



CORPORATE RESPONSIBILITY

ESG Report 2024





TABLE OF CONTENTS

Opening chapters We Dare

CEO letter	3	• Impacting your Day-to-Day	12	Our Goals & Targets	49
Who We Are & Where	4	• Selected Financial Figures	13	Our contribution to SDGs	50
• About our Buisness Segments	6	• How We Create Value	14	Our Materiality Assessment	51
• ICL at a glance	7	• What We Offer	17	Our Stakeholder Engagement	57
• Our Strategy	8	• Our Sustainability Fundamentals	18	Our Partnerships	67
• Strategic Advantages	9	• Awards & Recognition	19		
• We Innovate, Produce & Sell Globally	10	Innovation	21		
• Global Presence	11	Food Security	33		

ESG chapters We Care

ENVIRONMENT		SOCIAL		GOVERNANCE	
Resource Management	76	Environment, Health & Safety	177	Corporate Governance	256
Climate Change & GHG Emissions	105	Our Global Security	195	Sustainable Financing	283
Energy	117	Our Cyber Security	199	Enterprise Risk Management	284
Water & Wastewater Management	127	Our People & Culture	204	Taxation	292
Waste Management	135	Our Diversity, Inclusion & Belonging	223		
Air	141	Labor & Human Rights	232		
Circular Economy	146	Our Responsible Supply Chain	239		
Biodiversity, Conservation & Environmental Stewardship	155	Communities & Social Investment	247		
Product Stewardship & Lifecycle	163				

Closing chapters We Share

About the Report	296	GRI index	300
TCFD index	298	SDGs index	306
SASB index	299		

CEO letter

Who We Are & Where

- About our Business Segments
- ICL at a glance
- Our Strategy

• Strategic Advantages

- We Innovate, Produce & Sell Globally
- Global Presence
- Impacting your Day-to-Day

• Selected Financial Figures

- How We Create Value
- What We Offer
- Our Sustainability Fundamentals
- Awards & Recognition

Innovation

- Food Security
- Our Goals & Targets
- Our contribution to SDGs
- Our Materiality Assessment

Our Stakeholder Engagement

- Our Partnerships



A Letter from the President and CEO of ICL Group

Elad Aharonson

As I step into the role of CEO at ICL, I do so with deep respect for our legacy and a strong sense of responsibility for our future. ICL is more than a global specialty minerals company – we are a catalyst for sustainable progress, helping to feed the world and protect its resources.

In 2024, we continued our evolution from a resource-based company to a purpose-driven one. As part of this journey, we have embraced the UN Sustainable Development Goals (SDGs) as a guiding framework – not only aligning our strategy with global priorities, but also translating them into concrete action across our global operations. We expanded our regenerative agriculture and clean energy initiatives, and deepened our partnerships with local communities. Whether supporting food security for hundreds of millions or advancing climate resilience through low-carbon technologies, we are committed to making a meaningful difference.

Operating in diverse markets around the world, we understand that no two regions are the same. From advanced economies to emerging ones, each geography presents unique challenges and opportunities. Our strength lies in our ability to tailor our solutions to meet the socio-economic realities of each market, while upholding our commitment to sustainability, innovation, and shared value creation.

At the same time, we recognize that industrial activity comes with environmental costs. That's why we are deeply committed to minimizing our negative impacts while maximizing the positive value we create – through products that directly address the world's most pressing sustainability challenges. From food security to climate resilience, we are proud to be part of the solution.

Above all, safety remains our highest priority. Nothing we do is worth doing if it compromises our health or well-being. We are fully committed to a culture of safety, where every employee, contractor, and community member is protected and empowered.

In 2024 and 2025, we made significant strides in transforming agriculture and food systems through specialty crop nutrition and clean energy solutions. As part of our vision to lead in Ag Biological offerings, we expanded our biologicals portfolio with the acquisition of Nitro 1000 in Brazil, enhancing our ability to offer sustainable alternatives that improve crop yields while reducing reliance on synthetic inputs. Committed to innovation, we recently opened a new R&D biological research center in Israel, located in the heart of the ag innovation ecosystem, and completed the acquisition of Lavie Bio's assets, a leading developer of microbiome-based solutions and MicroBoost AI technology. In North America, we welcomed Custom Ag Formulators into the ICL family, strengthening our capacity to deliver tailored solutions to local growers. In China, we signed a \$170 million distribution agreement to bring our specialty water-soluble fertilizers to one of the world's most dynamic agricultural markets, supporting the shift toward precision fertigation and high-value crops. In the food sector, we opened a new specialty plant in China to co-develop innovative, culturally relevant food solutions with our customers. This facility strengthens our ability to support food security and reduce waste through advanced ingredients and shelf-life extension technologies.

Beyond agriculture and food, we are expanding

our role in the global energy transition. In 2024, we partnered with Orbia to supply phosphorus trichloride for lithium-ion battery production in North America and launched a first of its kind battery innovation and qualification center – key to building a resilient domestic energy storage supply chain. In early 2025, we also entered a joint venture with Shenzhen Dynanonic to establish an LFP cathode material facility in Spain, growing our battery materials presence in Europe and supporting local supply chains for electric vehicle and energy storage.

Equally important is our commitment to integrity, transparency, and accountability. At ICL, we believe in doing the right thing, in the right way, every day. This principle guides our decisions, shapes our culture, and underpins our governance and compliance frameworks. We hold ourselves to the highest ethical standards, ensuring that our operations are not only effective, but also responsible and trustworthy. Strong corporate governance and a robust compliance program are essential to maintaining the trust of our stakeholders and to managing risk in a complex global environment. Our people are the driving force behind this journey. Their ingenuity, resilience, and dedication are what make our progress possible. Together, we are building a company that not only delivers strong performance, but also leaves a positive, lasting impact on the world.

I invite you to explore this year's ESG Report and see how ICL is shaping a more sustainable, inclusive, and resilient future – everywhere we operate.

Warm regards,

Elad Aharonson
President & CEO, ICL Group

Opening chapters **We Dare**

ESG chapters **We Care**

Closing chapters **We Share**

CEO letter

Who We Are & Where

- About our Business Segments
- ICL at a glance
- Our Strategy

- Strategic Advantages
- We Innovate, Produce & Sell Globally
- Global Presence
- Impacting your Day-to-Day

- Selected Financial Figures
- How We Create Value
- What We Offer
- Our Sustainability Fundamentals
- Awards & Recognition

- Innovation
- Food Security
- Our Goals & Targets
- Our contribution to SDGs
- Our Materiality Assessment

- Our Stakeholder Engagement
- Our Partnerships

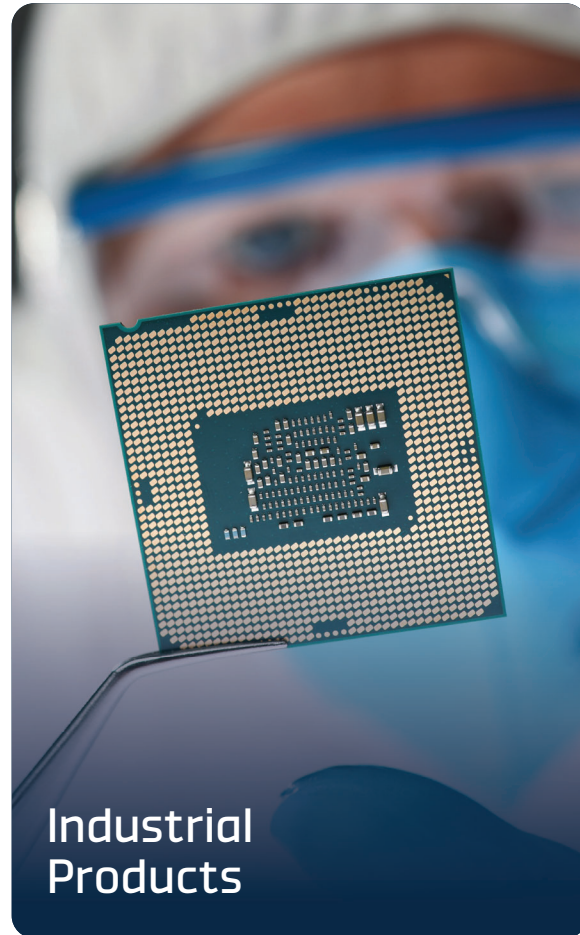


Who We Are & Where

- About our Business Segments
- ICL at a glance
- Our Strategy

ICL Group Ltd. is a leading global specialty company, which creates impactful solutions for humanity's sustainability challenges in the food, agriculture and industrial markets. ICL leverages its unique bromine, potash and phosphate resources, its global professional workforce, and its sustainability focused R&D and technological innovation capabilities, to drive the company's growth across its end markets.

Our operations are organized under four business segments:



- About our Business Segments
- ICL at a glance
- Our Strategy

- We Innovate, Produce & Sell Globally
- Global Presence
- Impacting your Day-to-Day

- How We Create Value
- What We Offer
- Our Sustainability Fundamentals
- Awards & Recognition

- Food Security
- Our Goals & Targets
- Our contribution to SDGs
- Our Materiality Assessment

ABOUT OUR BUSINESS SEGMENTS

Growing Solutions

\$202 Million*

We strive for global leadership in specialty plant nutrition, enhancing our positions in core markets and targeting high-growth areas. Our R&D capabilities support our broad product portfolio, which includes a variety of specialized fertilizers and digital agricultural solutions.

Industrial Products

\$281 Million*

Primarily operating the bromine value chain, this segment includes elemental bromine and bromine compounds for varied industrial applications. We also manage several complementary businesses, mainly phosphorus-based flame retardants and additional Dead Sea minerals. Our products are driven by increasing environmental and safety awareness and the need for safer and more cost-effective industrial production.

Phosphate Solutions

\$549 Million*

As a global leader in this sector, we focus on phosphate value chain, using phosphate commodity products like phosphate rock and fertilizer-grade phosphoric acid to produce higher value specialty products. Our segment caters to industrial, food, and agricultural end markets.

Potash

\$492 Million*

This segment is essential for global agriculture, producing potash fertilizers crucial for plant development. We efficiently utilize our well-positioned assets and logistical advantages, making us competitive suppliers in key global markets.

* ICL EBITDA per division for 2024



ICL is committed to sustainable innovation and invests significantly in developing new products, services, and digital solutions for agriculture. Our focus is on empowering agriculture professionals with high-quality agronomic data, shaping the future of sustainable agriculture. Through our diverse operations and global presence, ICL continues to play a pivotal role in driving sustainable solutions across various industries, contributing to a healthier planet and society.

- About our Business Segments
- **ICL at a glance**
- Our Strategy

ICL AT A GLANCE

 **+100** Years of experience

 **+12K** Employees worldwide

 **#1** Leading ESG rankings

 **\$7B** Sales TTM*

 **\$1.5B** Adjusted EBITDA TTM*

 **3.8%** Dividend yield

* As of year-end 2024

- About our Business Segments
- ICL at a glance
- **Our Strategy**

OUR STRATEGY



To be a leader in specialty/downstream businesses based on our unique global resources, customer relationships, and technological ingenuity, as we optimize the value of our commodities.

