and deliver educational courses, and training programs.

## ENHANCING ECONOMIC PERFORMANCE THROUGH DIGITAL TRANSFORMATION

At Kasih, our shift towards digital transformation includes an IT upgrade and the Manufacturing Execution System (MES) implementation. The MES allows real-time monitoring and data-driven decision-making, helps in reducing waste and energy use, achieving a paperless operation, enhancing quality management, and improving governance.

Despite initial challenges, our next steps involve expanding the MES across all production lines and continuously updating our IT infrastructure to keep up with emerging technology trends.

Read more about our economic performance on [page 39](#) 

## DATA SECURITY

Data security and risk management are top priorities for us. As part of our digitization and automation initiative, we address cybersecurity by conducting regular risk assessments and ensuring a vigorous security infrastructure is in place while providing security awareness training to our teams.

**WE ARE PROUD TO REPORT THAT WE HAVE NOT RECEIVED ANY CUSTOMER COMPLAINTS REGARDING BREACHES OF CUSTOMER PRIVACY IN THE PAST THREE CONSECUTIVE YEARS.**

We implement data loss prevention (DLP) measures, robust access controls, encryption, security audits, and continuous monitoring to prevent unauthorized access to sensitive data. Password attacks and phishing and social engineering are mitigated by educating our people about cybersecurity, screening email, using strong passwords, and using multi-factor authentication. As for malware and ransomware threats, we employ antivirus software, perform routine software upgrades, utilize intrusion detection systems, and maintain regular data backups to protect against data loss.

To address insider threats, we have established incident response procedures to handle any potential breaches effectively. Moreover, we address third-party risks by conducting risk assessments, including security requirements in contracts, continuous monitoring, and having incident response procedures in place.

In the upcoming two years, our primary goal is to transition Kasih into a data-driven and digitally enabled organization. To support this roadmap, we have developed a "Digitalization Heat Map," which will assess the extent and efficiency of digital processes implemented throughout the organization and measuring "Digital Transformation Maturity Level", which will quantify how well our digital initiatives align with our strategic objectives.



# ZERO

SECURITY BREACHES

Zero data security breaches for three consecutive years.



## SAFETY MANAGEMENT & CUSTOMER HEALTH

At Kasih, quality is a paramount aspect of our operations, and our commitment to delivering safe food products is embedded in every step of our production process.

These certifications provide a framework for implementing effective processes and systems that support our efforts.

Additionally, regular internal audits are conducted to assess the effectiveness of food safety practices and ensure compliance with certification standards and regulations. Prompt corrective actions are taken as soon as we identify areas that require improvement. Nonetheless, our whistleblower system further encourages employees to report any food safety concerns or non-compliance issues, enabling potential risks and issues to be promptly identified and addressed.

## WE ARE ALSO WORKING TOWARDS SECURING THE ISO 17025 CERTIFICATION FOR OUR MICROBIAL LAB.

### WE HOLD SEVERAL CERTIFICATIONS SUCH AS:



Non-GMO by Food ChainID



Vegan by Controllo e-Certificazione (CCPB)

Italy



Brand Reputation Compliance Global Standard (BRCGS) food safety certification with an AA rating for the year 2022



Hazard Analysis and Critical Control Points (HACCP) certification



Halal by Jordan Standards and Metrology Organization (JSMO)



Halal by KAS international Certification (KASCERT)

Turkey



ISO 9001:2015 Quality Management Systems certification

Our Total Quality Control (TQM) team ensures that all products comply with applicable industry standards, regulations, and legal requirements through a threefold process:

1. Regular review of updates in regulations and published food standards.
2. Incorporation of all prerequisites pertinent to the food manufacturing sector into the company's protocols and documentation.
3. Annual auditing to verify site's compliance and address non-conformities as needed.

An annual well-defined training plan is issued by the TQM department to cover the training needs of staff. The plan includes specific training topics, schedules, and evaluation exams to assess employees' understanding.

### OUR INTERNAL POLICIES:

 <p><b>TOTAL QUALITY POLICY</b></p>	 <p><b>FOOD SAFETY AND QUALITY POLICY</b></p>	 <p><b>WHISTLEBLOWING POLICY FOR FOOD SAFETY AND QUALITY</b></p>
--	--	---

## TRAINING AND UPSKILLING OUR QUALITY CONTROL (QC) PERSONNEL

In our commitment to superior product quality, we are continually enhancing our team of skilled sensory panel. Our QC personnel receive training in food safety testing and quality control procedures, backed by standardized operating procedures (SOPs) for accuracy and consistency. Regular evaluations measure staff proficiency, while internal audits ensure overall compliance with quality protocols. Insights from these audits drive corrective actions and training improvements, elevating our QC staff's competency.

OUR QC PERSONNEL RECEIVE TRAINING IN FOOD SAFETY TESTING AND QUALITY CONTROL PROCEDURES, BACKED BY STANDARDIZED OPERATING PROCEDURES (SOPS) FOR ACCURACY AND CONSISTENCY.



## NUTRITIONAL CONTENT AND PRODUCT LABELLING

Kasih ensures to provide clear and accurate information about our products and ingredients on our packaging and marketing materials. We calculate the nutritional facts shown on the labels in compliance with the regulations of different markets, such as the U.S. Food and Drug Administration (USFDA) regulation, European Union (EU) regulation, and the Jordanian Food and Drug Administration (JFDA) regulation. Our products adhere to nutritional guidelines, with labels regularly tested and verified in accredited labs.

We are committed to providing nutritious and wholesome food products to our customers. At Mezete®, for example, we have implemented several initiatives to improve the nutritional profile of our products, focusing on reducing sugar, salt, and unhealthy fats, in many of its products while enriching them with fiber, vitamins, and protein.



Jordanian Food and Drug Administration (JFDA) Regulation



U.S. Food and Drug Administration (USFDA) Regulation



European Union (EU) Regulation



Moreover, our Hammous and Hammousah® brand initiatives include supplementing its product which is targeting kids, with vitamins to enhance the nutritional benefits.



06  
05  
04

## AGILE LEADERSHIP

### We offer new easy-to-use Hummus spread especially made for kids.

Say hello to Hammous & Hammousah, the snack-time superheroes your kids didn't know they needed.

Our snack lineup isn't just tasty; it's versatile! We're talking about a portfolio with limitless horizons—sky's the limit, literally. From airline tray tables to vending machines and even university campuses, On the go snacking is the adaptable choice of the snacking world for all of those who are on the go.

"On-the-Go" range isn't just a product; it's a manifesto of our agility, proving that when it comes to being swift, adaptable, and forward-thinking, Mezete® leads the pack.

When it comes to speed, adaptability, and consumer focus, agility is the name of the game. This "On-the-Go Snacking" range is a shining example of how our "Agile leadership" enables us to not just keep pace with consumer needs but anticipate and act on them. Quick to market and quicker to your taste buds, these products have been devised to adapt to your every mood, setting, or craving. Our agility doesn't just stop at product development; it informs every aspect of the brand. It empowers us to innovate rapidly, ensuring we stay abreast of evolving tastes and trends.

#### On the go snacking

By the end of 2022 Hammous and Hammousah® (Hummus for Kids by Kasih) YouTube Channel reached **1.3 million subscribers** with a total number of views up to **130 million**, aiming to spread healthy habits.

Our snacking portfolio has been embraced by notable entities like **prominent HoReCa distributors and airlines.**

Hammous & Hammousah® is both a healthy and nutritional snack; rich in vitamins (A, B6, B9, B12, C, D3).

Our market expansion ranges from **Chile to Australia.**

**18 countries, 4 continents.**



## AGILE LEADERSHIP

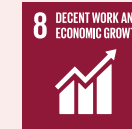
We focus on perfecting the recipe for ethical business practices and successful partnerships, recognizing the importance of corporate governance, ethical conduct, business resilience, economic performance, occupational health and safety, and supply chain management. By prioritizing these issues, we aim to build a foundation of trust, integrity, and sustainability in its operations and relationships.

BY PRIORITIZING THESE ISSUES, WE AIM TO BUILD A FOUNDATION OF TRUST, INTEGRITY, AND SUSTAINABILITY IN ITS OPERATIONS AND RELATIONSHIPS.

### MATERIAL TOPICS COVERED

- Corporate governance, ethical conduct & business resilience.
- Economic performance.
- Occupational health & safety.
- Supply chain management.

### UN SDGS



54%

RISK ASSESSMENT

54% risk assessment across business units.



ZERO

FATALITY CASES

Zero cases of employee and contractors' fatalities for the past three consecutive years.



495

TRAINING HOURS

495 training hours to 320 employees on health and safety related topics.



51.41%

LOCAL SUPPLIERS

51.41% of the total procurement spending was on local suppliers.



## CORPORATE GOVERNANCE

Kasih is guided by a robust and comprehensive governance structure, designed to oversee the organization's impacts on the economy, the environment, and the community as well.

## GOVERNANCE STRUCTURES AND COMMITTEES

Under our governance structure, the Board holds the main responsibility for significant decision-making and supervising the organization's impacts. Various committees contribute as well by offering recommendations in their respective areas of expertise. Additionally, our senior management now reports more consistently to the board and relevant committees, resulting in increased accountability and enhanced operational efficiency.

Our structure is composed of shareholders, a new Advisory Board of seven members, and key committees including the Audit & Risk Committee, Nomination, Remuneration & Governance Committee (NRG), and a newly formed Digital Transformation Committee. Our Chief Executive Officer heads the management team, directing daily operations and making strategic decisions for sustainable growth. Moreover, the Chairperson is an independent director.

The nomination and selection process for the highest governance body and its committees is guided by best practices. The NRG Committee maintains an updated

skills matrix that aligns with the needs of the Board of Directors. Potential candidates are evaluated on a range of factors including leadership qualities, knowledge and background, independence, diversity, and competencies. Upon nomination, the final selection is subject to shareholders' approval, thereby ensuring transparency and accountability in our governance structure.

## REMUNERATION

Remuneration for senior executives include basic benefits such as: medical insurance, yearly bonuses, dedicated parking, transportation, cancer insurance, mobile devices, and a phone allowance. The remuneration policies for members of the highest governance body are limited to a fee structure. The remuneration policies for members of the highest governance body and senior executives of the company considers KPIs measured within operational and HR departments that reflect the organization's overall performance and efficiency.

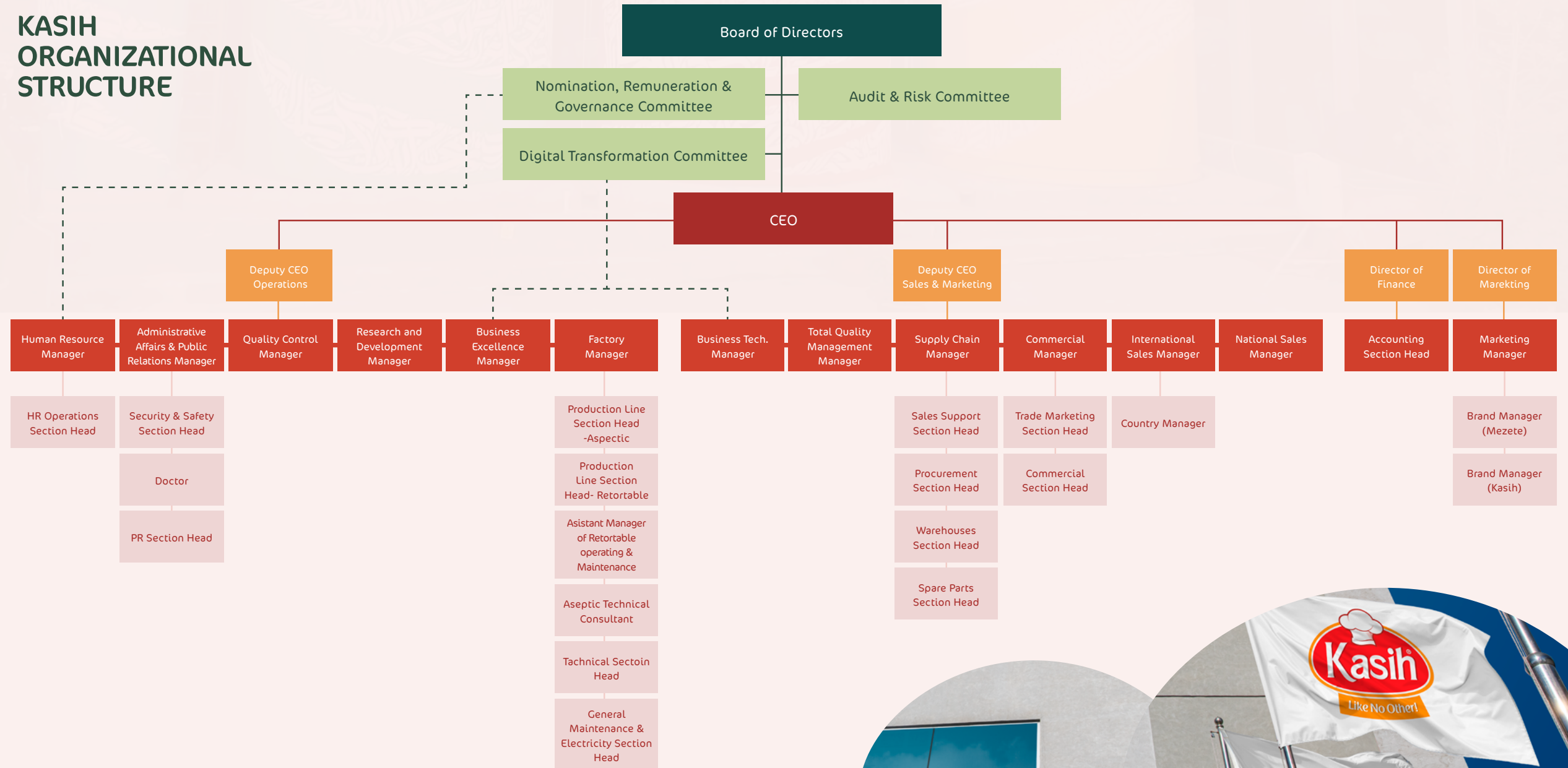
The process of designing and determining remuneration policies at Kasih is managed by the NRG committee. This committee oversees the design of remuneration policies, ensuring alignment with company objectives and market benchmarks.