- About our Business Segments
- ICL at a glance
- Our Strategy

- We Innovate, Produce & Sell Globally
- Global Presence
- Impacting your Day-to-Day

- How We Create Value
- What We Offer
- Our Sustainability Fundamentals
- Awards & Recognition

- Food Security
- Our Goals & Targets
- Our contribution to SDGs
- Our Materiality Assessment

- Our Partnerships

STRATEGIC ADVANTAGES

Well positioned for sustainable growth



Premium Assets

- Dead Sea mineral concentration
- Leading bromine derivatives production site
- Brands, licenses, certifications



Unique Know-how

- Agronomy, chemistry and customer experience accumulated over decades
- Leading IP & R&D capabilities



Strategic Locations

- Competitive logistic advantages through proximity to ports and customers



Startup Nation

- Access to globally-leading high-tech and agri-tech ecosystem in Israel

- About our Business Segments
- ICL at a glance
- Our Strategy

- Global Presence
- Impacting your Day-to-Day

- How We Create Value
- What We Offer
- Our Sustainability Fundamentals
- Awards & Recognition

- Food Security
- Our Goals & Targets
- Our contribution to SDGs
- Our Materiality Assessment

WE INNOVATE, PRODUCE & SELL GLOBALLY



24 R&D Centers



38 Production sites in **13 countries**



64 Sales & Distribution sites in over **30 countries**

We sell our products to over

1000

Countries globally

- About our Business Segments
- ICL at a glance
- Our Strategy

- We Innovate, Produce & Sell Globally

• **Global Presence**

- Impacting your Day-to-Day

- How We Create Value
- What We Offer
- Our Sustainability Fundamentals
- Awards & Recognition












- Food Security
- Our Goals & Targets
- Our contribution to SDGs
- Our Materiality Assessment

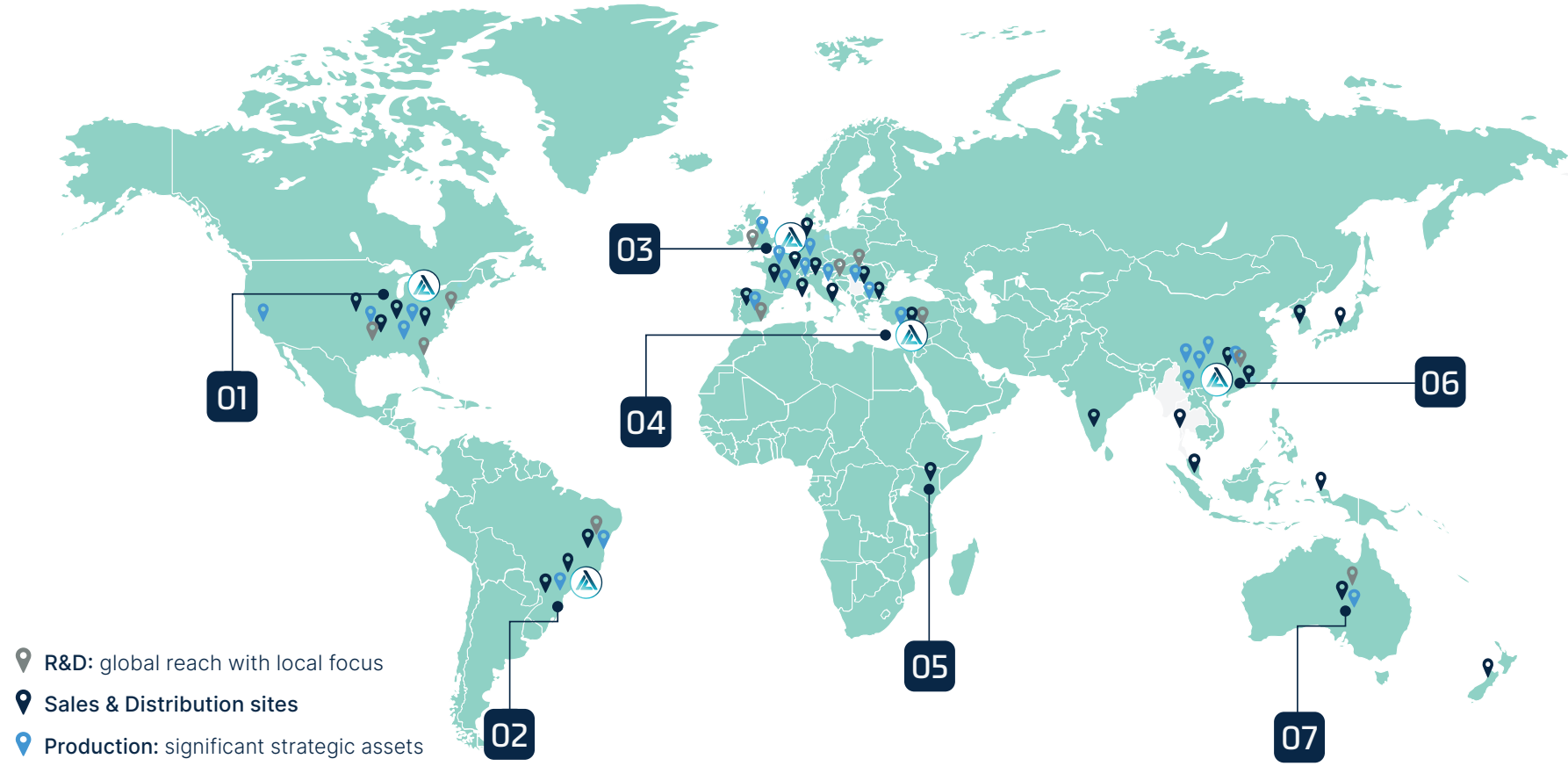
- Our Partnerships

GLOBAL PRESENCE

Geographical breakdown of our sales by customer location

ICL's total sales in 2024 reached **\$6,841 million.**

 Brazil	18%
 USA	17%
 China	16%
 United Kingdom	5%
 Germany	5%
 Spain	4%
 Israel	4%
 France	4%
 India	3%
 Netherlands	2%
 All Other	22%

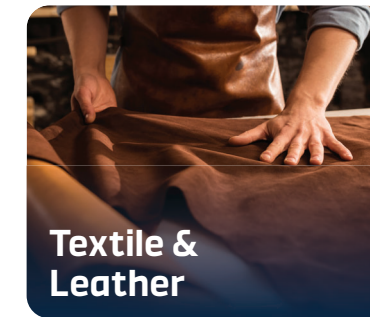


<p>01 4 R&D sites 11 Sales & Distribution sites 8 Production sites</p>	<p>03 6 R&D sites 22 Sales & Distribution sites 16 Production sites</p>	<p>05 1 Sales site</p>	<p>07 1 R&D sites 4 Sales & Distribution sites 1 Production sites</p>
<p>02 5 R&D sites 10 Sales & Distribution sites 11 Production sites</p>	<p>04 1 Head Quarters 6 R&D sites 3 Sales & Distribution sites 5 Production sites</p>	<p>06 2 R&D sites 14 Sales & Distribution sites 5 Production sites</p>	

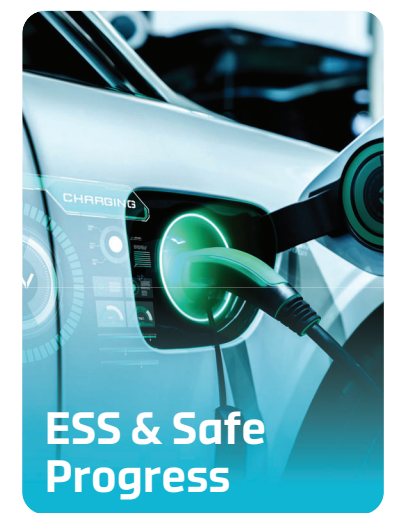
- About our Business Segments
- ICL at a glance
- Our Strategy

IMPACTING YOUR DAY-TO-DAY

ICL making an impact on your daily life in a variety of industries



Focusing on Main Trends



- About our Business Segments
- ICL at a glance
- Our Strategy

- We Innovate, Produce & Sell Globally
- Global Presence
- Impacting your Day-to-Day

- How We Create Value
- What We Offer
- Our Sustainability Fundamentals
- Awards & Recognition

- Food Security
- Our Goals & Targets
- Our contribution to SDGs
- Our Materiality Assessment

SELECTED FINANCIAL FIGURES

ICL Group Ltd. stands as a leading global specialty minerals company, delivering impactful solutions that address sustainability challenges in global food, agriculture, and industrial markets. We leverage our unique resources—bromine, potash, and phosphate—coupled with a dedicated global workforce of over 12,500 and a strong focus on R&D, technological innovation, and sustainability. This approach drives growth across our diverse end markets.

Our operations are organized under four distinct segments: Growing Solutions, Industrial Products, Phosphate Solutions, and Potash. each contributing uniquely to our overall mission and objectives.

ICL leverages its resources and assets to enhance its growth.

Economic Performance

Selected Financial Information

Sales	Operating income	Adjusted operating income	Total adjusted net income - shareholders of the Company	Cash Flow from Operating Activities
2021 \$6,955 Million	2021 \$1,210 Million	2021 \$1,194 Million	2021 \$824 Million	2021 \$1,154 Million
2022 \$10,015 Million	2022 \$3,516 Million	2022 \$3,509 Million	2022 \$2,350 Million	2022 \$2,131 Million
2023 \$7,536 Million	2023 \$1,141 Million	2023 \$1,218 Million	2023 \$715 Million	2023 \$1,710 Million
2024 \$6,841 Million	2024 \$775 Million	2024 \$873 Million	2024 \$484 Million	2024 \$1,468 Million

Economic Value Retained \$333M

Sales	Total Operation costs ex. Salary, Royalties and Donations	Employee wages and benefits	Payment to providers of capital
2024 \$6,841 Million	2024 \$4,571 Million	2024 \$1,298 Million	2024 \$356 Million
	Royalties to governments	Payments to governments - Only Current Taxes	Community investments
	2024 \$91 Million	2024 \$184 Million	2024 \$8 Million

- About our Business Segments
- ICL at a glance
- Our Strategy

HOW WE CREATE VALUE

ISRAEL

- Economic Contribution:** ICL's contribution to Israel's GDP was ILS 17.6 billion (approximately \$4.1 billion), making it a substantial contributor to the national economy (in 2024 financial year).
- Impact on the Negev Region:** ICL plays a pivotal role in the Negev region, contributing 10% of its GDP, valued at around ILS 12.3 billion (\$3.51 billion). The company directly supports the livelihoods of 19,100 employees in the Negev and is considered a high-quality employer throughout Israel.
- Employment Impact:** ICL influences multiple levels of employment, including 4,500 direct jobs, and an additional 28,700 indirect and induced jobs across Israel.
- Tourism Development:** ICL also contributes to the development of tourism, especially at the Dead Sea, creating thousands of additional jobs.

- Investments and Growth:** The company's investments, in addition to its ongoing operations, help expand Israel's economic activity and boost its growth.
- Export Contribution:** ICL ranks among the top 3 largest exporting companies in Israel, significantly influencing the country's balance of payments and reducing the trade deficit over the years.
- Public Shareholding and Profits:** Most Israeli citizens have a direct or indirect stake in ICL through their pension and provident fund savings plans, with ICL shares being a cornerstone of the Tel Aviv Stock Exchange.
- Government takes:** ICL pays a significant portion of its profits to the Israeli government, contributing about \$0.4B to the state's income in 2024.

Figures presented in the "How We Create Value" section are based on information and data provided from our relevant sites and assessments conducted for ICL by external consultants [in Israel in 2024 \(Hebrew\)](#).

USA

- In 2024, ICL expanded its economic footprint in the U.S. through the \$60 million acquisition of Custom Ag Formulators (CAF), adding two new production facilities in California and Georgia. This strategic investment supports local manufacturing, enhances supply chain responsiveness, and strengthens ICL's presence in key agricultural regions across the country.
- Recognized by American Chemistry Council for safety performance.
- Ranked as one of the Top workplaces by St. Louis Post-Dispatch.
- Employs over 826 people in the U.S. (as of 12.31.24).
- In 2023, broke ground on new \$400M LFP plant in St. Louis which is expected to be the first large-scale lithium iron phosphate (LFP) facility in the U.S. - expected to create 800 to 900 union construction positions. Contributed \$322K to St. Louis charitable organizations directly serving our local community.
- ICL began construction on its LFP Customer Innovation and Qualification Center in 2024. Construction was completed earlier this year. Total investment was approximately \$20 million.

- About our Business Segments
- ICL at a glance
- Our Strategy

HOW WE CREATE VALUE

BRAZIL

- ICL’s technologies and innovative products have positively impacted the local economy. They’ve improved yield, product quality, resilience, sustainability, and profitability for Brazilian farmers. We have invested more than 10,000 strategic actions in the field to disseminate technologies and technical knowledge among the farmers. Our impact is evidenced by ICL customers winning national championships and achieving better productivity than their peers, including 3 out of 3 winners on the national corn championship (GETAP, 2024), and 4 out of 6 winners on the national soybean championship (CESB, 2024), and more.
- ICL contributes to various levels and employment functions, including 1658 employees from group companies.
- A diagnostic work was also carried out in Brazil, which served to create the materiality matrix in ESG that will be the foundation for the development of the strategic planning on the subject starting in 2025 called “SIM SUSTENTÁVEL Project”.

- ICL supports in Brazil over 5,600 families with food and donations, improved education in public schools where it developed a project in educational excellence with more than 2,100 children and 200 public school teachers, a training project on the UN’s SDGs where children and teenagers had the opportunity to transform their ideas into published books shared by ICL, trained 200 low-income students in a computer school generating greater job and income opportunities, developed a pilot project with 1,300 students and over 100 teachers in public schools for the creation of educational gardens in schools as a tool for improving education and healthy eating, and offered educational courses for a group of people with disabilities.