**Remuneration for senior executives include basic benefits such as: medical insurance, yearly bonuses, dedicated parking, transportation, cancer insurance, mobile devices, and a phone allowance.**





# KASIH ORGANIZATIONAL STRUCTURE





Looking ahead to 2023, the implementation of a new software, that is part of the Kasih Performance Dashboard, is planned to enhance performance measurement and decision-making.

## ETHICAL CONDUCT AND BUSINESS RESILIENCE

Kasih operates under a clear Code of Ethics and Conduct Policy which guides our objective to maintain utmost integrity. This policy and other guidelines are integrated into our day-to-day operations, ensuring ethical business conduct. All our policies comply with the Jordanian Labor Law and are periodically visited for any updates and communicated to our employees. Through regular reminders and updates on various platforms, we keep our employees informed about our ethical standards, nurturing a compliance-focused environment.

Our Board of Advisors, the highest governance body, engages actively with internal stakeholders, overseeing the process of due diligence and impact management. They also supervise external stakeholder engagement and conduct regular reviews to assess the efficacy of the organization's processes.

Looking ahead to 2023, the implementation of a new software, that is part of the Kasih Performance Dashboard, is planned to enhance performance measurement and decision-making.

### GOVERNANCE PROCESSES

By working closely with executive management, the Board has fostered an accountable culture and set a clear tone cascading from the top down. The Board's agility and responsiveness have allowed for necessary adjustments to support Kasih's growth. In 2022, the

governance documentation was updated to align with the evolving needs of the organization and ensure continuous improvement in governance processes. This has led to the development and updates of policies and procedures to adapt to market demands.

### CONFLICT OF INTEREST

Conflicts of interest are managed transparently. Upon appointment, Directors sign a Certificate of No-Conflict and Non-Disclosure. If a conflict arises, it is discussed openly in board meetings, with appropriate measures taken to ensure unbiased decision-making. This proactive approach reinforces transparency and ethical conduct within the organization.

### RISK MANAGEMENT

Our Board actively directs risk management through the Audit Committee, fostering positive organizational change. Our detailed risk assessment, anchored by our Risk Management Policy, has effectively identified, and addressed all significant corruption risks. We have instituted stringent controls, guided by our Anti-Corruption and Anti-Bribery Policy, which has been communicated to 60% of our employees this year alone. Additionally, our limit management system ensures that authorities are appropriately distributed and managed. To further enhance our risk management, we are actively developing Key Risk Indicators (KRIs) for continuous monitoring and early detection of risks. Any breaches are addressed under our Disciplinary Actions Policy.

This year, risk assessments covered 54% of our business units.

### GRIEVANCES

The effectiveness of our grievance mechanisms and remediation is informed by our Grievance Policy and our processes are carefully tracked and managed. When an employee submits a grievance, it is reviewed by the HR department, and a meeting is scheduled with the concerned parties to find a satisfactory solution. If a resolution is reached, the grievance form is updated and signed by both parties. However, if no satisfactory solution is found, the grievance is escalated to a higher-level manager, and a committee is formed to address the concern. Throughout the process, all relevant information and documents are collected and stored securely. The grievance process involves regular meetings, discussions, and thorough documentation to ensure transparency and fairness.

**In 2019, the Board of Advisors worked with the shareholders and senior management to re-define Kasih's mission and vision.**

**This was then further fine-tuned by expert strategic consultants in 2021 and is regularly being revisited to ensure that it is a correct reflection of Kasih.**



**54%**

RISK ASSESSMENT

54% risk assessment across business units.



## ECONOMIC PERFORMANCE

At Kasih, our economic achievements have set us on a path of growth and distinction. Some of our accomplishments in the recent years included implementing monthly business review reports, streamlining procurement with an approval matrix, and instituting a systematic pricing approval cycle for revenue acceleration and heightened market presence.

We initiated the Monthly Business Review (MBR) to routinely analyze essential data, such as financial statements, sales, production figures, and client feedback. The insights drawn are then visualized in reports, highlighting successes, challenges, and upcoming prospects. This structured approach to the MBR not only provides a thorough grasp of our business performance but also equips decision-makers with pivotal metrics, financial outcomes, and operational signs. We conduct regular audits with the help of outsourced internal auditors that review our company processes.

Moreover, Kasih values change and enhancement thus we are revamping our accounting and reporting systems, rectifying past accounting inconsistencies, creating

new strategic policies, and affirming role-specific segregations. We are also enhancing capabilities in vital sectors like process improvement, technology refurbishments, and personnel development, accentuated by targeted training and specialized recruitments.

Moving forward we have outlined a focused roadmap to enhance our financial efficacy. We have set to update our finance policies to align with evolving business needs and are launching a project to sharpen product cost allocation. Moreover, an emphasis will be placed on enhancing the financial literacy of our entire team, particularly those outside the finance sector.

## OCCUPATIONAL HEALTH AND SAFETY

Our health and safety system is an integral part of our commitment to employee well-being, property protection, and environmental sustainability. We maintain strict regulations and technical guidelines, adhering to local legislation, to ensure a secure work environment. We prioritize excellence in occupational safety and health, implementing measures to mitigate risks and maintain stringent quality standards.

## HEALTH AND SAFETY MANAGEMENT

The Health and Safety department is at the forefront of ensuring the well-being of people, property, and materials.

Kasih aims to build a dedicated Occupational Health and Safety Committee, which includes management and workers in the new future. Our on-site clinic, staffed by a doctor and a 24/7 nurse working in two shifts, facilitates immediate medical attention for our employees, handling 30-40 patients daily and approximately 350-400 cases monthly. This amenity, covered by insurance, approves sick leaves and has notably reduced external hospital and clinic visits. The clinic is equipped to monitor heart rate, blood pressure, EKG, and more. Looking forward, we aim to introduce annual women's health tests, chronic ailment testing, and are working towards acquiring seasonal flu vaccines, underscoring our commitment to the health and safety of employees.

Furthermore, the health and safety system at Kasih and our Environmental, Occupational Health and Safety Policy are in compliance with legal requirements such as the Jordanian Labor Law and we adhere to the requirements set by the Civil Defense department, particularly concerning new construction, expansions, and the safety standards for our current facilities.

Revenue (million JOD)



## HEALTH AND SAFETY HIGHLIGHTS

In 2022, Kasih made considerable strides in fortifying our fire alarm and safety systems. Moreover, we continue to fortify our safety measures by installing best practice processes and tools for every new factory we open.

Moreover, for those operating X-ray machines, individual monitoring cards are provided, to monitor exposure, and reinforcing personal safety. Regular health checks are administered to detect potential occupational hazards, and the health and safety management system now covers all our employees.

Throughout our facilities, cautionary and directional signs stand out, ensuring employee awareness and safety. Furthermore, our facilities undergo routine inspections, with findings carefully documented.

The all-encompassing remit of the Occupational Health and Safety Section spans every business department and facility. This entails:

- Delivering first aid to injured individuals.
- Facilitating extensive training sessions.
- Equipping sites with alarm systems, firefighting tools, and personal protective equipment (PPE).
- Carrying out frequent inspections.
- Establishing protective barriers to curtail accidents and injuries.

## RISK ASSESSMENT AND MANAGEMENT

At Kasih, we employ a standard policy and procedure to identify work-related hazards and assess risks through routine checks and periodic inspections. Observations are documented and reported to the Total Quality Management (TQM) department, and necessary actions are taken accordingly.

We have a well-defined procedure in place that allows workers to report work-related hazards and hazardous situations using a designated form. This ensures that appropriate actions are taken promptly, and worker protection from retaliation is ensured through control measures and surveillance systems. In case of an injury, a thorough investigation is conducted using a specifically designed form to identify underlying causes and prevent similar incidents in the future. Incidents are reported and escalated to the relevant authorities, ensuring a proactive approach to address and mitigate workplace risks.

**We are proud to report zero cases of employee and contractors' fatalities for the past three consecutive years.**

## HEALTH AND SAFETY TRAINING

In 2022, Kasih provided 495 training hours to 320 employees on health and safety related topics, reinforcing our commitment to employee well-being. Our comprehensive training programs, tailored for various departments, merge general safety principles with specialized knowledge. Our tailored training sessions, designed based on job-specific needs, empower employees to navigate risks confidently. Additionally, the consistent use of Personal Protective Equipment (PPE) underscores our dedication to safety, ensuring regulatory compliance, and proactive injury prevention.





## SUPPLY CHAIN MANAGEMENT

**Our philosophy revolves around engaging suppliers as valued partners, encouraging their active involvement in our business solutions and new product development.**

Our Supply Chain department is committed to ensuring a stable supply of raw and packaging materials while optimizing stock levels and costs. We have a Supply Chain Policy and a Procurement Policy which guide our day-to-day work. Moreover, we have embraced digitalization, aiming for a paperless supply chain operation, to enhance efficiency and reduce our environmental impact. A well-defined Stock Policy guides our material procurement decisions, enabling better cash-flow management and providing reliable information to our partners and distributors. By adhering to this policy, we mitigate the bullwhip effect, ensuring lower total cost of ownership and optimized resource utilization.

### SUPPLIERS' SELECTION

To maintain the integrity of our supply chain, we follow a well-defined procedure for the qualification of any new supplier. Samples from raw and packaging materials are externally and internally tested as part of the validation plan to ensure the company's internal testing procedures are of the highest standards. We maintain a vigilant stance on supplier feedback; all concerns are documented, investigated, and directly communicated with the respective suppliers. This diligent approach ensures swift and effective resolutions to any arising challenges.

Through our Total Quality department, we place emphasis on collaborating with suppliers holding recognized certifications like ISO 9001, cGMP, and BRCGS where relevant. These suppliers receive extra credit in the procurement process, leading to higher-quality materials, lower waste percentage, and improved production efficiency. In cases of uncertainty, we do not hesitate to enlist third-party inspectors, to ensure material quality at ports or during production at the supplier's facilities.

In 2022, we were able to maintain the number of local suppliers we are engaging with around 60 suppliers.



## SUSTAINABLE PROCUREMENT

At Kasih, we prioritize responsible supply chain practices and ensure ethical sourcing. Kasih implements strict policies to safeguard against contamination, including frequent fumigation, material safety audits, third-party inspections, and adopting a First Expiry First Out (FEFO) logistics approach.

Environmental consciousness is a key focus for us, as we strive to introduce eco-friendly packaging materials and implement solutions with a positive impact on the environment. As part of our sustainability efforts, we actively seek eco-friendly materials.



**We place emphasis on collaborating with suppliers holding recognized certifications like ISO 9001, cGMP, and BRCGS where relevant.**





We work closely with our suppliers when developing packaging. Our technical engineer always looks for sustainable packaging options that fit our industry.



07  
06  
05

## BETTER TOGETHER

“Better together” finds its embodiment in the world of HoReCa. The Middle East is renowned for its grand gatherings and generous feasts, and at Kasih, we are poised to cater to this cherished tradition. Just as HoReCa brings people together, our journey of refinement and innovation stands as a testament to the powerful connection between exceptional dining and the joy of being truly united.

In the world of culinary craft, our commitment brings practical advantages to skilled chefs. It means saving time, while ensuring unwavering consistency in taste and quality. Our HoReCa products act as a dependable foundation, allowing chefs to unleash their creativity without compromising flavor. Whether it's the stability of standard costs, the convenience of resealable Kasih® Hummus, the reduction of food waste, eco-friendly packaging, or ambient storage, our HoReCa lines serve as the cornerstone for culinary excellence.

The quest for unity and exceptional taste resonates with the HoReCa sector. Hotels, restaurants, and caterers collectively seek seamless convenience without compromising the intrinsic qualities of quality and flavor. This very insight has ignited our unrelenting pursuit of evolution within our HoReCa lines, within our Mezete Professional and Kasih® brands.

### Hummus in the sky

Mezete®'s Dip n Go is being enjoyed by millions of passengers across 12 airlines. This jet-setting partnership catapults our Middle Eastern flavors into the skies, broadening our customer horizons and taking brand awareness to new altitudes.



### Culinary Expansion

In a strategic alliance with a major wholesale distributor—the world's foodservice titan—Mezete® unlocks unparalleled distribution power. This synergy allows our products to grace tables in everything from restaurants to healthcare facilities, amplifying our footprint across diverse foodservice landscapes.

# BETTER TOGETHER

We hold a strong commitment to nurturing the well-being and development of our people, while also contributing to the growth of our communities. By valuing and promoting inclusivity, diversity, and equal opportunities, we invest in our employees' potential. We maintain a steadfast dedication to upholding labor and human rights, and we actively participate in community engagement. These collective actions foster a positive work environment, facilitate genuine social progress, and solidify our overall commitment to sustainability.



## MATERIAL TOPICS COVERED

- Inclusion, diversity & equal opportunity.
- Employee attraction, retention & development.
- Labor & human rights.
- Community relations.
- Customer satisfaction.

## UN SDGS



14% reduction in employee turnover rate.



100% retention and return to work rates for the past three years.



10% increase in the average training hours per employee throughout 2022.



86% of employees benefit from regular performance and career development reviews.



100% resolution rate for customer complaints over the past three years.



56% decrease in customer complaints compared to 2021.




## WORKFORCE PROFILE

At Kasih, we firmly believe that a sustainable future thrives on unity, empowers individuals, and nurtures an inclusive community. Our dedication lies in fostering a harmonious and diverse workplace, where our employees are empowered to grow both personally and professionally. Upholding the principles of labor and human rights, we ensure fair treatment and equal opportunities for everyone.

In the heart of our operations lies a dedicated and diverse workforce that propels Kasih forward. Our commitment to our employees is steadfast, underpinned by a deep belief that their well-being, growth, and satisfaction are paramount to our success. We have established a range of policies and initiatives that reflect our commitment to creating a positive and inclusive work environment. These measures ensure that our employees' voices are heard, their contributions are recognized, and their professional growth is nurtured.

**OUR COMMITMENT TO OUR EMPLOYEES IS STEADFAST, UNDERPINNED BY A DEEP BELIEF THAT THEIR WELL-BEING, GROWTH, AND SATISFACTION ARE PARAMOUNT TO OUR SUCCESS.**

### Workforce Breakdown

	2020	2021	2022
 Workforce size			
Total number of employees	540	574	590
Full-time employees	540	574	590
 Employees by gender			
Female full-time employees	92	98	93
Male full-time employees	448	476	497
 Employees by level			
Senior management	10	12	12
Middle Management	8	8	10
Staff	522	554	568





## EMPLOYEE ATTRACTION, RETENTION, AND DEVELOPMENT

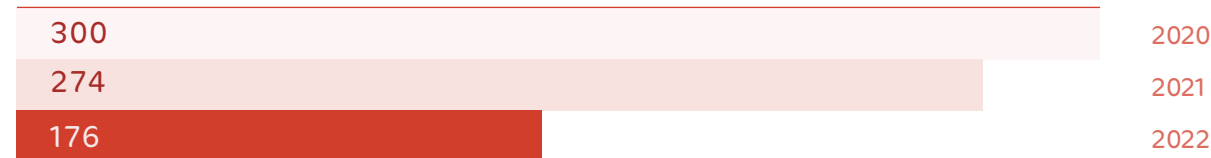
We are dedicated to creating an environment that not only attracts and retains top talent but also fosters their development. Through targeted strategies, professional development initiatives, and employee-centric policies, we cultivate a culture that supports our team members' potential for long-term success. Our internal Training and Development Policy further underscores our commitment to this goal by providing a framework that guides our efforts to enhance skillsets, encourage growth, and empower our workforce to excel in their roles and beyond.

### HIRING, RETENTION, AND ATTRACTION

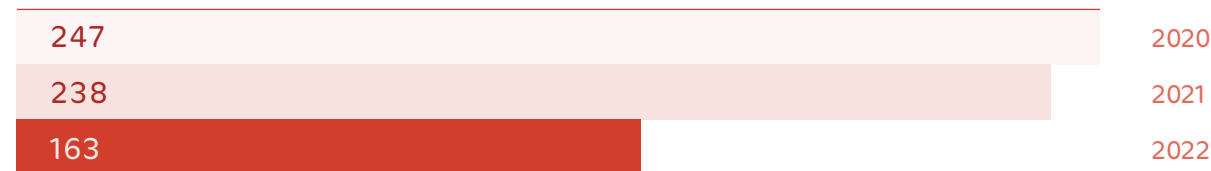
In 2022, we focused on two significant projects: the Operational Incentive Scheme and the Bonus Scheme. Kasih recognized the need to optimize pay for operational jobs while maintaining the fixed part of employees' salaries. To address this, a comprehensive Operational Incentive Scheme was developed, taking into consideration efficiency, productivity, profitability, and personal performance. After careful planning and approval from top management, the scheme was communicated to all relevant parties and successfully implemented. As a result, the company experienced a significant 14% decrease in the turnover ratio compared to the previous year, while employees' salaries were enhanced through the link between pay and individual and company performance. This initiative not only improved financial rewards for employees but also fostered a culture of performance-driven excellence.

In response to the absence of clear guidelines and link between employee and company performance for additional benefits, we embarked on developing a Benefits Scheme in 2022. The Scheme was designed to enhance employees' salaries, reduce turnover, and align pay with individual and company achievements. After gaining approval from top management, the Benefits Scheme was communicated to all relevant parties and successfully implemented. Though it was the first year of implementation, we anticipate improved retention rates and a stronger alignment of employee efforts with company goals, resulting in a more motivated and engaged workforce. In 2022, we proudly sustained our hiring capabilities, maintaining a steady workforce.

#### Total new hires



#### Total turnover



**100%**  
RETENTION

100% retention and return to work rates for the past three years.



**14%**  
REDUCTION  
IN EMPLOYEE  
TURNOVER

14% reduction in employee turnover rate.



## EMPLOYEE ENGAGEMENT AND WELLBEING

Additionally, to build stronger teams, increase collaboration, and boost company morale, Kasih focused on enforcing the role of the Social Committee, which takes on responsibilities like organizing employee trips, Ramadan Iftar gatherings, Mother's Day events, and back-to-school activities, creating a more cohesive and motivated workforce. In 2022, the company initiated three new projects: the Human Resources Management System (HRMS) implementation, Succession Planning, and Benefits Benchmark, to further enhance operational efficiency and employee development.

Our commitment to our employees goes beyond the workplace, as we believe that their well-being is crucial to a fulfilling work experience. To this end, we provide a comprehensive range of benefits that cater to their needs. Our health insurance covering employees, their spouses, and children, as well as provide meal coupons that can be used in our cafeteria, our benefits are designed to make life easier. We also recognize and reward hard work with potential bonuses tied to individual and company achievements. For our teams in the factory and supply chain, operational incentives are part of the equation, calculated based on specific operational goals and distributed quarterly. Transportation allowances are available for managers, section heads, and the sales team, while telecommunication allowances align with job grade and business demands. We also offer various allowances, such as location, personal, and accommodation. Ensuring peace of mind, we provide cancer insurance for employees and their families, and we're part of a social aid fund that offers support during tough times.

## PARENTAL LEAVE

We hold a strong understanding of the delicate balance between work commitments and family responsibilities. We extend our support to new parents by providing parental leave, acknowledging the profound significance of this period in their lives. As a testament to our dedication to shaping a workplace that embraces the diverse needs of our workforce, Kasih achieved retention and return to work rates of 100% for the past three years.



### Total number of employees that took parental leave

#### Female



#### Male



### Return to work rate (%)



### Retention rate (%)





## TRAINING AND DEVELOPMENT

At Kasih, we view employee training as a pivotal driver of growth and excellence. We have implemented a comprehensive training program that begins during the orientation session and continues within the first three months of employment. Moreover, for newly introduced policies, we organize dedicated sessions for managers and section heads, equipping them with a clear understanding of the updates so they can effectively communicate them to their teams.

These concerted efforts are evident in the notable 10% surge in average training hours per employee throughout 2022, a leap from 2021.

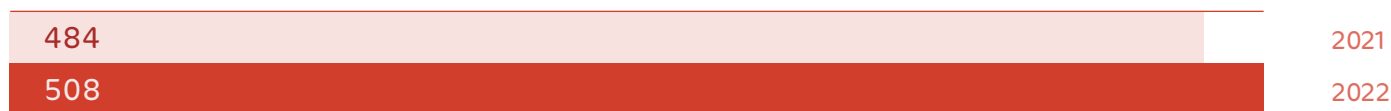
Through our dedication to fostering professional growth opportunities and conducting comprehensive performance assessments, we empower our employees to not only thrive but also contribute effectively to our collective organizational success. This is governed by our comprehensive Performance Appraisal Policy. In 2022, we achieved significant progress, with 86% of our employees benefiting from regular performance and career development reviews. As we look ahead, we remain steadfast in our efforts to refine these processes and ensure our workforce is primed for ongoing achievement.

As we look ahead to 2023, our focus is on practical steps that will enhance our operations and services. This includes implementing a new HRMS, refining organizational and individual KPIs, conducting a culture audit, and updating our compensation and benefits system. Additionally, we plan to partner with a university to improve our employees' technical skills and enhance the services we offer to our team. These steps underscore our commitment to steady progress and ensuring that our organization remains effective, responsive, and supportive of our employees' growth and success.

Average training per employee (hours)



Total number of employees who received a regular performance and career development review





**10%**  
INCREASED  
TRAINING HOURS

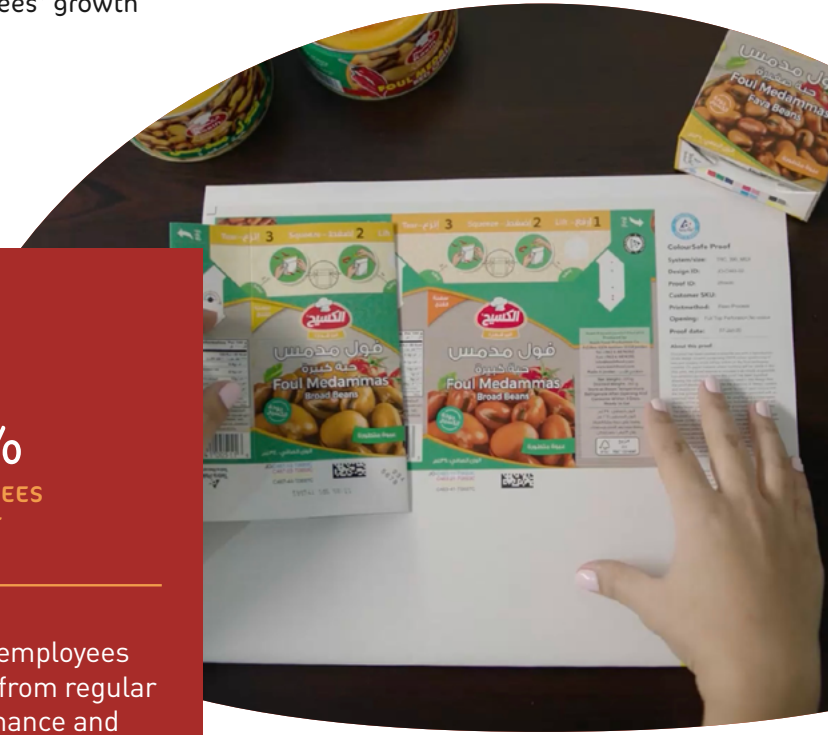


10% increase in the average training hours per employee throughout 2022.