- About our Business Segments
- ICL at a glance
- Our Strategy

- We Innovate, Produce & Sell Globally
- Global Presence
- Impacting your Day-to-Day

• How We Create Value

- What We Offer
- Our Sustainability Fundamentals
- Awards & Recognition

HOW WE CREATE VALUE

SPAIN

- ✓ In 2024, ICL Iberia made a significant investment of €43.3 million to support its continued growth and innovation.
- ✓ In 2024, the company invested €15.8 million in environmental initiatives. Among its achievements is a 5% reduction in waste generation and a 24.2% decrease in water consumption per ton of processed ore compared to the previous year.
- ✓ ICL Iberia has one active production center, located in an area of 3.667.809 SQM (including its mine and plants) in the town of Suria, Spain. In 2024 it produced 801,905 tonnes of potash (an historic record).
- ✓ Our 726 direct employees collectively completed 22,126 hours of training, demonstrating our strong commitment to their growth and development.
- ✓ The company demonstrated throughout the year its commitment to the local community through a variety of projects and initiatives, with a total annual investment of €741,291 (~860,600\$).
- ✓ This year, our commitment to safety was showcased through diverse initiatives, engaging 3,720 participants and totaling 18,136 hours of dedicated training.



UK

- ✓ ICL Boulby Mine (legal entity CPL) contributed an estimated £118 (~160\$) million to the local GDP.
- ✓ ICL Boulby Mine supported an estimated £115 (~156\$) million in total Gross Value Added (GVA) contributions to the North East local regions.
- ✓ Throughout FY 2024 ICL Boulby Mine made monetary social investments to the value of £25,250 (~34,295\$) to local Community groups, furthermore ICL Boulby made contributions of £1.2 (~1.63\$) million, supporting local initiatives such as enhancing landscaping, peat restoration, heritage preservation and local tourism.
- ✓ The total employment generated through direct, indirect and induced channels by ICL Boulby in the UK was projected to be 2,710, regionally with 1,160 jobs which will be sustained within the local community.



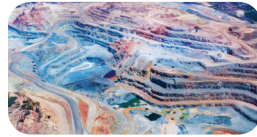
- About our Business Segments
- ICL at a glance
- Our Strategy

WHAT WE OFFER

Resources



Dead Sea



UK | Spain | China

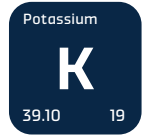


Negev Desert

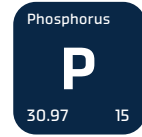


Opportunities

Minerals Assets



Potassium



Phosphate



Bromine



Magnesium

Markets



Food Security

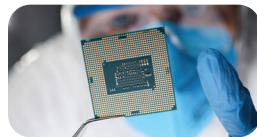


ESS & Safe Progress

Business Divisions



Growing Solutions



Industrial Products



Phosphate Specialties



Potash

Expertise



R&D



Chemistry



Formulation



Mining

Minerals Assets



Phosphate is one of the three major nutrients required for plant growth, directly contributing to a wide range of physiological processes in a plant and accelerates the growth rate of crops. There are currently no artificial substitutes for this mineral.



Potash (potassium chloride) is one of the three major nutrients required for plant growth. It is vital for the physiological processes of plant growth, and improves the durability of the produce it fertilizes, helping agricultural products survive storage and transportation and prolonging their shelf life. There are currently no artificial substitutes for potassium.



Bromine is a member of the halogen family, and is known for its diverse uses in many industries. Bromine is rarer than about 75% of elements in the Earth's crust and is found in seawater and underground brine deposits. Due to its high concentration of salt, the Dead Sea is a major source of the world's Bromine.



Magnesium is the eighth most abundant element in the earth's crust and plays an important role in plant and animal life.

Polyhalite is a mineral exclusively mined by ICL in an underground mine (ICL Boulby) located in North Yorkshire in the UK and is marketed under the brand name Polysulphate®. Polysulphate® is used in its natural form as a fully soluble and natural fertilizer, which is also used for organic agriculture and as a raw material to produce fertilizers. Polysulphate® is composed of Potassium (K₂O 14%), sulphur (SO₃ 48%), calcium (CaO 17%), and magnesium (MgO 6%), which are essential nutrients for increasing crop yield and quality. Polysulphate® is the basis for our Company's PluS products.

- About our Business Segments
- ICL at a glance
- Our Strategy

OUR SUSTAINABILITY FUNDAMENTALS



Culture

At ICL, we cultivate a culture of sustainability and prioritize transparency, accountability, and world-class corporate governance. ‘Doing the right thing’- is one of our fundamental company values. Our employees are seen as our greatest assets, and we strive to ensure a safe, innovative, inclusive, and sustainable work environment where their well-being is our utmost priority.



Transparency

We remain committed to sustainable practices and corporate transparency; this is reflected by annually reporting the Company’s greenhouse gas emissions and climate-related initiatives using multiple disclosure frameworks such as the Task Force on Climate-related Financial Disclosures (TCFD) and the Carbon Disclosure Project (CDP).



Business Impact

We are on a continuous quest to create sustainable solutions that positively impact our world. We use sustainability as our R&D compass when deciding on our focus. These innovative solutions span across diverse areas including advanced fertilizers, clean energy storage and soil health management. We also stay committed to promoting sustainability across all our operations and supply chain.

- About our Business Segments
- ICL at a glance
- Our Strategy

- We Innovate, Produce & Sell Globally
- Global Presence
- Impacting your Day-to-Day

- How We Create Value
- What We Offer
- Our Sustainability Fundamentals
- Awards & Recognition

- Food Security
- Our Goals & Targets
- Our contribution to SDGs
- Our Materiality Assessment

AWARDS AND RECOGNITION



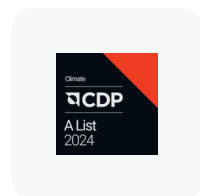
Bloomberg ESG

Bloomberg ESG Score as of May 2025 is 5.58 (with 10 being the highest), better than 93.5% of companies in the Agricultural Chemical peer group.



Seal Awards

The SEAL (Sustainability, Environmental Achievement and Leadership) Awards honor the organizations and leaders dedicated to making real progress on the most pressing issue of our time. SEAL Award winners are determined by a holistic methodology that measures applicants against established benchmark metrics that demonstrate true impact and progress towards a healthy planet and a sustainable future. FruitMag™ has won the 2025 SEAL Sustainable Product Award for its innovative, mineral-based solution that reduces citrus losses using natural Dead Sea magnesium, all without fungicides.



Carbon Disclosure Project (CDP)

Carbon Disclosure Project (CDP) ICL improved its score to A for its 2024 Climate Change Disclosure, as well as improving its score to A- for its 2024 CDP Water Security Disclosure. Our CDP 2024 Climate Change Disclosure score places ICL as a CDP “A” List Company. The CDP A-List is an annual recognition by the CDP for companies demonstrating leadership in environmental transparency and action. It signifies outstanding efforts in addressing climate change through disclosure and performance. Only 2% of companies achieve this top ranking.



MSCI

In 2024 ICL’s MSCI ESG of the BBB rating was maintained.



Business Intelligence Group

ICL has won the 2025 “**BIG Innovation Award**” from the Business Intelligence Group, an esteemed recognition celebrating global innovation and business excellence. Business Intelligence Group is the first crowdsourced and openly transparent awards platform that puts businesses first. BIG amplify their success, and commit to helping them grow, develop, and improve.



BDi Ranking (Israel)

In the 2025 BDi ranking of the 100 Best Companies to Work For in Israel, ICL was ranked 15th among all Israeli companies, and 1st among all Israeli industrial companies. This survey-based ranking measures the views of Israeli employees and managers, as well as peers’ views, regarding their current and preferred places of work, and takes into account their companies’ investment in human capital.



ISS ESG

ICL received ISS new improved rating of C+ and a score of 48.07, up from a C rating and a score of 37.56, positioning ICL among the top 20% of companies in our sector.



Sustainalytics

ICL’s score in the Sustainalytics ranking was reduced to 23, an improvement from the previous score of 30.5 (best score being the lowest). Placing ICL as top 3rd company out of 86 in our sector.

- About our Business Segments
- ICL at a glance
- Our Strategy

AWARDS AND RECOGNITION



EcoVadis

In 2024, ICL's EcoVadis score improved to 77 points, placing us among the top 2% of 75,000 rated suppliers.



Maala ESG (Israel)

ICL was awarded the prestigious Platinum+ ranking, maintaining its position for the sixth consecutive year in the 2024 Maala ESG Index. Additionally, we attained the esteemed Maala ESG AA ranking, positioning us at the top of the Pharmaceutical & Industrial category. Furthermore, ICL was recognized in the Diversity & Inclusion index. The Maala ranking stands as Israel's premier ESG index.



Entropy Corporate Governance Improved Ranking

ICL has achieved an "Advanced" ranking in the Israeli Corporate Governance and Responsibility ranking by Entropy Corporate Governance, a leading Israeli consulting firm. This esteemed "Advanced" ranking is shared by only two other Israeli banks alongside ICL.



ICL América do Sul holds the prestigious "Agro+ Integrity Seal". This seal is granted by Ministry of Agriculture, Livestock and Supply in recognition of agribusiness companies that develop good practices of integrity, ethics, and sustainability management as well as fight corruption and unethical competitive practices. America do Sul recognized by Great Place to Work @ Brazil - ranking 11th in the large companies category, in the agribusiness.



ICL has been recognized as one of the Top Work Places in the St. Louis region for the 3rd consecutive year.



Seven of ICL's US sites were recognized by the American Chemistry Council for their safety and environmental performance and received Facility Safety Excellence Awards.



Agmatix and Growers were chosen among CropLife's Best Agriculture Apps for 2024.



ICL participates in several other ESG ratings, including FTSE and others.



Agmatix Recognized by Fortune Magazine as a Company That is Changing the World.



Agmatix won 2024 AgTech Breakthrough Awards recognized with the Analytics Innovation of the Year Award.

- About our Business Segments
- ICL at a glance
- Our Strategy



Innovation

In their words: Why we do what we do

“ At ICL, sustainability and climate change are overarching themes that guide our innovation across all domains.

As Head of R&D and Innovation, I'm committed to embedding these principles into the development of new products, processes, and technology platforms, while continuously measuring their impact on society and the environment. Our dedication to ESG is not just policy, but a collective responsibility that inspires our culture of innovation, driving a sustainable future.”

Anantha Desikan, EVP & Chief Research, Development & Innovation Officer



- About our Business Segments
- ICL at a glance
- Our Strategy

INNOVATION IS IN OUR DNA

Guided by a strategic vision focused on optimizing ICL's operations, expanding into new industry sectors, and developing new and advanced products, innovation drives everything we do. Our strategy is built upon an innovative culture and infrastructure, with ICL's BIG accelerator at its core.

This accelerator fosters a flat organizational culture that empowers ICL employees to innovate and lead innovation projects.

- About our Business Segments
- ICL at a glance
- Our Strategy

ICL INTERNAL INNOVATION

big

Our BIG accelerator is the net that holds together all of our innovation programs which are integrated and synchronized under the sponsorship of, and commitment by our CEO and senior management.

The BIG program is aimed at leveraging our employees' ingenuity by providing them with a platform that not only collects their innovative ideas but also provides them with a full execution framework, as well as digital and human infrastructure to evaluate, support, approve, fund and monitor their ideas. In this way our employees are potentialized to create a meaningful impact, and recognized by the Company with honors and rewards for their innovation efforts and achievements. Our network of BIG champions and innovation captains across our business units drives innovation throughout ICL, inspiring employees at all levels.

For more Information - see our chapter on [People & Culture](#).



Lighthouse Operational Innovation

To support innovation activities professionally, ICL has established teams of innovation experts and programs. Our **Lighthouse** program aims to transform ICL operations into smart factories, focusing on autonomous process control based on AI, routine inspections via robotics and drones, process control, predictive maintenance using smart sensors, and digital and virtual technologies for connected workers. One team of innovation experts focuses on Industry 4.0 technology to optimize ICL operations based on cutting-edge technology (the first dimension of our strategy). This team is leading more than 40 transformations across ICL operational sites globally, spanning all ICL divisions.

REACTOR

Our **ICL Reactor** program aims to support ICL's growth strategy by fostering innovative methodologies and ideation to generate new and groundbreaking initiatives for new businesses and products.

The program is guided by experts who oversee our dedicated labs: the AI LAB, the Futures Thinking LAB (based on mega-trend analysis), the Biomimicry LAB (focused on applying nature-inspired innovation processes), and our Inventive Thinking LAB (focused on disruptive methodologies).

ICLinkTech

ICL initiated **ICLinkTech** Centers of Excellence program to foster internal knowledge sharing and replicate success across all of our divisions. This digital platform connects all of ICL's employees, enabling professional networking and knowledge exchange across 24 communities, including EHS, Process Engineering and Operational Excellence. With the participation of 7,500 connected employees, the program has seen tremendous success, with over 3.5 million traffic interactions to date.