**86%**  
EMPLOYEES  
BENEFIT

86% of employees benefit from regular performance and career development reviews.



## INCLUSION, DIVERSITY, AND EQUAL OPPORTUNITY

Diversity and inclusion are a cornerstone of our workplace environment. We are passionate about providing equal opportunities for every member of our team, ensuring that everyone is treated with the utmost respect and fairness. Our internal HR Policy sets the tone for fairness, non-discrimination, and equal opportunity in all our practices. As a testament to our continuous efforts in upholding these values, there were no reported incidents of discrimination in 2022.

As of 2022, our company proudly maintains a 15% representation of women, and our commitment to enhancing the meaningful inclusion of women within our workforce remains resolute. Our dedication to diversity is an ongoing journey that aligns seamlessly with Jordan's Economic Modernization Vision. We proactively strive to foster an environment where women are not only encouraged but empowered to flourish, take on leadership roles, and excel in their careers. This dedication underscores our shared pursuit of a workforce that reflects our commitment to equality, progress, and success.

## NATIONALIZATION

Embedded within the core principles of the Jordan Economic Modernization Vision is the imperative to amplify the participation of Jordanians in the workforce. Guided by this directive, Kasih is committed to nurturing the local workforce, all while upholding the cherished values of diversity and inclusion. As a testament to our dedication, we are pleased to announce that, by 2022, nationals constitute over 90% of our workforce.

## LABOR AND HUMAN RIGHTS

Upholding human and labor rights stands at the core of Kasih's ethical practices. We hold a firm focus on adhering to labor laws and regulations, placing particular emphasis on the eradication of child labor. In accordance with the Jordanian Labor Law, we strictly prohibit the employment of individuals under 18 years old, leaving no room for the occurrence of child labor. Beyond this, we have instituted a Visitor Management Policy, with our security personnel receiving dedicated training to ensure that human rights are consistently honored and maintained throughout our security procedures.

**AS A TESTAMENT TO OUR DEDICATION, WE ARE PLEASED TO ANNOUNCE THAT, BY 2022, NATIONALS CONSTITUTE OVER 90% OF OUR WORKFORCE.**

### Nationalization

#### Nationals among total full-time workforce



#### National full-time employees in senior management



### Nationalization (by gender)

#### Female National full-time employees



#### Male National full-time employees



## COMMUNITY RELATIONS

Community relations are deeply intertwined with Kasih's dedication to social responsibility. Our commitment to improving food security takes center stage in the creation of preservative-free, all-natural food products designed for extended shelf life. These products play a pivotal role in extending the availability of nourishing options, ensuring sustained access to essential sustenance. This commitment to food security is further exemplified through our active engagement with governmental entities and our efforts to foster meaningful partnerships. Notably, as a primary food supplier for armed forces and institutional markets in Jordan, particularly during critical situations like operations or emergencies, our Kasih® products, notably Hummus, play a vital role in safeguarding food security, since our products are ambient and can withstand longer shelf lives with no changes to their quality. This holistic approach underlines our commitment to both our local community and the broader goal of ensuring food security for all.

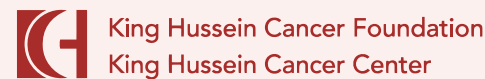
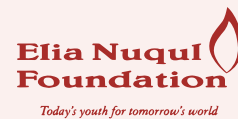
In 2022, our unwavering commitment to community betterment took a significant stride forward, showcasing our dedication to enhancing the well-being of our community through meaningful contributions.



## SCHOLARSHIP FUND

Our partnership with the Elia Nuqul Foundation (ENF) is focused on expanding our positive impact on underprivileged and deserving young people in Jordan. To achieve this, we have established the Kasih Food Production Company Scholarship Fund, which is managed by ENF and supports five scholars on a five-year basis.

The fund provides financial support and comprehensive capacity-building, along with training programs, in the selected majors of Food Engineering, Mechanical Engineering, and Industrial Engineering. Whereby, these students can become part of Kasih Food's human capital in the near future.



## SAVING LIVES

We proudly supported the King Hussein Cancer Foundation's Pink October campaign, demonstrating solidarity with cancer patients on their path to recovery. Our partnership with Gift for Life Association underscored our commitment to making a positive difference by sponsoring crucial heart surgery operations for deserving children in need.

**Remarkably, our total community investments for 2022 totaled JOD 159,531, reflecting our substantial commitment to making a lasting impact on the lives of those we serve.**



Moreover, our commitment to community engagement extended beyond traditional avenues and entered the digital realm through the Hammous and Hammousah® (Hummus for Kids by Kasih) YouTube Channel. As of the close of 2022, this interactive platform celebrated a significant milestone of 1.30 million subscribers and an impressive total view count of 130 million throughout the year.

Designed exclusively for children, the channel has proven to be an invaluable resource for promoting educational and healthy habits through engaging Arabic content. The Hammous and Hammousah® channel aligns seamlessly with our mission to contribute positively to the community, further exemplifying our dedication to fostering meaningful connections and providing valuable resources for all.

Looking forward to 2023, our vision is to bring the 'Better Together' Community to life—a space rooted in local neighborhoods where people can truly connect. Our focus is on providing a secure and inclusive platform that empowers women to come together, share experiences, and flourish as a united force. In this community, genuine connections and friendships will take root, creating a strong sense of belonging for all who join. Our ambition is to shape the 'Better Together' Community into an open forum where ideas, tips, and stories flow freely, encouraging collaboration and sparking inspiration among its members. Through this communal spirit, we are aiming to cultivate authentic advocates and passionate word-of-mouth champions who naturally endorse our brand within their communities. Through active involvement and our social media campaign, we hope to honor local traditions, set new trends, and ignite conversations that resonate deeply with our valued consumers.

**OUR COMMITMENT TO COMMUNITY ENGAGEMENT EXTENDED BEYOND TRADITIONAL AVENUES AND ENTERED THE DIGITAL REALM THROUGH THE HAMMOUS AND HAMMOUSAH® (HUMMUS FOR KIDS BY KASIH) YOUTUBE CHANNEL.**

[Hammous and Hammousah® YouTube Channel](#)





**+130M**  
TOTAL VIEW  
COUNT

this interactive platform celebrated a significant milestone of 1.30 million subscribers and an impressive total view count of 130 million throughout the year.

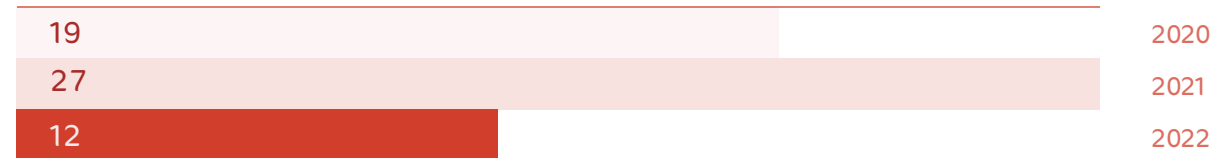
**حمّوص و حمّوصة**

## CUSTOMER SATISFACTION

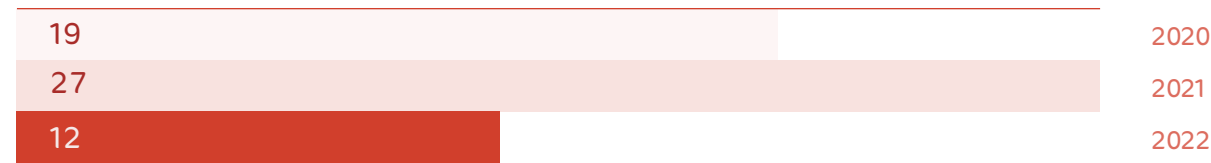
Ensuring customer satisfaction is a shared commitment across Kasih. We serve a diverse array of customers, spanning from distributors and caterers to the ultimate end consumers. Upholding high-quality standards and ensuring product safety are vital components in maintaining their trust and contentment. Through continual monitoring and enhancements, our aim is not only to meet but to surpass customer expectations, thereby elevating brand reputation and fostering lasting customer loyalty. Additionally, we take a proactive approach to customer feedback and complaints, conducting thorough investigations and implementing corrective measures as necessary. This dedication to customer satisfaction is deeply ingrained in Kasih's culture, with every employee encouraged to prioritize customer needs and ensure a stellar experience through our premium food products.

To effectively manage customer feedback, complaints, and concerns regarding product quality, we have established documented procedures. Each case is tracked and trended to gauge the effectiveness of agreed-upon corrective and preventive action (CAPA) plans. The investigation process involves utilizing tools like the 5-M (Fish Bone Diagram) to pinpoint the root cause of issues, subsequently defining appropriate CAPAs for resolution. Additionally, we conduct an annual customer satisfaction survey to gauge feedback and contentment. These insights are also integrated into bi-annual management review meetings, fostering a comprehensive and proactive strategy to address customer concerns while continuously enhancing product quality and customer satisfaction.

### Number of customer\* complaints



### Number of customer\* complaints resolved within the reporting year



\* Customers mean distributors not end consumer.

## THE INVESTIGATION PROCESS INVOLVES UTILIZING TOOLS LIKE THE 5-M (FISH BONE DIAGRAM) TO PINPOINT THE ROOT CAUSE OF ISSUES, SUBSEQUENTLY DEFINING APPROPRIATE CAPAS FOR RESOLUTION.

As a testament to our commitment to customer satisfaction, we have consistently achieved a 100% resolution rate for customer complaints over the past three years. Moreover, in 2022, we saw a significant drop in customer complaints, with a noteworthy decrease of 56% compared to 2021.



56%

DECREASE IN CUSTOMER COMPLAINTS



56% decrease in customer complaints compared to 2021



At Kasih, we value our customers' feedback and constantly strive to align our innovation process with their preferences and changing market trends. We actively collect customer insights through surveys, interviews, and online feedback channels, enabling us to understand their needs and expectations. Additionally, we analyze various data sources, including sales data, social media trends, and customer reviews, to gain valuable insights into emerging market trends. Our market research efforts encompass industry trends, competitor analysis, and market demands, providing us with a comprehensive understanding of customer preferences, market dynamics, and technological advancements. By incorporating customer feedback and market trends into our R&D process, we remain agile and responsive to our customers' evolving demands, ensuring the development of innovative and relevant products that satisfies our consumers.

Engaging with stakeholders, including consumers, is a top priority to address sustainability concerns related to our new food products. We collaborate closely with our Marketing Team and leverage social media platforms to gather valuable customer feedback and insights. Regular surveys and customer feedback help us understand preferences and perceptions, guiding our product innovations. In addition, small group discussions and active social media campaigns allow us to research deeper into consumer perspectives and ideas. Through these initiatives, we ensure our new food products align with sustainability expectations and meet the evolving needs of our valued customers.

## ENGAGING WITH STAKEHOLDERS, INCLUDING CONSUMERS, IS A TOP PRIORITY TO ADDRESS SUSTAINABILITY CONCERNS RELATED TO OUR NEW FOOD PRODUCTS.





08  
07  
06

## CONSCIOUS TRANSFORMATION

Embarking on the journey of "Conscious transformation," we pledge to champion sustainability through innovative approaches. This concept revolves around ensuring that our Kasih® products enhance convenience and longevity without compromising quality and taste. The introduction of liquid Jameed and the refinement of our cherished Hummus, both elegantly presented in carton packaging, is a testament to this commitment. As early as 1998, Kasih® embraced the environmentally conscious carton packaging, becoming pioneers in utilizing carton packaging for liquid Jameed and Hummus.

An embodiment of our dedication to Conscious Transformation lies within the heart of our Kasih® product line. With ingenuity, we have crafted products that can be conveniently stored at ambient temperatures, ushering in a new era of sustainability and ease. This innovation not only simplifies storage but also contributes to energy efficiency and a reduced environmental footprint. By eliminating the need for energy-intensive refrigeration, our products redefine the limits of food storage possibilities. While this technology had previously been applied to products such as milk, Kasih® has pioneered its use for Middle Eastern food products. This advancement harmonizes perfectly with our aim to tread lightly on the planet while providing consumers with the utmost culinary satisfaction. As we journey towards a conscious and transformative future, our Kasih® products continue to exemplify this vision, delivering exceptional flavors that resonate with the core values of sustainability and convenience.

### Global Footprints of Impact

This voyage stretches across diverse geographical markets, spanning Jordan, Iraq, Saudi Arabia, and Europe, showcasing our commitment to creating a global impact.

### Revolutionizing Convenience: Liquid Jameed in Ambient Packaging

Discover the future of culinary ease with Kasih's® groundbreaking Liquid Jameed. Embracing innovation, we proudly introduce the world's first prepackaged liquid Jameed, redefining traditional dishes like Mansaf. Crafted from 100% soaked, filtered, and diluted dry Jameed, our liquid variant undergoes sterilization and packaging to maintain its stability at room temperature. Experience the convenience without compromise, only with Kasih®.

### Freshness in Every Carton

In 2019, Kasih® embarked on a transformative journey, bidding farewell to traditional cans and embracing revolutionary carton packaging. This strategic transition underscores our unwavering commitment to responsible practices by adopting sustainable packaging. The ingenious cartons introduce a practical resealable feature, allowing consumers to effortlessly preserve our products for future enjoyment.

# CONSCIOUS TRANSFORMATION

In this pillar, Kasih embraces environmental balance as our core principle, focusing on addressing the material issues of climate change and energy management, water management, biodiversity preservation, and food loss and waste reduction. By prioritizing sustainability in Kasih's operations and product offerings, we aim to minimize our ecological footprint and create a more sustainable future for all.



## MATERIAL TOPICS COVERED

- Climate change & energy management.
- Water management.
- Biodiversity preservation.
- Food loss & waste reduction.

## UN SDGS



**18.08%**

REDUCTION IN ENERGY CONSUMPTION



18.08% reduction in direct energy consumption from 2021.



**18%**

DECREASE IN SCOPE 1 EMISSIONS



18% decrease in Scope 1 emissions compared to 2021.



**8%**

DECLINE IN SCOPE 2 EMISSIONS



8% decline in Scope 2 emissions from 2021.



**22.40%**

DROP IN TOTAL WATER USAGE



22.40% drop in total water usage compared to 2021.



**36%**

REDUCTION IN FOOD WASTE



36% reduction in generated food waste since 2021.



## ENVIRONMENTAL MANAGEMENT

Kasih understands that environmental stewardship is a shared responsibility. Considering this, we have implemented a comprehensive set of strategies and initiatives to reduce our ecological footprint and contribute to a sustainable future. Underpinning our efforts is our internal Environmental, Occupational Health, and Safety Policy, which serves as a guiding framework to ensure both environmental responsibility and the well-being of our workforce. This commitment is evident as each department manager maintains a platform database reflecting efficiency, productivity, waste, manpower, and budget. Regular meetings with the technical team to further facilitate the review of these key performance indicators (KPIs) and collaborative discussions to drive improvement initiatives. By embracing innovative practices and fostering collaboration across our value chain, we aim to make a meaningful difference in the way we operate.

We stay consistent in our commitment to transparency, accountability, and continual improvement as we navigate the opportunities and challenges posed by global sustainability.

To align our work with our sustainable institutional framework and to cultivate expertise within our technical departments, we established the Energy Committee. This committee is responsible for compiling the annual energy book, which encompasses a range of energy projects related to water, fuel, and electricity. It gathers ideas and initiatives, reflecting them on-site while also delving into the reasons for any delays in implementing modern technologies.

**Furthermore, we introduced a platform called the "Achievements Platform" to keep our team engaged and motivated. Approximately 70% of its focus revolves around projects and ideas for enhancing and developing our work environment and production lines. These initiatives directly contribute to effective energy management and consumption reduction.**



## CLIMATE CHANGE AND ENERGY MANAGEMENT

Climate change and energy management are central pillars of our sustainability strategy. We have seamlessly integrated them into our operations through robust systems, training initiatives, performance evaluations, and an unwavering dedication to continuous improvement.

### ENERGY

Kasih places a strong emphasis on transparency and accountability within our energy management strategy. Since 2020, we have consistently pursued annual reduction in electricity, water, and fuel consumption. These continuous efforts underscore our commitment to sustainable resource management over the long term.

With the belief in the power of knowledge, our team remains engaged in energy management training and programs. Staying abreast of the latest industry practices empowers us to integrate innovative energy-saving solutions throughout our operations. We have also consolidated energy-related tasks into department-specific Key Performance Indicators (KPIs), promoting individual accountability. Our top management has introduced a division specific KPI framework that underscores the importance of energy management and encourages each division to contribute to the company's overall goals.

Cross-functional collaboration is further promoted through the Energy Committee meetings. These sessions facilitate discussions between the technical team, and other department heads about energy management challenges and successes. This collective approach ensures synchronized efforts and drives progress across the organization.

Our commitment to effective energy management is evident through our development of a standard operating procedure (SOP) for conducting energy audits. These audits systematically identify areas for enhancement and enable the implementation of energy-saving measures across our operations.

**CROSS-FUNCTIONAL COLLABORATION IS FURTHER PROMOTED THROUGH THE ENERGY COMMITTEE MEETINGS. THESE SESSIONS FACILITATE DISCUSSIONS BETWEEN THE TECHNICAL TEAM, AND OTHER DEPARTMENT HEADS ABOUT ENERGY MANAGEMENT CHALLENGES AND SUCCESSSES.**

**Since 2020, we have consistently pursued annual reduction in electricity, water, and fuel consumption.**



**18%**

REDUCTION  
IN ENERGY  
CONSUMPTION



18.08%  
reduction in  
direct energy  
consumption  
from 2021.



As part of our sustainability commitment, we conducted an energy audit in collaboration with Green Tech in 2020. A notable recommendation from the audit was the isolation of steam valves and flanges throughout the facility. This project's primary objective was to minimize fuel consumption resulting from valve and flange heat dissipation, accounting for approximately 3.10% of total consumption. We carefully studied the isolation effect, fitting various steam jackets to the valves in addition to our already well-established insulation measures to ensure maximum efficiency. Over two months, beginning in October and December, we successfully installed 140 insulated jacketed valves. This step marked the initial stride towards fuel saving, with the project's estimated payback period standing at around 1.4 years. The Maintenance department continues to proactively identify new consumable-saving opportunities and closely monitor the outcomes of each initiative.

Concurrently, a dedicated committee, comprising eight members from the Factory Department, was established to spearhead the creation and execution of conservation projects pertaining to electricity, water, and fuel consumption. This committee serves as a pivotal force in our ongoing efforts to optimize resource utilization and align it with our broader sustainability goals.

A range of impactful energy-saving measures were implemented by the end of 2022 to enhance efficiency and reduce costs, resulting in significant fuel savings across multiple points in our operations. This process began with adjustments to boiler consumption to optimize efficiency. Furthermore, drained condensate water was collected and reused to minimize water waste, and treated water was utilized in the boiler to maintain fuel consumption within optimal limits.

Moreover, steam pipes were insulated with jackets to minimize heat loss and improve energy efficiency. The feed water temperature was increased using a special economizer, a process that eliminated solid carbon particles through exhaust gas. This enhancement of energy efficiency also contributed to a reduction in air pollution, resulting in decreased emissions.

Additionally, the adoption of automatic cartoning machines eliminated manual handling and waste, streamlining the process, and reducing waste generation. Lastly, we embraced thermoforming technology for producing snack trays in-house and packing finished goods cartons with vacuumed covers. This innovative approach not only enhanced product specifications but also extended shelf life.

**A RANGE OF IMPACTFUL ENERGY-SAVING MEASURES WERE IMPLEMENTED BY THE END OF 2022 TO ENHANCE EFFICIENCY AND REDUCE COSTS, RESULTING IN SIGNIFICANT FUEL SAVINGS ACROSS MULTIPLE POINTS IN OUR OPERATIONS.**

### Non-renewable fuel consumed

#### Heavy fuel oil consumption from operations and vehicles (metric tons)



#### LPG consumption from operations and vehicles (L)



#### Electricity purchased for consumption - office, storage, facilities, etc. (kWh)



#### Direct energy consumption (GJ)



#### Indirect energy consumption (GJ)



## OUR ONGOING EFFORTS IN ENERGY OPTIMIZATION HAVE RESULTED IN A NOTEWORTHY REDUCTION OF 18% IN SCOPE 1 EMISSIONS COMPARED TO 2021.

For 2023, we are committed to advancing our energy management initiatives with a focus on practical and attainable goals. A pivotal aspect of this strategy involves steadfast support for our Energy Management Team, which encompasses comprehensive training programs for energy personnel, their integration within the organizational structure, and the activation of an energy management software. Recognizing the significance of collaboration, we are keen on strengthening partnerships with global institutions to gain valuable insights and support for sustainable development, green energy, education, and environmental projects.

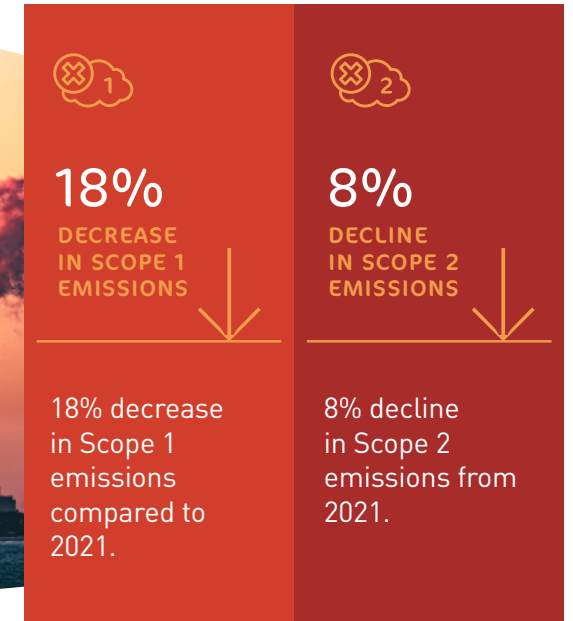
Furthermore, our dedication to optimizing energy performance includes conducting dedicated operational audits of air compressors. We are resolute in staying aligned with technological advancements to ensure our operations remain at the forefront of progress. With the dual purpose of conserving energy and enhancing operational efficiency, we will actively explore emerging technologies and investigate opportunities for automation across various machines and production lines. Our commitment remains firmly grounded in pragmatic steps toward a more energy-efficient future.

### EMISSIONS

Kasih recognizes the significance of quantifying and controlling greenhouse gas emissions as a responsible response to our changing climate. Our ongoing efforts in energy optimization have resulted in a noteworthy reduction of 18% in Scope 1 emissions compared to 2021. Additionally, the decrease in electricity consumption has contributed to an 8% decline in Scope 2 emissions.

Looking ahead, Kasih remains committed to adopting a proactive approach in greenhouse gas management. We are dedicated to continually identifying opportunities to further reduce our emissions, foster sustainable practices, and contribute positively to environmental preservation.

**Since 2020, we have consistently pursued annual reduction in electricity, water, and fuel consumption.**



Direct GHG emissions — Scope 1 (metric tons of CO<sub>2</sub>eq)



Indirect GHG emissions — Scope 2 (metric tons of CO<sub>2</sub>eq)





## WATER MANAGEMENT

We prioritize water management, recognizing its heightened significance in the context of the water scarcity prevalent in the Middle East, especially in Jordan. In our pursuit, we continuously strive to develop effective strategies to protect and promote the responsible use of water. Our initiatives have been further complemented by our ongoing efforts to raise employee awareness and nurture a culture of responsibility regarding water management and consumption.