- About our Business Segments
- ICL at a glance
- Our Strategy

- We Innovate, Produce & Sell Globally
- Global Presence
- Impacting your Day-to-Day

- How We Create Value
- What We Offer
- Our Sustainability Fundamentals
- Awards & Recognition

- Food Security
- Our Goals & Targets
- Our contribution to SDGs
- Our Materiality Assessment



ICL OPEN Innovation Space

ICL's space for 'open' collaboration with visionary innovators. We empower visionaries by partnering with academic and startup innovators to create, test, validate, and scale technologies. We embrace innovation across the spectrum, from early-stage to field-tested and pilot-scale solutions. We join forces to incorporate great ideas into ICL's future product line and business roadmap. We seek and evaluate 500 - 1,000 ideas annually. Of these, we select the ones that best fit tomorrow's market needs and commit to openly supporting their development toward commercialization.

Our focus areas include:



Plant Nutrition

Developing next generation plant nutrition and soil health solutions



Food Ingredients

Developing healthier and greener food alternatives



Battery Materials

Developing energy-storage technologies and secondary material sources



Novel Materials

Exploring novel materials and complementary technologies

In 2024

804

Opportunities evaluated

7

Ongoing collaborations with startups

18

Ongoing collaborations with academic partners



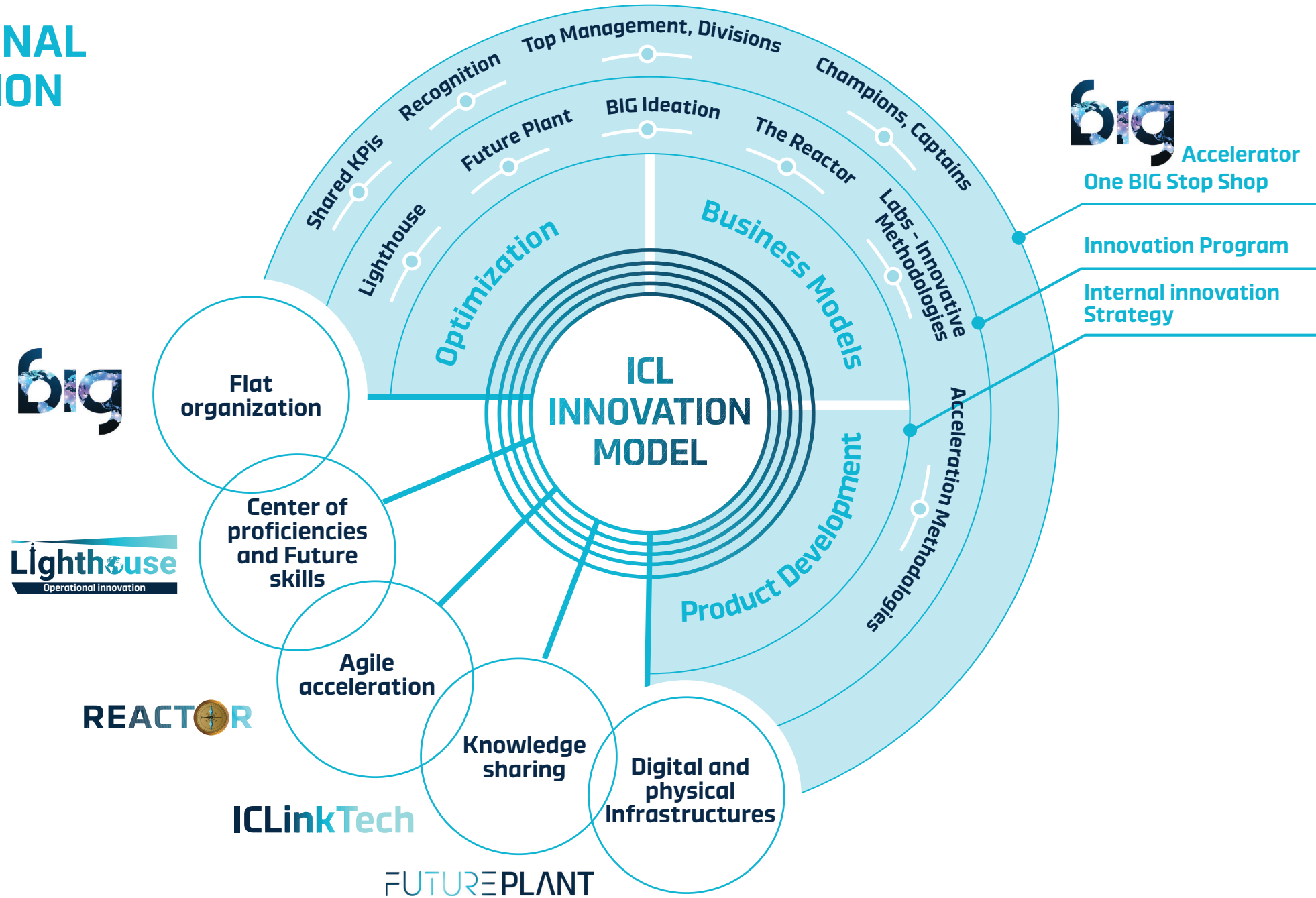
IMI Tami

Advancing Innovation in Chemical Processes

TAMI, ICL's Central RD&I Institute and the largest industrial R&D center in Israel, specializes in innovative research, development and scaling of chemical processes. TAMI collaborates with academia and startups, servicing diverse scientific fields ranging from pharmaceuticals to environmental quality. These collaborations aim to advance cutting-edge innovative technologies into industrial processes, bridging the gap between innovation and industrial viability.



ICL INTERNAL INNOVATION MODEL



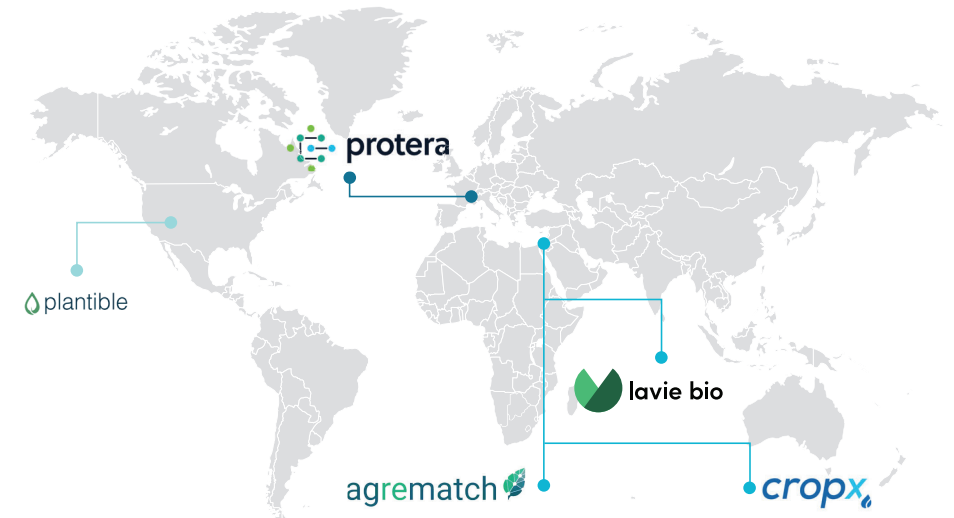
- About our Business Segments
- ICL at a glance
- Our Strategy

CORPORATE BUSINESS DEVELOPMENT



ICL Planet Startup Hub is a global corporate venture unit dedicated to making strategic investments and creating new ventures. In 2024, ICL Planet Startup Hub further solidified its position as a driving force for innovation by expanding its strategic focus to include not only FoodTech and AgriTech, but also ClimateTech. One of its key milestones this year was its establishment of Recytex, a venture spun off to pioneer Circular Economy technologies in textile recycling. In addition, our partnership with Plantible Foods has flourished, marked by our follow-on investment and continued collaboration, including the joint launch of a new product and receiving the prestigious 'Food Ingredient of the Year' innovation award. Our startup portfolio includes notable names, such as Agrematch, Protera, Plantible, Lavie Bio, and CropX, and reflects our commitment to foster innovation in these sectors. For more details, explore [ICL PLANET](#).

At the core of ICL Planet's objectives is to address critical global needs and bring about a positive environmental impact on our collective future. We actively seek to collaborate with promising startups that have the potential to make a difference. To achieve this, we have established meaningful partnerships with peer accelerators such as EIT-Food, the Shakeup Factory program, StartLife, Agtech Garage, Foodbyts, the RegeAg Challenge by GrowingIL and the Global Impact Challenge by Thrive. These partnerships not only secure robust and talented deal flow but also contribute to strong global ecosystem engagement.



● **ISRAEL**

AI based compounds
biostimulats

Microbial Biostimulants
AI bases design

Precision-AG

● **US**

Plant based Protein

● **FRANCE**

AI based Protein

- About our Business Segments
- ICL at a glance
- Our Strategy

- We Innovate, Produce & Sell Globally
- Global Presence
- Impacting your Day-to-Day

- How We Create Value
- What We Offer
- Our Sustainability Fundamentals
- Awards & Recognition

- Food Security
- Our Goals & Targets
- Our contribution to SDGs
- Our Materiality Assessment



ICL Planet has invested \$18.4M across 8 deals, focusing on Agri-Food innovation and sustainability. This includes a follow-on investment in Plantible Foods' Series B round, which closed successfully in December 2024. AgTech strategic collaborations with Lavie Bio and Agrematch are yielding strong trial results and hitting key milestones, while our strategic partnership with Plantible Foods is showing promising commercial traction.

plantible

ICL Planet announced a follow-on investment in Plantible Foods, participating in their Series B 2024 funding round. This investment was built upon ICL's initial participation in Plantible's Series A round and furthers the strategic collaboration between the two companies. In October 2023, ICL Food Specialties, in collaboration with Plantible Foods, launched Rovitaris Binding Solution powered by Rubi Protein. This innovative ingredient was honored with the Ingredient Idol award at the SupplySide West (SSW) conference in November 2024 and recognized as the most innovative food ingredient of the year. According to Global Market Research, the global clean label ingredients market is experiencing robust growth, driven by increasing consumer demand for transparency and natural products. ICL's investment in Plantible Foods, and the development of innovative ingredients like Rovitaris Binding Solution, aligns with these market trends and helps position ICL to meet the evolving demands of consumers and capitalize on new market opportunities.



In 2024 we announced a significant milestone in our collaboration to develop bio-stimulant solutions for key row crops facing various abiotic stresses. By leveraging artificial intelligence (AI), Lavie Bio has computationally identified more than a dozen novel microbial candidates believed to have commercial viability as bio-stimulants for crops grown under extreme weather conditions, including drought. While this process can normally take several years, the collaboration achieved success within its first 12 months. The ambitious AI-driven program, jointly developed by ICL and Lavie Bio, has identified novel microbe-based biological solutions that, when combined with fertilizers, are expected to be a game changer in overcoming various abiotic stresses under different weather conditions. By focusing on bio-stimulants that enhance crop resilience to such conditions, our collaboration has aimed to deliver tangible benefits to farmers, including a 5% to 10% increase in yield, on average.

In 2025, ICL signed an agreement to acquire Lavie Bio's key assets: its core team, the BDD technology platform, the company's microbial bank and data assets, the majority of the company's development programs and its commercial products. By fusing Lavie's AI-powered discovery with ICL's global market presence, we are building a powerful biologicals hub to serve the future of agriculture. This success story epitomizes ICL's journey from making a strategic investment in Lavie Bio to its in-depth R&D collaboration—and ultimately, the Company's acquisition of Lavie Bio. It reflects the impact of ICL Planet's "collaboration-first" strategic CVC model, and demonstrates how strategic investment can accelerate technology, open new markets, and deliver long-term corporate value that can reshape a company's future in emerging sustainable markets such as agricultural biologicals.



Our startup portfolio, including Agrematch, Protera, Plantible, Lavie Bio, and CropX, reflects our commitment to fostering innovation in these sectors.

[Read more>](#)

- About our Business Segments
- ICL at a glance
- Our Strategy

- We Innovate, Produce & Sell Globally
- Global Presence
- Impacting your Day-to-Day

- How We Create Value
- What We Offer
- Our Sustainability Fundamentals
- Awards & Recognition

- Food Security
- Our Goals & Targets
- Our contribution to SDGs
- Our Materiality Assessment



Agmatix, a digital agtech startup within the ICL Group, is at the forefront of advancing sustainable agriculture with its AI-driven technology. This technology enables agribusinesses and food manufacturers to transform agronomic data into actionable insights and discoveries. Offering a comprehensive suite of solutions for field trials, crop nutrition, sustainability, and advanced analytics, Agmatix is facilitating smarter, more sustainable farming practices.

This approach not only aids in reducing carbon emissions but also supports regenerative agriculture initiatives. By empowering businesses to make informed decisions based on data, Agmatix is contributing to positive environmental impacts and benefiting communities worldwide.

Agmatix dedication to advancing regenerative agriculture and accelerating the adoption of sustainable practices in the agricultural sector is manifested through its unique platform and advanced artificial intelligence technology. This technology standardizes agronomic data to enable agricultural professionals to enhance field research and crop nutrition effectively.

In 2023, Agmatix achieved substantial growth, forming global collaborations with agribusinesses, food companies, research institutes, and universities. Its open data platform for plant nutrition successfully integrated over 2,000 datasets, attracting over 400 registered users from more than 300 organizations.

This platform now stands as one of the largest crop nutrient databases globally, playing a crucial role in the creation, validation, and dissemination of sustainable crop nutrition advisory solutions. Leading entities such as Anglo American and the FAO have notably benefited from these advancements, underscoring the platform's importance in promoting sustainable agricultural practices.

At the heart of Agmatix's mission lies the fundamental belief that sustainable agriculture is indispensable for the long-term health of our planet and the well-being of future generations. By leveraging data-driven solutions to advocate for regenerative agriculture practices, Agmatix actively contributes to the reduction of agriculture's carbon footprint.



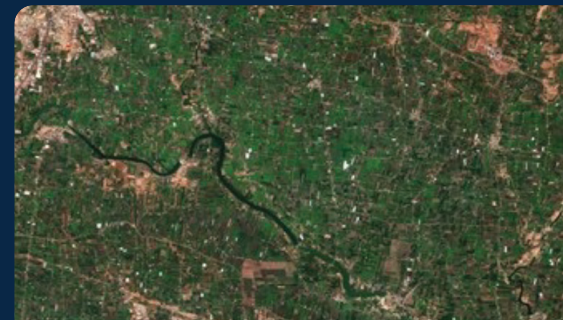
Agmatix and NASA Harvest, the global Food Security and Agriculture Consortium, join forces to assess and enhance sustainable agricultural practices worldwide.

Agmatix and NASA Harvest collaborated to evaluate the impact of regenerative agriculture practices at the field level.

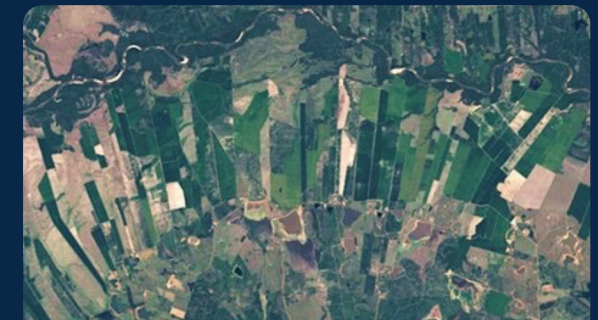
The partnership is built on Agmatix's scalable sustainability framework and comprehensive ground truth data, incorporating NASA Harvest's remote sensing capabilities to evaluate these practices at the field level.

By leveraging NASA Harvest's expertise in remote sensing alongside Agmatix's AI-enhanced data, this collaboration facilitates data-driven insights that empower agronomists and growers to optimize agronomic practices.

Agmatix's sustainability framework helps food manufacturers meet consumer expectations for products sourced sustainably and aids these companies in complying with ESG standards. This partnership marks a significant advancement in global sustainable agriculture.



ESA Sentinel 2 image, March 2023, Maharashtra, India



Landsat 9 image, March 2023, Rio Grande do Sul, Brazil

- About our Business Segments
- ICL at a glance
- Our Strategy

- We Innovate, Produce & Sell Globally
- Global Presence
- Impacting your Day-to-Day

- How We Create Value
- What We Offer
- Our Sustainability Fundamentals
- Awards & Recognition

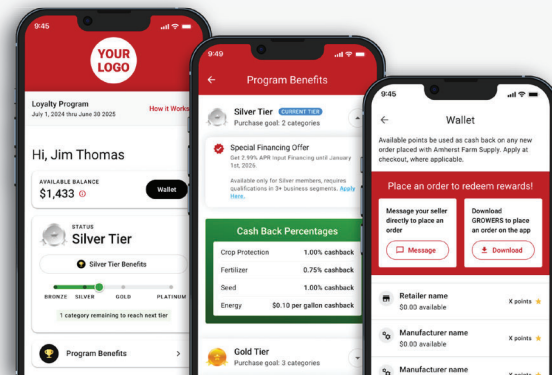
- Food Security
- Our Goals & Targets
- Our contribution to SDGs
- Our Materiality Assessment

GROWERS

In 2024, GROWERS launched the GROWERS Loyalty Program. It aims to connect farmers, retailers and manufacturers, offering autonomy while enhancing profitability and sustainability. Tied to the idea that today's modern consumer rewards programs provide the buyer with loyalty points and offers on future purchases, the loyalty program built by GROWERS brings with it the opportunity to enhance customer retention through a system that carries that same feature. It offers farmers ongoing rewards for their essential input purchases needed to farm and maintain a sustainable food supply.

This first-of-its-kind loyalty program presents customers with the ability to collect loyalty points for future purchases with a specific ag retailer. The farmer, knowing it will need to make continued purchases for seed, crop protection, fertilizer, and application services, among many others, continues to see cost savings with each purchase the farmer makes. The retailer-branded, points-based system locks in future business by storing those customer's rewards directly into a digital wallet. While its ease of use for the farmer/customer to build loyalty points is a key feature, at the GROWERS loyalty system takes it one step further by ensuring it seamlessly integrates with an ag retailer's existing internal systems.

In an industry witnessing shrinking market opportunities and increased size of customers, loyalty reigns king. While some may choose to compete solely on price, reduce offerings, or dip further into profit margins to retain customers, a more strategic response is to focus on customer loyalty systems and culture. To achieve revenue growth in ag retail today, an integrated loyalty program is not only a nice-to-have, but a critical tool to remain competitive in a narrowing agricultural market and to sell farmers the inputs they need to maintain a sustainable farm business to feed the world.



A science-driven startup spun off from ICL in 2024, Recytex has pioneered an innovative recycling solution for blended textile waste, such as polycotton. Recytex's proprietary mineral-water-based scientific technology uses non-toxic molten salt hydrate to decompose the cellulosic parts of polycotton remnants recovered from industrial production waste and pre/post-consumer waste. This patented process recovers fibers from cellulose/synthetic blends, treating blended materials simultaneously regardless of the composition ratio without compromising their qualities. Recytex transforms post-consumer clothing, industrial fabrics, and mixed scraps into high-purity, spin-ready fiber components. These fibers seamlessly re-enter the manufacturing cycle, enabling the production of new, sustainable yarns and fabrics. By giving new life to textile waste, Recytex drives a circular approach to textile production, championing a sustainable future for the industry.

For more information, [click here](#).



- About our Business Segments
- ICL at a glance
- Our Strategy

DEVELOPMENT DOMAINS



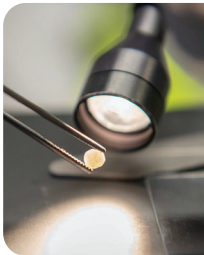
Sustainability and Clean Technology

These overarching themes across all domains will drive innovation in new products and platforms.



Novel Materials

Flame retardants, paints & coatings additives, biocides, post-harvest solutions.



Next Generation Fertilization

Nutrient use efficiency, biodegradable coatings; nutrient sensing; growth enhancers; nitrogen fixation, recycled nutrients, and soil health.



Circular Economy

Waste to product; recycling; efficiency improvement.



Food Technology

Texture improvement, stabilization, salt reduction, shelf-life extension, and alternative proteins.



Industry 4.0

IOT in manufacturing, safety and environment; machine learning and artificial intelligence for manufacturing optimization and product development.



Battery Materials

Cathode-active materials, electrolytes for batteries, energy storage, hydrogen carriers for fuel cells, lithium battery recycling, recycling technologies for other materials.



Digital Agriculture

ICL's digital platform continues to evolve in our mission to integrate multiple precision-ag technologies (sensors, imagery, and others) with additional agronomical research data from multiple partners.

In partnership with:



For additional information on ICL products see our chapter on [Food Security](#).

- About our Business Segments
- ICL at a glance
- Our Strategy

- We Innovate, Produce & Sell Globally

- Impacting your Day-to-Day

- How We Create Value

- Our Sustainability Fundamentals

- Awards & Recognition

DEVELOPMENT DOMAINS

ICL is developing its presence in the clean energy sector, among other things, through targeted investments in Lithium Iron Phosphate (LFP) battery technology, which currently comprises around 50% of all cathode materials used in lithium batteries. In 2023, the company began construction on a large-scale LFP battery materials manufacturing facility in the United States, supported by a \$197 million grant from the U.S. Department of Energy. This project is progressing alongside the establishment of a Customer Qualification and Innovation Center in St. Louis, intended to support collaboration across the battery value chain.

In parallel, ICL is planning a new LFP production facility in Europe and is working with research institutions and industry partners on the development of battery materials, including electrolytes and advanced additives. In 2024, ICL entered into a joint venture with Shenzhen Dynanonic Co., Ltd. to produce LFP cathode active material (CAM) in Europe, with an initial investment of approximately €285 million. The proposed facility, currently in the planning phase, is expected to be located at ICL's site in Sallent, Spain.

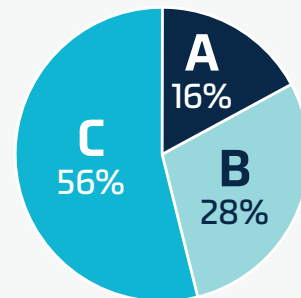


R&D PRODUCT IMPACT DASHBOARD

SDGs targeted



ABC Classification



A – “Acts to Reduce Harm” to mitigate the negative social or environmental effects of the activity/product - focusing on a project that results in harm in order to render it less harmful.

B – “Benefits Stakeholders” acts to reduce harm AND create or maintain a positive impact for a group of people/condition of the natural environment.

C – “Contributes to Solutions” acts to reduce harm AND create benefit to stakeholders AND address a social or environmental challenge that does not result from the organization’s activities.

Often this is a pro-active, innovative effort by the organization to widely improve a global challenge.

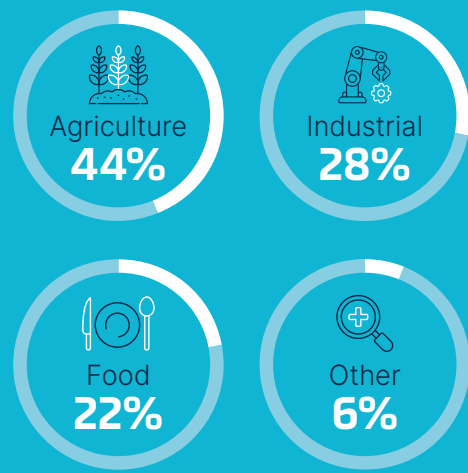
Impact centrality score

2 /5 avg

Promoting circular economy

8 /22

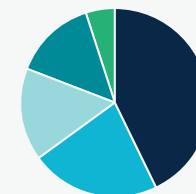
Industries addressed



RD&I Impact Goals

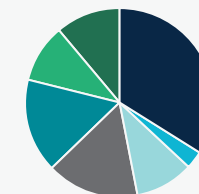
Food Security

- Sustainable agricultural practices
- Increasing yields
- Reduction food waste and food loss
- Preserves environment and/or planet biodiversity
- Increasing access to food



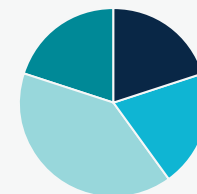
Climate

- Sustainable ICL products
- Increases use of renewable energy
- Reduces waste
- Reduces emissions
- Water savings



Health & wellbeing

- Savings / reduces costs for end users
- Savings for end users
- Minimizes harm to people’s health and wellbeing
- Supporting the health and safety of employees



- About our Business Segments
- ICL at a glance
- Our Strategy



Food Security

In their words: Why we do what we do

“Every day, I am deeply proud to be part of a company that directly impacts the food security of 400 million people globally, especially in times of growing food scarcity. Our mission, utilizing the minerals we extract, is not just about business; it's about serving a critical need in society. It's a privilege to contribute to such a vital cause”

Lilach Geva Harel,
EVP, Chief Legal and Sustainability Officer



- About our Business Segments
- ICL at a glance
- Our Strategy

- We Innovate, Produce & Sell Globally

- Impacting your Day-to-Day

- How We Create Value

- Our Sustainability Fundamentals

- Awards & Recognition

Food Security

Our Goals & Targets

Our contribution to SDGs

Our Materiality Assessment

Our Partnerships

ICL FEEDING THE WORLD IN NUMBERS

400M PEOPLE FED PER DAY

420B MEALS PER YEAR

266T CALORIES PER YEAR

BEYOND MINERALS: ICL'S CONTRIBUTION TO A FOOD-SECURED FUTURE

At ICL, feeding the world isn't just a vision – it's a daily reality. Our solutions impact the lives of 400 million people daily – more than the entire population of the United States – impacting approximately 5% of the global population.