We are actively engaged in water management training and programs with third parties such as the United States Agency for International Development (USAID), German Corporation for International Cooperation GmbH (GIZ), and Jordan Chamber of Industry (JCI), to equip our teams with the necessary knowledge and skills to champion sustainable water practices. In line with our steadfast commitment to water conservation, we have spearheaded a range of impactful initiatives. Moreover, we aim to establish a water treatment plant in 2023 specially designed to treat wastewater for industrial and agricultural use, to reduce our demand for freshwater and enhance our compliance with Jordanian wastewater standards. Our focus on water conservation extended to reducing washing water usage. Through the strategic adjustment of flow rates for sinks and hoses across different production halls and utility areas, we realized more efficient water resource utilization. To make these values tangible and relatable, we installed water meters in all production halls, categorizing them according to

the type of production operations. This allowed us to effectively track and compare water usage for specific processes, such as filling operations versus sterilization operations.

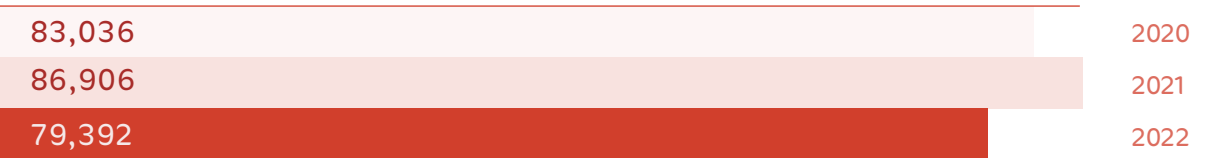
Furthermore, in recognition of the imperative to reduce our reliance on freshwater and simplify water management, we successfully implemented measures for industrial water collection and reuse. This involved collecting the clean water used to cool some of our mechanical parts and then refiltering the returned water in the cooling tower to minimize the amount of water discharged through blowdown. We also invested diligent efforts in curbing washing water consumption within our operations. This was achieved through the integration of innovative technologies and practices, including flow rate adjustments and enhanced cleaning processes.

2022 saw remarkable strides in reducing water consumption, with a notable drop of 22.40% in total water usage compared to 2021. Surpassing our target water withdrawal by withdrawing less than 141,000 m<sup>3</sup> for the year, we underscored our dedication to responsible water management practices. This success is attributed to the implementation of various water-saving initiatives, such as reducing freshwater usage in the cooling tower and optimizing water circulation. We also saw a spike in our water recycling efforts in 2022, with a 2% increase since 2021.

### Total water withdrawal (m<sup>3</sup>)



### Total water discharge (m<sup>3</sup>)



### Total water consumption (m<sup>3</sup>)



### Water consumption intensity (m<sup>3</sup>/employee)



### Percentage of water recycling and/or reuse (%)





### Carton Packaging for our Kasih® Line

In a strategic move in 2019, Kasih® transitioned from traditional cans to innovative carton packaging, reflecting our commitment to responsible practices. The cartons feature a practical resealable design, enabling consumers to conveniently store our products for later use. Furthermore, the packaging supports ambient storage, serving as a testament to our dedication to maintaining product quality and freshness over an extended period.

### FOOD LOSS AND WASTE REDUCTION

**Kasih is deeply committed to effective waste management and responsible recycling practices, and accordingly, we have undertaken several strategic initiatives to minimize waste and encourage proper disposal.**

Among these initiatives, a pivotal measure involves the implementation of a meticulous waste sorting process, with a focus on materials such as cardboard and nylon. This comprehensive process includes the use of specialized equipment for compacting cardboard boxes. Additionally, we have introduced an initiative to repurpose A3 paper that has only been used on one side, utilizing it as draft paper in our Total Quality Management (TQM) processes. Furthermore, we've established a systematic sorting system for nylon containers to ensure efficient disposal. Our collaboration with suppliers ensures the safe return and proper handling of hazardous waste containers, reaffirming our commitment to responsible practices. Moreover, through partnerships with recycling companies, we repurpose waste as recycled raw materials, aligning with circular economy principles. The introduction of an eco-friendly lubrication system has resulted in remarkable reductions in oil consumption, further enhancing our sustainability efforts. To underscore our dedication to sustainable waste disposal, we've formed partnerships with professional waste management companies, facilitating proper transportation and disposal processes. Additionally, the implementation of new packaging machines has significantly reduced packaging material

waste. This technological upgrade not only minimizes waste but also aligns with our overarching sustainability goals by reducing the need for manual labor in the shrinking process and ensuring more efficient material usage.

While refrigeration and freezing are crucial for preserving perishable items, our commitment to sustainable practices has led us to explore innovative ways to make our products more environmentally friendly and convenient for consumers. Our conscious drive towards sustainability extends to our product offerings. Our ambient product lines, such as the introduction of Hummus and liquid Jameed in room temperature-stable packages, are a testament to this commitment. These products require no refrigeration, allowing them to be safely stored at room temperature for extended durations. This aspect significantly extends the shelf life of our products, curbing waste and allowing for greater flexibility in consumer consumption habits. Our pursuit of such innovations not only aligns with our core principles of minimizing food waste but also underscores our efforts to reduce energy consumption and minimize downstream greenhouse gas emissions.

In our concerted efforts to minimize packaging waste, we have implemented various strategies aimed at optimization and waste reduction. These strategies encompass preventive maintenance practices geared towards the efficient utilization of packaging materials. Additionally, we've taken steps to decrease the volume of test samples, thereby optimizing material usage. To enhance our monitoring and management of packaging waste throughout the production process, we've established a dedicated monitoring system.

To further solidify our commitment, we've instituted a minimum quantity order policy designed to prevent overordering and reduce excess packaging materials. Within our production facilities, we've introduced sorting systems to effectively segregate different types of waste, facilitating recycling and proper disposal. Our active participation in recycling programs for packaging materials serves as a testament to our sustainability commitment, ensuring responsible waste management and recycling for defective or non-compliant packaging materials.

**WE'VE TAKEN STEPS TO DECREASE THE VOLUME OF TEST SAMPLES, THEREBY OPTIMIZING MATERIAL USAGE.**

## MEZETE'S® SUSTAINABLE PACKAGING SOLUTIONS

In anticipation of 2024, Mezete® is diligently preparing to unveil pioneering packaging solutions that are more environmentally friendly. These cutting-edge options will incorporate organic, compostable materials and advanced thermoforming techniques, marking a substantial stride towards environmental sustainability. Derived from renewable sources, these packaging materials are both biodegradable and recyclable demonstrating our commitment to a greener future.



It's important to note that the quality and types of packaging materials are not factory-specific. Each factory's responsibility lies in optimizing its production lines for efficiency and ensuring that the output adheres to specifications with minimal need for modifications. In many cases, implementing automation has proven to be the most effective approach for ensuring quality and reducing labor requirements.

With a clear focus on waste reduction, we have established a waste reduction KPI. Our aim is to lower factory waste from 2.20% to 1.75%, and our ongoing objective is to push the waste percentage to below 1.50% in the future. In 2022, we achieved a 3% decrease in non-hazardous waste generated, compared to the previous year. Furthermore, our efforts in addressing food waste have yielded notable results, with a marked 36% reduction in generated food waste since 2021.

**Our efforts in addressing food waste have yielded notable results, with a marked 36% reduction in generated food waste since 2021.**



**36%**

REDUCTION IN  
FOOD WASTE



### Total waste generated

#### Non-hazardous waste (metric tons)



#### Food waste (metric tons)

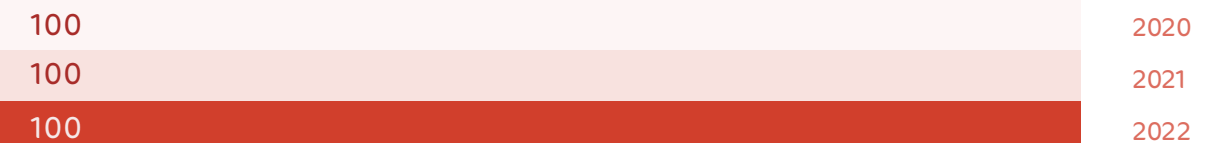


### Waste reduction

#### Packaging waste reduction rate (%)



#### Percentage of packaging made from recycled and/or renewable materials (%)





## BIODIVERSITY PRESERVATION

We place a strong emphasis on the critical role that biodiversity plays in maintaining ecosystem balance and fostering sustainable life. We understand that biodiversity is essential for creating and sustaining resilient ecosystems. To actively protect biodiversity, we have adopted a range of responsible practices encompassing water usage, waste reduction, energy management, and greenhouse gas control.

In the context of our product manufacturing, we uphold a responsible role in preserving environmental diversity through several practices. These include the implementation of clean water reuse and industrial water treatment projects, connecting the factory to government sewage grids, and using food-grade grease and oils. Our production employs heat treatment, eliminating the need for preservatives. Furthermore,

we maintain a continuous effort to develop sustainable packaging materials and a firm commitment to implementing solar energy projects for electricity generation. Importantly, our factory operates without machines that could cause radioactive contamination, hazardous gases requiring treatment, noise pollution, or dust emissions.

Looking ahead, Kasih is committed to further enhancing our efforts to protect biodiversity. Through continuous refinement of our practices, collaborative partnerships, and innovative approaches, we aim to make a positive impact on the preservation of ecosystems and the species they support.

IN OUR PRODUCT MANUFACTURING, WE PRIORITIZE ENVIRONMENTAL PRESERVATION THROUGH CLEAN WATER REUSE, INDUSTRIAL WATER TREATMENT, SEWAGE GRID CONNECTION, AND FOOD-GRADE GREASE AND OILS.





09  
08  
07

# APPENDICES

---



# APPENDIX A

## STAKEHOLDER MAP

Stakeholder	Engagement method	Key interests
<b>LOCAL COMMUNITIES</b>	<ul style="list-style-type: none"> <li>• Social media</li> <li>• Facebook group for the community</li> <li>• Press releases</li> <li>• Social events and gatherings</li> <li>• NGO partnerships</li> <li>• Scholarships for higher education</li> <li>• Disaster relief support</li> <li>• Job fairs</li> <li>• General donations and public services</li> <li>• University internships</li> </ul>	<ul style="list-style-type: none"> <li>• Community relations</li> <li>• Labor &amp; human rights</li> <li>• Inclusion, diversity &amp; equal opportunity</li> <li>• Environmental stewardship</li> </ul>
<b>HUMAN CAPITAL</b>	<ul style="list-style-type: none"> <li>• HR policies</li> <li>• Employee satisfaction surveys</li> <li>• Training and development</li> <li>• HR system</li> <li>• Emails and circulars</li> <li>• Meetings and social gatherings</li> <li>• Social Aid committee</li> </ul>	<ul style="list-style-type: none"> <li>• Employee attraction, retention &amp; development</li> <li>• Labor &amp; human rights</li> <li>• Occupational health &amp; safety</li> <li>• Inclusion, diversity &amp; equal opportunity</li> </ul>
<b>CONSUMERS</b>	<ul style="list-style-type: none"> <li>• Social media</li> <li>• Facebook group for the consumers</li> <li>• Social events and gatherings</li> <li>• Home visits for consumer engagement</li> <li>• Co-creation with consumers</li> <li>• Focus groups</li> <li>• Press releases</li> <li>• Nutritional health awareness</li> <li>• Special offers and contests</li> <li>• Product sensory evaluation and feedback</li> </ul>	<ul style="list-style-type: none"> <li>• Safety management &amp; customer health</li> <li>• Customer satisfaction</li> <li>• Nutritional content &amp; product Labeling</li> <li>• Innovation &amp; research</li> <li>• Environmental stewardship</li> </ul>