The Company's fertilizer products alone lead to a remarkable increase in agricultural output, equivalent to approximately 70 million tons annually. This translates into around 190 billion meals daily that meet the caloric requirements of around 175 million people. In addition, ICL's phosphates enhance the quality and longevity of approximately 43 million tons of food, the equivalent of about 230 billion meals that meet the caloric needs of 210 million people annually.

ICL's Products has direct contribution to food security

FEEDING 400 MILLION PEOPLE EVERY DAY!



- About our Business Segments
- ICL at a glance
- Our Strategy

ICL's contributions to food security align with the dimensions of nutritional security outlined by the World Health Organization. Through its advanced products, the Company advances agricultural productivity, leading to increased grain availability, reduced produce prices, lower production costs, and improved accessibility for disadvantaged populations. Furthermore, by extending shelf life and enhancing food quality, ICL plays a vital role in making numerous foods more sustainable and mitigating food waste – one of the significant challenges the world faces today.



Boosting Food Security: Revealing the Vital Role of Fertilizers

In an era marked by rapid global population growth and environmental challenges, ensuring food security has become a paramount concern worldwide. While the global population continues to grow, arable land available for cultivating crops is diminishing.

Fertilizers, as pivotal components of modern agriculture, play a crucial role in helping to meet global food demand. For many years, field experiments have proved the importance of fertilizers in optimizing crop production and mitigating the impact of environmental stressors on the food supply.

ICL's products provide an additional net output and improved quality and lifespan

~266 trillion calories per year

Equivalent to about

420 billion meals per year

Contributing to the food security of 400 million people which constitutes about **5% of the global population.**

Hunger by the Numbers: A Global Snapshot



3.1 billion people cannot afford a healthy diet



1 in 10 people suffer from hunger



2 million children die every year from malnutrition

Sustaining Growth: The Essential Role of Fertilizers

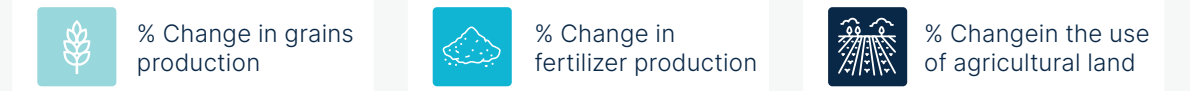
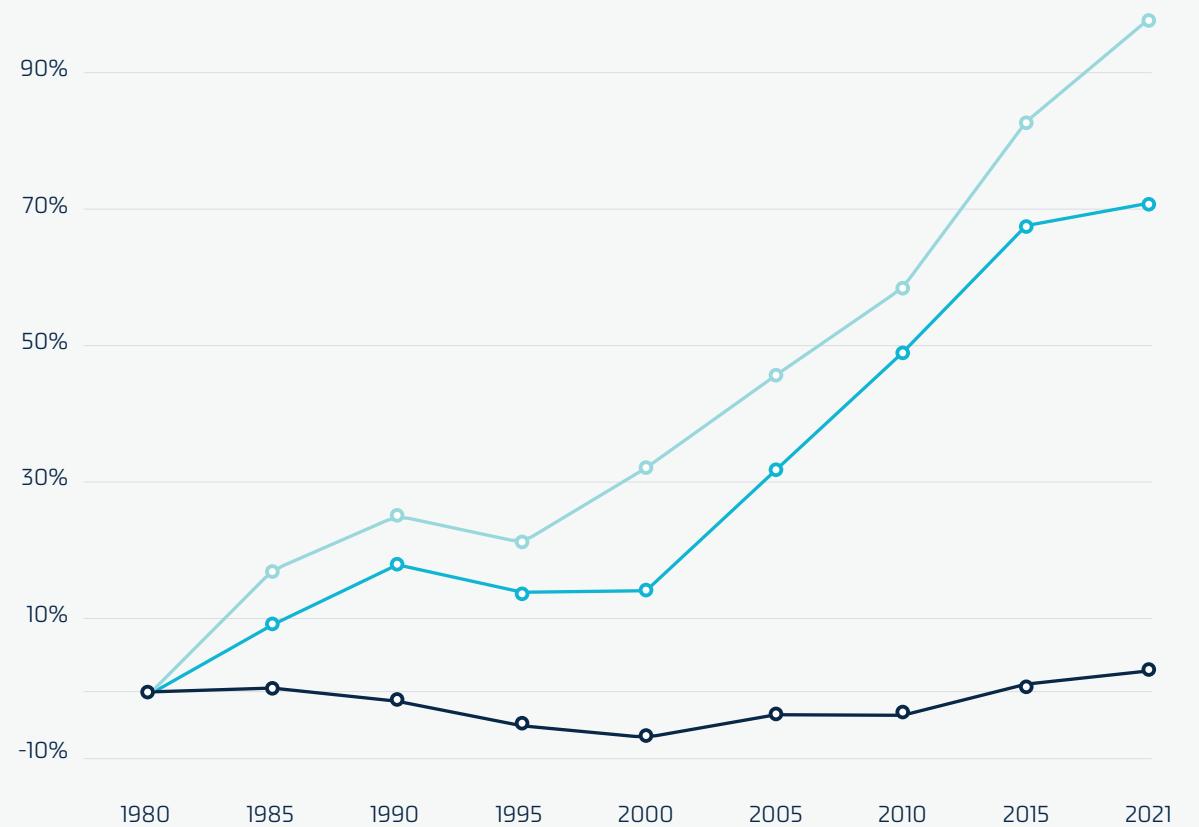
The foundation of modern agriculture rests on fertilizers, essential nutrients like nitrogen (N), phosphorus (P), and potassium (K) that fuel optimal crop growth. Precision application of these NPK nutrients is crucial, tailored to meet the unique needs of crops at every stage of development, driving healthy plant growth and maximizing yields.

Along with NPK, ICL also provides essential nutrients including sulfur, calcium, magnesium and micro-nutrients ensuring a stable and abundant food supply for a growing global population.

ICL plays a significant role in promoting sustainable fertilization by developing advanced nutrient solutions that support both agricultural productivity and environmental stewardship. Its portfolio includes controlled-release fertilizers that synchronize nutrient availability with plant uptake, reducing losses to leaching and volatilization. Additionally, ICL formulates customized nutrient blends tailored to specific crop and soil needs, enhancing efficiency and minimizing over-application. By integrating precision agriculture technologies, such as site-specific application and data-driven nutrient management, ICL contributes to reducing the environmental footprint of fertilization practices. These innovations are part of a broader effort to address global challenges in food security, soil health, and climate resilience.



Impact of Increased Fertilizer Use on Crop Yield: Nearly Double with Minimal Change in Arable Land



Source: FAO, World Bank

- About our Business Segments
- ICL at a glance
- Our Strategy

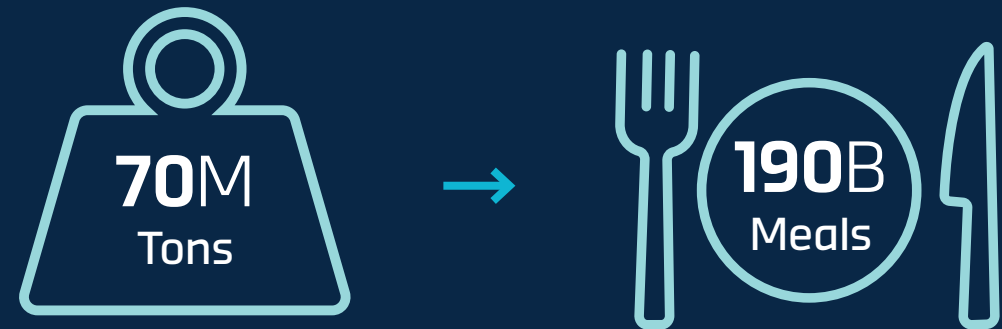
KNOWLEDGE AS POWER: ICL'S AGRICULTURAL TRANSFORMATION

ICL is actively shaping the future of fertilizer production, contributing to a more resilient and sustainable agricultural ecosystem. Fostering a culture of continuous improvement, we leverage an internal hub and join forces with our external startups, harnessing innovative solutions to enhance the efficiency and sustainability of our fertilizers.

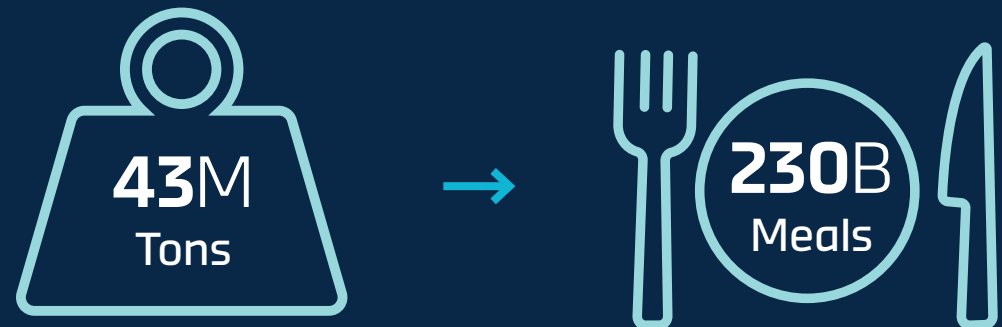
Our commitment to innovation extends beyond production. We engage with farmers, actively sharing insights and knowledge to optimize their practices. Through educational initiatives, we empower farmers with the latest advancements in agricultural science, ensuring they are equipped to make informed decisions that enhance both productivity and sustainability.



Fertilizer production



Phosphate Uses in Food Products



- About our Business Segments
- ICL at a glance
- Our Strategy

- We Innovate, Produce & Sell Globally
- Global Presence
- Impacting your Day-to-Day

- How We Create Value
- What We Offer
- Our Sustainability Fundamentals
- Awards & Recognition

- Our Goals & Targets
- Our contribution to SDGs
- Our Materiality Assessment

CROP NUTRITION SOLUTIONS

ICL’s portfolio of crop nutrition solutions demonstrate our commitment to agricultural excellence. We are proud to offer products that not only nourish crops and enhance productivity but are also sustainable, supporting diversified agriculture and fostering a more resilient and ecologically responsible farming future.

Top Picks:



Our eqo.x is a biodegradable controlled release fertilizer (CRF) technology developed for use in open field agriculture.

It features a specialized coating that enables a gradual and predictable release of nutrients, aligning with plant uptake patterns and improving nutrient use efficiency (NUE) by up to 80%.

Our CRF technology supports comparable or improved crop yields with lower fertilizer application rates, contributing to reduced nitrate leaching into groundwater and lower emissions of nitrogen-based gases. Notably, eqo.x is the first CRF coating for urea that biodegrades rapidly, addressing concerns about microplastic accumulation in soils.

The technology is designed to comply with upcoming European fertilizer regulations set for 2028 and is integrated into existing CRF product lines such as Agromaster and Agrocote. Its development aligns with broader EU strategies, including its Farm to Fork strategy and EU Soil Strategy for 2030, aiming to reduce nutrient loss by at least 50% by 2030. For more information about this product [click here](#).

Biodegradable release technology for sustainable farming

Increases nutrient use efficiency (NUE) **up to 80%**

Reduces nitrogen **environmental contamination**

Provides higher or similar yields with reduced fertilizer rates

Reduction in number of **fertilizer applications**

Consistent and predictable nutrient release, steered by **soil temperature**

Reduces **nitrogen gas emissions**

- About our Business Segments
- ICL at a glance
- Our Strategy

- We Innovate, Produce & Sell Globally

- Impacting your Day-to-Day

- How We Create Value

- Our Sustainability Fundamentals

- Awards & Recognition

Food Security

Our Goals & Targets

Our contribution to SDGs

Our Materiality Assessment

Our Partnerships

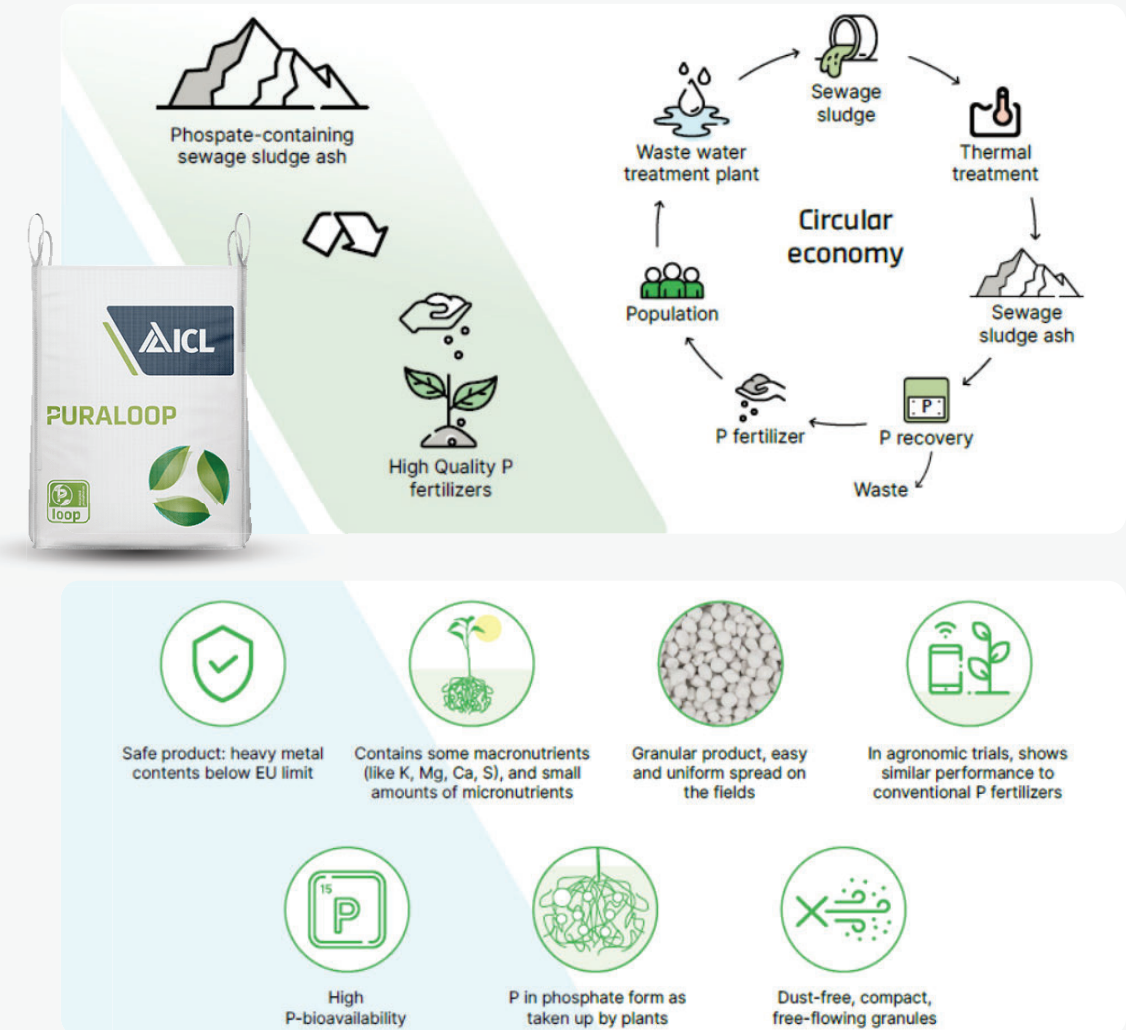
Top Picks:

PURALOOP

ICL's latest phosphorus fertilizer, Puraloop, brings something new to plant nutrition: recycled phosphorus.

We have been honored to be among the recipients of the 2024 European Responsible Care® Award from Cefic, the European Chemical Industry Council, which honors initiatives that excel at sustainability, innovation, and Responsible Care® within the chemical industry.

Puraloop is a granular phosphorus fertilizer developed by ICL using a novel process that recovers phosphorus from organic waste streams. As the Company's first phosphorus product derived from recycled materials, Puraloop supports Circular Economy principles by converting waste into a valuable agricultural input. The fertilizer contains both water-soluble and root-activated phosphorus, providing immediate and sustained nutrient availability to crops. This dual-action formulation helps reduce phosphorus fixation in soils and improves overall phosphorus use efficiency. Agronomic trials have shown that Puraloop performs comparably to conventional phosphorus fertilizers in terms of crop yield and nutrient uptake. Its physical properties—dust-free, free-flowing, and suitable for uniform field application—make it adaptable for direct soil use, as well as for inclusion in fertilizer blends and compounds. By utilizing recycled phosphorus, Puraloop contributes to reducing global waste while maintaining high standards of crop nutrition.



- About our Business Segments
- ICL at a glance
- Our Strategy

- We Innovate, Produce & Sell Globally
- Global Presence
- Impacting your Day-to-Day

- How We Create Value
- What We Offer
- Our Sustainability Fundamentals
- Awards & Recognition

- Our Goals & Targets
- Our contribution to SDGs
- Our Materiality Assessment

Top Picks:



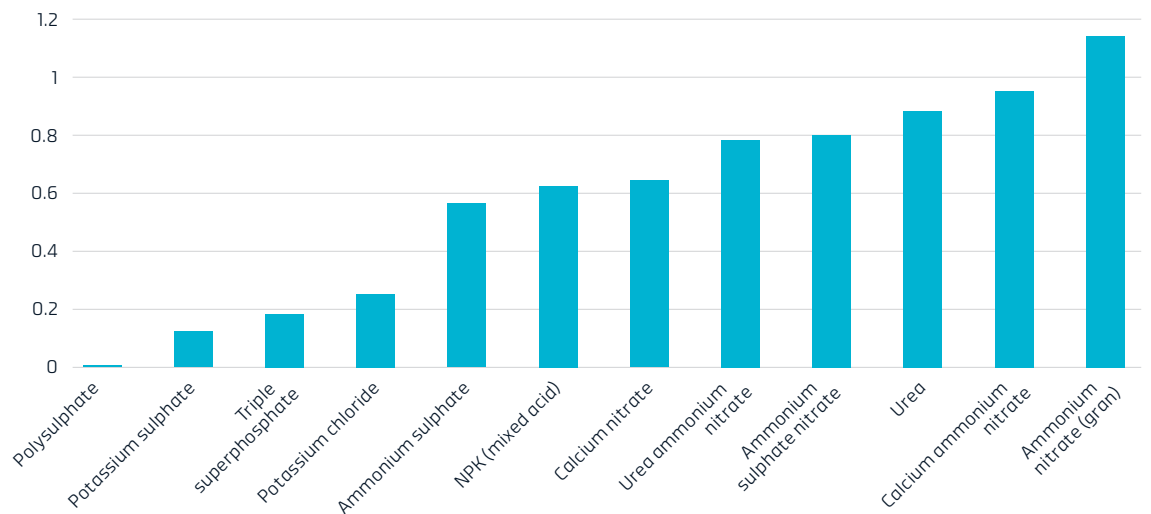
Eco-Friendly Excellence: The Polysulphate® Advantage

Polysulphate®, a unique 4-in-1 natural fertilizer, offers a comprehensive solution for enhanced crop yields with the lowest carbon footprint in the market. Mined naturally in the UK, it provides sulfur, potassium, magnesium, and calcium with a gradual, sustained nutrient release, minimizing losses and aligning with crop uptake. Polysulphate’s industry-low carbon footprint (0.00029 kg CO₂e/kg) and organic farming certifications from renowned agencies like Ecocert, Ceres, and OMRI, have earned Polysulphate recognition as a top-tier, eco-friendly choice for farmers seeking both yield and sustainability.

ICL PLUS: Advanced Fertilizers for Responsible Farming

ICL’s premium PLUS fertilizer range, based on Polysulphate, delivers a tailored, all-round nutrient hit for various crops and soil types. Unlike traditional nitrogen fertilizers, these sulfur-based products reduce harmful emissions, groundwater pollution, and soil acidification. The prolonged nutrient release of Polysulphate aligns with plant growth needs, promotes root development, and ensures superior yields.

Carbon footprint of fertilizer production and delivery to storage facility (kg CO₂/kg product)



* Lowest footprint table



- About our Business Segments
- ICL at a glance
- Our Strategy

Top Picks:

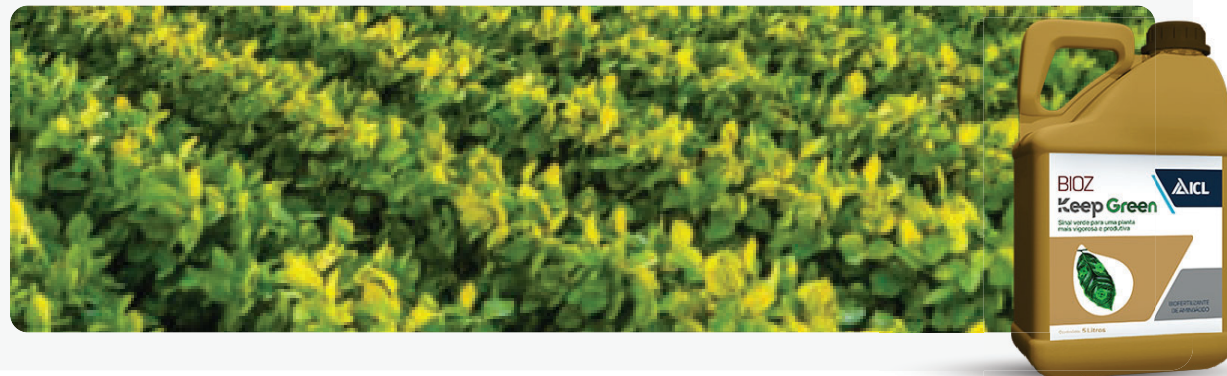
BIOZ®

Bioz

Bioz, the ICL biostimulants line, a transformative solution designed to elevate crops to their full potential, plays a pivotal role in achieving sustainable agriculture by mitigating the impact of stresses caused by heat, drought, or disease. Bioz stimulates soil activity, enhancing the availability of nutritional elements for plants, ultimately reducing stress and improving nutrient uptake.

ICL Bioz biostimulants includes a range of cutting-edge products, crafted to boost crop yields and ensure optimal productivity. Tailored to meet the unique needs of various crops, Bioz offers customized solutions for cereals, annual or perennial fruit crops, vegetables, beans, and soybeans.

Recognizing the impact of stress on yield, we provide specialized biostimulant products that enhance crop tolerance to both biotic and abiotic stresses. When facing challenges, like heat, drought, or salinity, our solutions enable plants to thrive in these adverse conditions and promote rapid recovery, ensuring crops regain vitality swiftly.



Keep Green

BIOZ Keep Green is the first biofertilizer developed to protect coffee tree leaves from excessive solar radiation.

When sunlight reaches the leaves, chlorophyll absorbs the solar energy and converts it into chemical energy. This energy is used by the plant to convert atmospheric CO₂, entering the leaves through stomata, into carbohydrates like fructose and glucose. These carbohydrates serve as the energy source for the plant cells, fueling their metabolism, promoting growth, and ultimately leading to the production of coffee beans.

However, an excess of sunlight can elevate temperatures in the leaves, causing thermal and water stress. Bioz Keep Green addresses this issue by increasing chlorophyll content in the leaves and enhancing stomatal control. This improvement enables plants to use sunlight more efficiently, while amplifying photosynthesis and minimizing damage from solar radiation. As a result, plants appear greener, and yields are enhanced.



- About our Business Segments
- ICL at a glance
- Our Strategy

Top Picks:

Nova

Advanced Fertigation Solutions: A Sustainable Approach

ICL’s Nova product line is designed for use in fertigation systems, offering a range of water soluble fertilizers that support precise nutrient delivery and efficient resource use. These formulations are tailored to meet specific crop requirements and growing conditions, contributing to improved nutrient uptake and reduced environmental losses. By enabling targeted application through irrigation systems, Nova products help minimize nutrient runoff and leaching, thereby protecting groundwater quality. Additionally, they support soil health and enhance plant resilience under various stress conditions.

Nova Complex Optima: Protecting Groundwater, Enhancing Yield

Nova Complex Optima minimizes nitrate leaching and enhances crop productivity with its nitrification inhibitor (DMPP), a key component in this water-soluble fertilizer. By improving soil fertility, reducing greenhouse gas emissions, and preventing water pollution, it supports sustainable agricultural practices.

Nova Humic Line: Powerful NPK and Humic Acid Integration

Nova Humic Line integrates NPK, micronutrients, and humic acids to enhance plant growth and soil health. Derived from natural decomposition, humic acids condition soil, while water-soluble formulations ensure easy application — setting a new standard for sustainable agriculture by balancing plant nutrition and soil enhancement.

Nova NPKelp: Water-Soluble NPK with Seaweed Enrichment

Nova NPKelp combines water-soluble NPK fertilizers with seaweed extracts, magnesium, and micronutrients. Ideal for all crops and fertigation systems, it promotes balanced nutrition, enhances soil health, and improves plant stress resistance. Seaweed extracts — rich in nutrients and growth hormones — help boost root development, crop yields, and quality. Building on this, Nova NPKelp offers various NPK ratios to suit different growth stages and soil requirements.



- About our Business Segments
- ICL at a glance
- Our Strategy

EXTENDING SHELF LIFE, REDUCING WASTE: ICL'S SPECIALTY FOOD PHOSPHATE SOLUTIONS

ICL leverages its phosphate-based solutions to combat global food waste and extend shelf life, addressing crucial aspects of food security. We provide functional food ingredients and phosphate additives that deliver texture and stability solutions for various products, including meat, dairy, and plant-based alternatives.