# APPENDIX A

## STAKEHOLDER MAP

Stakeholder	Engagement method	Key interests
<b>GOVERNMENT &amp; REGULATORS</b>	<ul style="list-style-type: none"> <li>• Plant tours</li> <li>• Audits and checks</li> <li>• Seminars</li> <li>• Regular meetings</li> <li>• Correspondences</li> <li>• Participating in special programs</li> <li>• Systems and product certification</li> </ul>	<ul style="list-style-type: none"> <li>• Labor &amp; human rights</li> <li>• Safety management &amp; customer health</li> <li>• Nutritional content &amp; product Labeling</li> <li>• Corporate governance, ethical conduct &amp; business resilience</li> <li>• Economic performance</li> <li>• Innovation &amp; research</li> <li>• Environmental stewardship</li> </ul>
<b>SUPPLIERS</b>	<ul style="list-style-type: none"> <li>• Contracts</li> <li>• Relationship development meetings</li> <li>• Correspondences</li> <li>• Regular visits</li> <li>• Engagements and support</li> <li>• Events</li> </ul>	<ul style="list-style-type: none"> <li>• Supply chain management</li> <li>• Market expansion</li> </ul>
<b>BUSINESS PARTNERS</b>	<ul style="list-style-type: none"> <li>• In-store activations</li> <li>• Merchandizing and planograms</li> <li>• Regular visits</li> <li>• Commercial interactions</li> </ul>	<ul style="list-style-type: none"> <li>• Nutritional content &amp; product Labeling</li> <li>• Safety management &amp; customer health</li> <li>• Supply chain management</li> <li>• Food loss &amp; waste reduction</li> <li>• Environmental stewardship</li> </ul>
<b>SHAREHOLDERS &amp; BOARD OF DIRECTORS</b>	<ul style="list-style-type: none"> <li>• Quarterly board of directors meetings</li> <li>• Quarterly performance reviews</li> <li>• Regular financial reporting</li> </ul>	<ul style="list-style-type: none"> <li>• Economic performance</li> <li>• Corporate governance, ethical conduct &amp; business resilience</li> <li>• Innovation &amp; research</li> <li>• Environmental stewardship</li> </ul>



## APPENDIX B

### MATERIAL TOPICS DEFINITIONS

Material Topics	Category	Description
<b>INCLUSION, DIVERSITY &amp; EQUAL OPPORTUNITY</b>	Social	Refers to cultivating a supportive work environment that embraces and celebrates the unique characteristics of every individual, while providing equitable opportunities for growth and success. This involves fostering a sense of belonging and inclusivity for all employees, regardless of their gender, nationality, age, race, ethnicity, sexual orientation, disability, or other distinct attributes.
<b>EMPLOYEE ATTRACTION, RETENTION &amp; DEVELOPMENT</b>	Social	Refers to the commitment of creating and sustaining a motivated, engaged, and professionally fulfilled workforce, while striving to be an employer of choice. This involves ongoing communication with employees to understand their needs and aspirations, as well as implementing programs, trainings, and development sessions aimed at enhancing their skills and overall capabilities. This also requires being committed to fostering positive, transparent, and respectful relationships within the workplace while prioritizing employee well-being and job satisfaction. This aims to enhance employee engagement, loyalty, and overall productivity.
<b>LABOR &amp; HUMAN RIGHTS</b>	Social	Refers to the Kasih's dedication to upholding and promoting the fundamental rights and dignity of all employees and workers throughout its operations and supply chain. This encompasses fair labor practices, such as providing, fair wages, reasonable working hours, and the prohibition of forced or child labor by adhering to international human rights standards and relevant local regulations.
<b>OCCUPATIONAL HEALTH &amp; SAFETY</b>	Social	Refers to the commitment to ensuring a safe and healthy work environment for all employees. This involves implementing robust policies, procedures, measures, and training programs to minimize workplace hazards, prevent accidents, and protect the well-being of workers.
<b>NUTRITIONAL CONTENT &amp; PRODUCT LABELING</b>	Social	Refers to the company's commitment to offering food products with a focus on healthful and balanced nutrition, providing transparent and accurate information on its nutritional content, allergens, and other relevant details. This involves developing, producing, and marketing products that cater to the evolving dietary needs and preferences of consumers while promoting overall health and well-being, enabling consumers to make informed choices.



## APPENDIX B

### MATERIAL TOPICS DEFINITIONS

Material Topics	Category	Description
<b>CUSTOMER SATISFACTION</b>	Social	Refers to the company's dedication to meeting or exceeding customer expectations by delivering high-quality products and exceptional customer service. By consistently monitoring customer feedback, understanding their preferences, and addressing their concerns.
<b>COMMUNITY RELATIONS</b>	Social	Refers to the company's commitment to fostering positive relationships with local communities, engaging in responsible corporate social responsibility (CSR) initiatives, and contributing to food security by providing accessible food products. By actively engaging in meaningful dialogue, supporting community initiatives, and addressing local needs through CSR programs, the company aims to create shared value and strengthen its social license to operate.
<b>SAFETY MANAGEMENT &amp; CUSTOMER HEALTH</b>	Governance	Refers to the company's commitment to implementing, maintaining, and continually improving systems and processes that ensure the production of high-quality and safe food products. This involves adhering to necessary certifications and standards. By prioritizing food quality and safety management, the company demonstrates its dedication to regulatory compliance, consumer trust, and the reduction of potential health risks associated with foodborne illnesses or product recalls.
<b>CORPORATE GOVERNANCE, ETHICAL CONDUCT &amp; BUSINESS RESILIENCE</b>	Governance	Refers to the company's commitment to establishing and maintaining a robust governance framework that ensures transparency, accountability, and adherence to the highest ethical standards. This involves implementing policies and procedures that guide decision-making, promote responsible business practices, and emphasize a culture of integrity. By focusing on business resilience, the company proactively identifies, assesses, and manages risks to maintain continuity and adapt to unforeseen challenges.
<b>SUPPLY CHAIN MANAGEMENT</b>	Governance	Refers to the company's commitment to implementing responsible and transparent practices in managing its supply chain, while promoting local content and supporting the local suppliers where it operates. This involves maintaining a robust traceability system that enables the tracking of raw materials and final products, from their source and origin to production conditions.

## APPENDIX B

### MATERIAL TOPICS

### DEFINITIONS

Material Topics	Category	Description
<b>INNOVATION &amp; RESEARCH</b>	Governance	Refers to the company's commitment to investing in the development of new technologies, products, and processes that improve efficiency, sustainability, and overall performance within the food and beverages sector. By fostering a culture of innovation and supporting research initiatives, the company aims to stay competitive in the market, meet evolving customer needs, and address environmental and social challenges.
<b>ECONOMIC PERFORMANCE</b>	Economic	Refers to the company's financial performance and sustainability, encompassing its ability to generate profits, manage costs, and maximize returns on investment. It reflects the company's value creation, revenue generation, and resource allocation, contributing to its overall stability and growth.
<b>BIODIVERSITY PRESERVATION</b>	Environment	Refers to the company's commitment to protecting and conserving the variety of life on Earth, including the diversity of ecosystems, species, and genetic resources. This involves implementing responsible sourcing and production practices that minimize negative impacts on ecosystems, habitats, and species, as well as promoting sustainable land use and agricultural methods.
<b>FOOD LOSS &amp; WASTE REDUCTION</b>	Environment	Refers to the company's commitment to minimizing the amount of food that is discarded or lost throughout the production, distribution, and consumption processes. This involves implementing efficient practices, technologies, and strategies that optimize resource use, and ensure the responsible handling of surplus food. Also, refers to the company's efforts to reduce its own waste consumption and production from its day-to-day operation.
<b>CLIMATE CHANGE &amp; ENERGY MANAGEMENT</b>	Environment	Refers to the company's commitment to addressing its environmental impact by reducing greenhouse gas (GHG) emissions, conserving energy, and implementing sustainable practices throughout its operations. This involves setting ambitious climate goals, adopting energy-efficient technologies, promoting the use of renewable energy sources, and continuously monitoring progress towards these targets.
<b>WATER MANAGEMENT</b>	Environment	Refers to the company's commitment to responsibly managing water resources throughout its operations and supply chain, ensuring that water is used efficiently and sustainably. This involves implementing water conservation measures, investing in water-efficient technologies, reducing water pollution, and collaborating with stakeholders to address shared water challenges in the communities where the company operates.

## APPENDIX C DISCLOSURE TABLES

Key Performance Indicators (KPIs)	Unit	2020	2021	2022
<b>Savoring innovation</b>				
Research and development				
The company's annual R&D budget as a percentage of total revenue	%	0.10	0.20	0.40
Amount of investment dedicated to research and development of packaging innovations	JOD	7,550	17,029	163,405
<b>Food quality</b>				
Number of food safety and quality assurance employees	#	28	36	44
Number of internal safety audits	#	59	40	45
Total number of incidents of non-compliance with regulations and/or voluntary codes concerning product and service information and labelling	#	0	0	0
<b>Data security</b>				
Total number of substantiated complaints received concerning breaches of customer privacy	#	0	0	0
Number of data breaches	#	0	0	0



## APPENDIX C DISCLOSURE TABLES

Key Performance Indicators (KPIs)	Unit	2020	2021	2022
<b>Agile leadership</b>				
<b>Governance structure</b>				
Total number of board members*	#	8	8	7
<b>Independent vs. non independent</b>				
Independent members of the Board of Directors	#	3	3	4
Non-independent members of the Board of Directors*	#	5	5	3
<b>Executive vs. non-executive</b>				
Executive members of the Board of Directors	#	3	3	1
Non-executive members of the Board of Directors*	#	2	2	2
<b>Gender profile</b>				
Female members of the Board of Directors	#	1	1	1
Male members of the Board of Directors*	#	7	7	6

\*One board member has resigned during the year.



## APPENDIX C DISCLOSURE TABLES

Key Performance Indicators (KPIs)	Unit	2020	2021	2022
<b>Remuneration</b>				
Ratio of annual total compensation for the organization's highest-paid individual to the median annual total compensation for all employees (excluding the highest-paid individual)	#	9.82	11.08	16.57
<b>Business ethics</b>				
Percentage of business units analyzed for risk	%	N/A	N/A	54
<b>Economic performance</b>				
Revenue	million JOD	36.90	37.03	41.10
<b>Health and safety management system</b>				
Number of workers covered by the health and safety management system	#	540	574	590
Percentage of total workers covered by the health and safety management system	%	100	100	100
<b>Health and safety</b>				
Total employee manhours	#	1,398,346	1,465,832	1,444,408

## APPENDIX C DISCLOSURE TABLES

Key Performance Indicators (KPIs)	Unit	2020	2021	2022
<b>Fatalities</b>				
Employee fatalities as a result of work-related injury	#	0	0	0
Employee fatalities rate as a result of work-related injury	%	0	0	0
Contractor fatalities as a result of work-related injury	#	0	0	0
Contractor fatalities rate as a result of work-related injury	%	0	0	0
Number of employees lost time injuries	#	36	31	33
Employee lost-time injury rate (per 1 mln man-hours)	%	N/A	N/A	0.0035
Hours of employee health and safety training	#	67.50	337.40	495
Number of fatalities as a result of work-related ill health	#	0	0	0
Number of cases of recordable work-related injuries	#	30	31	32
Number of cases of recordable work-related ill health	#	36	31	33
<b>Health and safety training</b>				
Number of employees who received training on health and safety	#	258	326	320

## APPENDIX C DISCLOSURE TABLES

Key Performance Indicators (KPIs)	Unit	2020	2021	2022
<b>Supply chain management</b>				
Total number of suppliers engaged	#	79	83	85
Total number of local suppliers engaged	#	64	60	60
Total procurement spending	million JOD	19.20	24.70	23.65
Procurement spending on local suppliers	million JOD	10.06	15.14	12.16
Percentage of total procurement spending on local suppliers	%	52.30	61.29	51.41
<b>Better together</b>				
<b>Workforce</b>				
<b>New employee hires by gender</b>				
Female	#	31	22	12
Male	#	269	252	164
<b>New employee hires by age</b>				
New employee hires aged 18-30	#	252	235	141
New employee hires aged 31-50	#	47	38	35
New employee hires aged 51+	#	1	1	0

## APPENDIX C DISCLOSURE TABLES

Key Performance Indicators (KPIs)	Unit	2020	2021	2022
Employee turnover (employees that left the company) by gender				
Female	#	26	16	15
Male	#	221	222	148
Employee turnover (employees that left the company) by age				
Aged 18-30	#	180	191	125
Aged 31-50	#	62	43	38
Aged 51+	#	5	4	0
Parental leave				
Total number of employees that were entitled to parental leave				
Female	#	48	50	48
Male	#	211	228	230
Total number of employees who returned to work after parental leave ended (return to work)				
Female	#	3	1	2
Male	#	10	38	37

## APPENDIX C DISCLOSURE TABLES

Key Performance Indicators (KPIs)	Unit	2020	2021	2022
Total number of employees returned from parental leave who were still employed twelve months after return to work (retention)				
Female	#	3	1	2
Male	#	10	38	37
Training and review				
Average training per employee	Hours	17.11	25.52	28.02
Average training per employee, by employee gender				
Male	Hours	5.07	10.66	14.36
Female	Hours	12.83	12.54	25.80
Average training per employee, by employee category				
Senior management	#	26.71	80.77	12.66
Middle management	#	321.40	57.46	15.11
Staff	#	7.49	10.95	11.21
Employees who received a regular performance/ career development review, by gender				
Male	#	N/A	399	425
Female	#	N/A	85	83

## APPENDIX C DISCLOSURE TABLES

Key Performance Indicators (KPIs)	Unit	2020	2021	2022
Employees who received a regular performance/ career development review, by employee category				
Senior management	#	N/A	8	9
Middle management	#	N/A	7	11
Staff	#	N/A	469	488
Diversity and equal opportunity				
Total employees aged 18-30				
Female	#	41	42	37
Male	#	258	277	273
Total employees aged 31-50				
Female	#	47	49	51
Male	#	165	175	191
Total employees aged 51+				
Female	#	4	7	9
Male	#	25	24	29

## APPENDIX C DISCLOSURE TABLES

Key Performance Indicators (KPIs)	Unit	2020	2021	2022
Ratio of basic salary / remuneration of women to men in senior management	#	N/A	N/A	0.68
Ratio of basic salary / remuneration of women to men in middle management	#	N/A	N/A	0.88
Ratio of basic salary / remuneration of women to men staff	#	N/A	N/A	0.89
Market presence				
Ratio of male entry level wage to minimum wage	#	1.21	1.29	1.31
Ratio of female entry level wage to minimum wage	#	1.09	1.50	1.55
Local communities relations				
Amount of community investment	JOD	263,857	251,733	159,531
Number of community engagement activities	#	5	4	5
Conscious Transformation				
Energy				
Heavy fuel oil consumption from operations and vehicles	metric tons	1,286	1,250	1,024
LPG consumption from operations and vehicles	L	10,340	10,172	21,699
Electricity purchased for consumption (office, storage, facilities, etc.)	kWh	5,702,691	59,33,186	5,482,079



## APPENDIX C DISCLOSURE TABLES

Key Performance Indicators (KPIs)	Unit	2020	2021	2022
Direct energy consumption	GJ	55,986	54,422	44,932
Indirect energy consumption	GJ	20,530	21,359	19,735
Emissions				
Direct GHG emissions (Scope 1)	metric tons of CO <sub>2</sub> eq	4,152	4,036	3,306
Indirect GHG emissions (Scope 2)	metric tons of CO <sub>2</sub> eq	2,614	2,720	2,513
Other indirect GHG emissions (Scope 3) resulting from business travel	metric tons of CO <sub>2</sub> eq	16	16	36
Total GHG emissions	metric tons of CO <sub>2</sub> eq	6,782	6,772	5,853
GHG emissions intensity	metric tons of CO <sub>2</sub> eq/ employee	12.60	11.80	9.90
Water management				
Total water withdrawal	m <sup>3</sup>	155,718	156,629	133,503
Total water discharge	m <sup>3</sup>	83,036	86,906	79,392
Percentage of water recycling and/or reuse	%	N/A	10	12



## APPENDIX C DISCLOSURE TABLES

Key Performance Indicators (KPIs)	Unit	2020	2021	2022
Total water consumption	m <sup>3</sup>	72,682	69,723	54,111
Water consumption intensity	m <sup>3</sup> / employee	16	14	14
Waste management				
Non-hazardous waste	metric tons	495	540	525
Food waste	metric tons	70	115	74
Total waste recycled				
Packaging waste reduction rate	%	N/A	N/A	1.40
Percentage of packaging made from recycled and/or renewable materials	%	100	100	100

## APPENDIX D GRI CONTENT INDEX

For the Content Index - Essentials Service, GRI Services reviewed that the GRI content index is clearly presented, in a manner consistent with the Standards, and that the references for disclosures 2-1 to 2-5, 3-1 and 3-2 are aligned with the appropriate sections in the body of the report.



### CONTENT INDEX ESSENTIALS SERVICE

2024

Statement of use	Kasih Food Production Co. has reported in accordance with the GRI Standards for the period of 1/1/2022 till 31/12/2022
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	None



# APPENDIX D

## GRI CONTENT INDEX

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION / DIRECT ANSWER	OMISSION
<b>GRI 2: General Disclosures 2021</b>	2-1 Organizational details	5	
	2-2 Entities included in the organization’s sustainability reporting	2	
	2-3 Reporting period, frequency and contact point	2	
	2-4 Restatements of information	Kasih is a first time reporter	
	2-5 External assurance	Kasih doesn't seek external assurance	
	2-6 Activities, value chain and other business relationships	5, 9, 10, 11, 41, 42	
	2-7 Employees	45, 47	
	2-8 Workers who are not employees	41	
	2-9 Governance structure and composition	35, 73	
	2-10 Nomination and selection of the highest governance body	35	
	2-11 Chair of the highest governance body	35	
	2-12 Role of the highest governance body in overseeing the management of impacts	38	

# APPENDIX D

## GRI CONTENT INDEX

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION / DIRECT ANSWER	OMISSION
<b>GRI 2: General Disclosures 2021</b>	2-13 Delegation of responsibility for managing impacts	38	
	2-14 Role of the highest governance body in sustainability reporting	2	
	2-15 Conflicts of interest	38	
	2-16 Communication of critical concerns	38	
	2-17 Collective knowledge of the highest governance body	35, 78	
	2-18 Evaluation of the performance of the highest governance body	35, 79	
	2-19 Remuneration policies	35	
	2-20 Process to determine remuneration	35	
	2-21 Annual total compensation ratio	74	
	2-22 Statement on sustainable development strategy	14	
	2-23 Policy commitments	38, 50	
	2-24 Embedding policy commitments	38, 50	
	2-25 Processes to remediate negative impacts	38	
2-26 Mechanisms for seeking advice and raising concerns	29, 38		



# APPENDIX D

## GRI CONTENT INDEX

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION / DIRECT ANSWER	OMISSION
<b>GRI 2: General Disclosures 2021</b>	2-27 Compliance with laws and regulations	72	
	2-28 Membership associations	51	
	2-29 Approach to stakeholder engagement	19, 67, 68	
	2-30 Collective bargaining agreements		Kasih complies with the laws and regulations applied in Jordan
<b>MATERIAL TOPICS</b>			
<b>GRI 3: Material Topics 2021</b>	3-1 Process to determine material topics	18, 19	
	3-2 List of material topics	18, 69, 70, 71	
<b>Economic Performance</b>			
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	39	
<b>GRI 201: Economic Performance 2016</b>	201-1 Direct economic value generated and distributed	39, 74	
<b>GRI 202: Market Presence 2016</b>	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	80	



# APPENDIX D

## GRI CONTENT INDEX

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION / DIRECT ANSWER	OMISSION
<b>Corporate Governance, Ethical Conduct &amp; Business Resilience</b>			
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	38	
<b>GRI 205: Anti-corruption 2016</b>	205-1 Operations assessed for risks related to corruption	38	
	205-2 Communication and training about anti-corruption policies and procedures	38	
<b>Employee Attraction, Retention &amp; Development</b>			
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	45, 47 - 50	
<b>GRI 401: Employment 2016</b>	401-1 New employee hires and employee turnover	47, 77	
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	48	
	401-3 Parental leave	48, 77, 78	
<b>GRI 202: Market Presence 2016</b>	202-2 Proportion of senior management hired from the local community	50	

# APPENDIX D

## GRI CONTENT INDEX

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION / DIRECT ANSWER	OMISSION
<b>GRI 404: Training and Education 2016</b>	404-1 Average hours of training per year per employee	40, 49, 78	
	404-2 Programs for upgrading employee skills and transition assistance programs	30, 40, 49	
	404-3 Percentage of employees receiving regular performance and career development reviews	49, 78, 79	
<b>Inclusion Diversity &amp; Equal Opportunity</b>			
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	50	
<b>GRI 405: Diversity and Equal Opportunity 2016</b>	405-1 Diversity of governance bodies and employees	45, 79	
	405-2 Ratio of basic salary and remuneration of women to men	80	
<b>GRI 406: Non-discrimination 2016</b>	406-1 Incidents of discrimination and corrective actions taken	50	
<b>Occupational Health &amp; Safety</b>			
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	39, 40	



# APPENDIX D

## GRI CONTENT INDEX

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION / DIRECT ANSWER	OMISSION
<b>GRI 403: Occupational Health and Safety 2018</b>	403-1 Occupational health and safety management system	39	
	403-2 Hazard identification, risk assessment, and incident investigation	40	
	403-3 Occupational health services	39, 40	
	403-4 Worker participation, consultation, and communication on occupational health and safety	40	
	403-5 Worker training on occupational health and safety	40, 75	
	403-6 Promotion of worker health	48	
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	40	
	403-8 Workers covered by an occupational health and safety management system	74	
	403-9 Work-related injuries	75	
	403-10 Work-related ill health	75	
<b>Labor &amp; Human Rights</b>			
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	50	



# APPENDIX D

## GRI CONTENT INDEX

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION / DIRECT ANSWER	OMISSION
<b>GRI 408: Child Labor 2016</b>	408-1 Operations and suppliers at significant risk for incidents of child labor	50	
<b>GRI 410: Security Practices 2016</b>	410-1 Security personnel trained in human rights policies or procedures	50	
<b>Community Relations</b>			
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	51	
<b>GRI 413: Local Communities 2016</b>	413-1 Operations with local community engagement, impact assessments, and development programs	51, 52, 80	
<b>Innovation &amp; Research</b>			
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	23 - 28	
<b>GRI 418: Customer Privacy 2016</b>	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	28, 72	
<b>Nutritional Content and Product Labeling</b>			
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	31	



# APPENDIX D

## GRI CONTENT INDEX

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION / DIRECT ANSWER	OMISSION
<b>GRI 417: Marketing and Labeling 2016</b>	417-1 Requirements for product and service information and labeling	31	
	417-2 Incidents of non-compliance concerning product and service information and labeling	72	
<b>Supply Chain Management</b>			
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	41	
<b>GRI 204: Procurement Practices 2016</b>	204-1 Proportion of spending on local suppliers	41, 76	
<b>Climate Change &amp; Energy Management</b>			
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	57, 58, 60	
<b>GRI 302: Energy 2016</b>	302-1 Energy consumption within the organization	59, 80, 81	
	302-4 Reduction of energy consumption	59	

# APPENDIX D

## GRI CONTENT INDEX

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION / DIRECT ANSWER	OMISSION
<b>GRI 305: Emissions 2016</b>	305-1 Direct (Scope 1) GHG emissions	60, 81	
	305-2 Energy indirect (Scope 2) GHG emissions	60, 81	
	305-3 Other indirect (Scope 3) GHG emissions	81	
	305-4 GHG emissions intensity	81	
<b>Water Management</b>			
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	61	
<b>GRI 303: Water and Effluents 2018</b>	303-1 Interactions with water as a shared resource	61	
	303-2 Management of water discharge-related impacts	61	
	303-3 Water withdrawal	61, 81	
	303-4 Water discharge	61, 81	
	303-5 Water consumption	61, 82	

# APPENDIX D

## GRI CONTENT INDEX

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION / DIRECT ANSWER	OMISSION
<b>Food Loss &amp; Waste Reduction</b>			
	3-3 Management of material topics	62	
<b>GRI 306: Waste 2020</b>	306-1 Waste generation and significant waste-related impacts	62	
	306-2 Management of significant waste-related impacts	62, 63	
	306-3 Waste generated	64, 82	
<b>GRI 301: Materials 2016</b>	301-2 Recycled input materials used	64, 82	
<b>Biodiversity Perservation</b>			
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	65	
<b>Safety Management &amp; Customer Health</b>			
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	29, 30	
<b>KASIH ALSO REPORTS ON TOPICS THAT ARE NOT COVERED BY THE GRI STANDARDS</b>			
<b>Customer Satisfaction</b>			
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	53	



# Kasih Sustainability Report

2022



[WWW.KASIHFOOD.COM](http://WWW.KASIHFOOD.COM)

All copyrights and publishing rights of this document are reserved for Kasih Food, including all copyrights, publishing rights, trademarks, and other intellectual property rights in all materials. Any unauthorized use, reproduction or printing of the information, materials, pictures, charts, and proprietary rights contained in this document is strictly prohibited.