By delivering phosphate-based solutions, ICL significantly enhances food security: caloric consumption equivalent to roughly **43 million tons** of food.

Agricultural R&D: ICL's New Yunnan Facility

ICL has inaugurated a new Innovation Center at YPH China to strengthen its agricultural R&D capabilities and support global food security and environmental sustainability. The center will promote collaboration in areas such as advanced fertilizers, precision agriculture, and sustainable crop nutrition, leveraging ICL's mineral expertise and YPH's regional resources.



- About our Business Segments
- ICL at a glance
- Our Strategy

Top Picks:

ROVITARIS®

Crafting Sustainable Alternatives in the Food Industry

ICL is a pioneer in the development of plant-based proteins, using proprietary technology to create alternatives that are virtually indistinguishable from traditional meat products.

This innovative solution, known as ROVITARIS®, enables food companies to replace meat protein with plant-based alternatives, requiring fewer resources.

The technology enables the production of a variety of products such as burgers, chicken nuggets, fish fingers, meatballs, and sausages, which mimic the taste and texture of traditional meats. ICL's Food Specialties unit has received prestigious awards for this groundbreaking technology.



FruitMag™

Revolutionizing Citrus Preservation: ICL's Sustainable Breakthrough with FruitMag

FruitMag, a groundbreaking solution for post-harvest citrus fruit treatment, is an innovative technology that is mineral-based and free from fungicides, which sets it apart from current industry practices. Leveraging a food-grade magnesia product, ICL eliminates toxic elements, curbs product losses and extends shelf life. FruitMag is part of ICL's commitment to sustainability, providing a safer and more efficient solution to address challenges in the citrus fruit industry.



- About our Business Segments
- ICL at a glance
- Our Strategy

 **Top Picks:**

pHix-up

ICL's pHix-up for Enhanced Milk Production

ICL has introduced pHix-up, a transformative product designed to balance the pH in cows and to stabilize the rumen environment, which is crucial for their overall health. Going beyond basic pH control, pHix-up has demonstrated a remarkable ability to boost milk production and enhance milk composition, in particular, increase milk fat.



JOHA®

Revolutionizing Processed Cheese: JOHA® SF Line by ICL Food Specialties

ICL Food Specialties introduces JOHA emulsifying salts, part of the JOHA SF line, designed to elevate protein content in processed cheese. JOHA salts offer superior benefits, reducing the need for additional ingredients typically used in traditional processed cheese formulations. These innovative salts provide increased firmness, enabling developers to craft competitive cheese products at optimal costs. ICL's JOHA products are shelf stable, with a guaranteed shelf life of up to two years. These outstanding results are achieved through a combination of sterilization and the use of JOHA emulsifying salts, which not only reduce food waste but also enhance food safety. This feature is particularly significant in emerging countries where refrigeration isn't guaranteed. The prolonged shelf life makes dairy protein more accessible to a broader population.



- About our Business Segments
- ICL at a glance
- Our Strategy

AGTECH AND FOODTECH

Advancing AgTech Innovation

ICL is committed to promoting sustainable innovation in FoodTech, AgriTech, and ClimateTech through strategic initiatives such as its ICL Planet Startup Hub and digital platforms like Agmatix and GROWERS. These efforts focus on alternative proteins, enhanced crop nutrition, and precision agriculture to improve food security and build a more resilient global food system.

As part of our Open Innovation framework, our Applied Agronomy pillar fosters collaboration with academia and startups to explore the interactions between crops, soil, microbiome, and nutrition products. We pursue emerging technologies and solutions that boost yield, enhance resilience, and align market needs with ICL’s capabilities to deliver viable, scalable outcomes.

For more information, see Our [Innovation chapter](#).



EDUCATION AND COLLABORATIONS

ICL's Potash for Life Initiative: Cultivating Sustainable Agriculture in India

ICL is committed to sustainable agricultural practices through its transformative program, Potash for Life, which focuses on optimizing potash use in Indian agriculture.

Indian Government subsidy reductions in 2010 led to a drop in potash use, which negatively impacted crop productivity, soil fertility, and farm profitability. In response to the challenges Indian farmers have faced due to soaring potash prices, ICL initiated the Potash for Life program.



Potash for Life Program

Strategic Partnership:

A collaboration between ICL and Indian Potash Limited (IPL), this program aligns with the United Nations' Sustainable Development Goals (SDGs), which emphasize global partnerships for sustainable development.

Educational Initiatives:

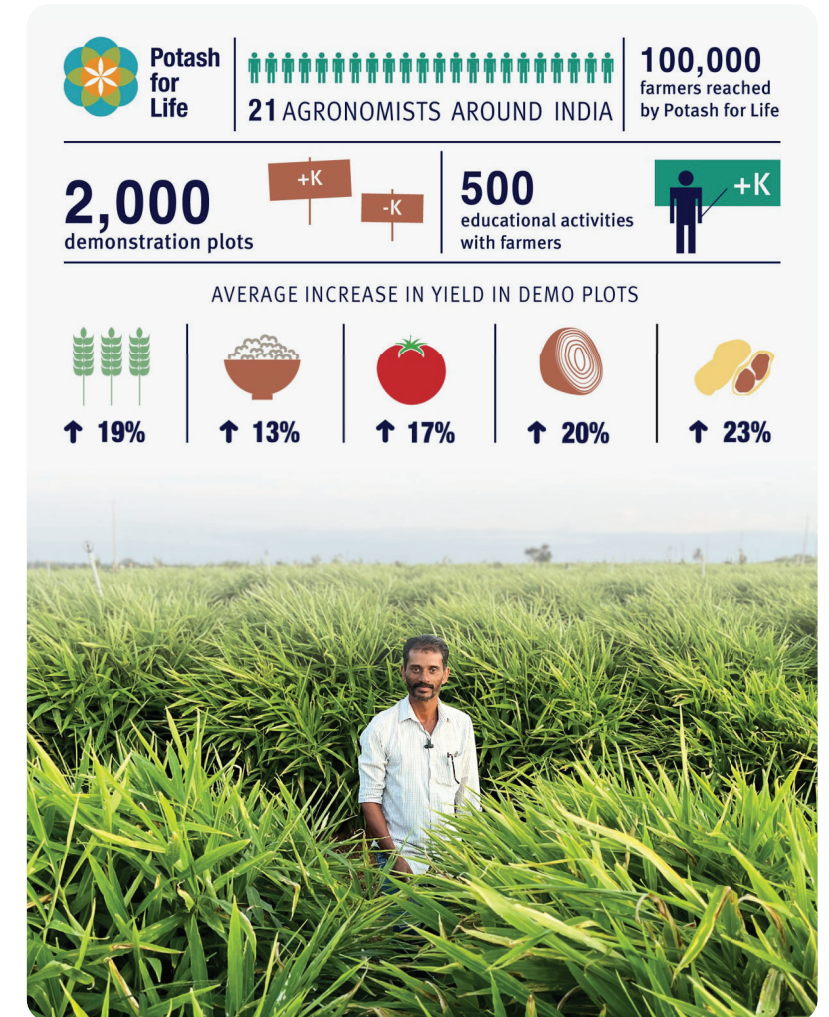
The program educates farmers through demonstrations, workshops, field days, and informational materials, empowering them with knowledge about potash benefits and optimal application methods.

Hands-On Engagement:

Demonstration plots showcase tangible results, convincing farmers of the advantages of balanced fertilization.

Impressive Impact:

The program has reached approximately 500,000 Indian farmers, conducting more than 7,000 demonstration plots and 2,000 educational activities, leading to significant yield increases.



- About our Business Segments
- ICL at a glance
- Our Strategy

ICL's Global Collaboration for Potassium Deficiency Mitigation

ICL is collaborating with the University of Nebraska–Lincoln (UNL) and the International Fertilizer Association (IFA) in an initiative to combat potassium deficiencies in global crop systems – an effort supported by key fertilizer companies. The project aims to enhance crop production through improved nutrient management and fertilizer recommendations.

The project also emphasizes the broader implications for global crop yield improvements and new market opportunities for potassium fertilizers.

ICL's contribution includes developing a 'traffic light' system to indicate potassium deficiency levels on a global basis. This aligns with the project's goal to compile a thematic database of potassium in crop production, which is accessible via the Crop Nutrient Data platform.

This important collaboration brings together diverse stakeholders and encourages sharing potassium-related data to strengthen this initiative and promote sustainable agricultural practices.

Accelerating Plant Nutrition Innovation: ICL's Collaboration with the Hebrew University

ICL's agronomy and R&D teams are leveraging advanced technologies to expedite the development and approval of novel plant nutrition products through a strategic partnership with the Hebrew University of Jerusalem's (HUJI) Faculty of Agriculture, Food, and Environment.

The PlantDiTech Plantarray system enables precise and continuous monitoring of plant growth and responses to various inputs, significantly accelerating product development. ICL is utilizing the Plantarray system to rapidly evaluate the efficacy of new biostimulant products under controlled conditions, reducing time-to-market.

The Efficient Fertilizer Consortium: Another Leap Forward in Sustainable Agriculture

ICL Growing Solutions has joined the Efficient Fertilizer Consortium (EFC), a collaboration that is poised to revolutionize fertilizer research by addressing the growing need for science-backed solutions in modern farming.

As a founding member of the EFC, ICL has played a crucial role in shaping new research standards for evaluating next-gen fertilizers. A recent scientific



paper outlines unified field trial guidelines to boost the adoption of Enhanced Efficiency Fertilizers (EEFs). These guidelines ensure consistency in experimental design, data collection, and analysis, accounting for real-world variables like crop types, soil conditions, and environmental factors.

The EFC, a public-private partnership, focuses on funding research initiatives to enhance the efficiency and sustainability of fertilizer products and practices.

By uniting government agencies, leading universities, and industry experts, the consortium aims to tackle challenges and opportunities in contemporary agriculture.

- About our Business Segments
- ICL at a glance
- Our Strategy

- We Innovate, Produce & Sell Globally

- Impacting your Day-to-Day

- How We Create Value

- Our Sustainability Fundamentals

- Awards & Recognition

Our Goals & Targets

OUR GOALS & TARGETS



Greenhouse Gas Emission

Absolute GHG emissions scope 1, 2, reduction of 30% by 2030 (vs. a 2018 baseline) and becoming carbon neutral by 2050 with respect to Scope 1 and 2 emissions.



SBTi

We submitted our targets for validation and currently they are being reviewed by the SBTi - keeping our legacy goal for 2030, these targets are expected to take us past the 30% emission reduction goal (in scope 1 +2) we originally set and incorporate Scope 3 targets as well.



Product Carbon Footprint

Increase at least 300 validated products with carbon footprint.



Green Products

Increase in annual revenue from sustainable products.



Renewable Energy Usage

Increasing the share of renewable energy consumption to 50% by 2040 (2018 as the baseline).



Waste Reduction

An average annual reduction of 2% in landfill waste (Haz & Non Haz) and an average annual reduction of 3% in Hazardous waste (2022 as the baseline).



Air Emission Reduction

A reduction of 3% in Suspended Particulate Matter by end of 2026, (2023 as the baseline).



Water Saving

An average annual reduction of 4% in Freshwater and an average annual reduction of 2% in Low quality water (2022 as the base line).



Achieve and Sustain Market Leadership

Maintaining and improving our rankings in sustainability and ESG indexes.



Safety

IR target of 12% reduction compared to 2023.



Sustainable Procurement

as part of the TfS initiative with an annual target of 1,100 TfS validated suppliers.



Employee Responsibility

Promoting personal environmental responsibility and creating social impact through volunteer work and social development programs.



Women in Senior Management

Women holding at least 25% of senior management roles, by the end of 2024 and 33% by the end of 2030.



Social Responsibility and Communities

Giving back to communities by contributing 1% of our annual earnings to social responsibility goals and community initiatives.

* The goals are for 2025 unless indicated otherwise.

OUR CONTRIBUTION TO THE SDGs

As a reflection of our commitment to doing the right thing, in the right way, every day, ICL officially embraced the UN's Sustainable Development Goals (SDGs) as its guiding principles, striving to implement them in everything we do, driven by care for our people, business partners, communities and the planet.

The SDGs are a universal call to address 17 global challenges. Adopted by all United Nations Member States in 2015 to be achieved by 2030, these goals aim to end poverty, protect the planet and ensure peace and prosperity by 2030.

As we transition from a mineral extraction-focused company to one that leverages our resources for sustainable solutions to global challenges, we integrate SDGs and sustainable practices across every aspect of our operations. This commitment extends from mineral extraction and production through our entire supply chain to the development of sustainable offerings and solutions aligned with the SDGs.

What Does ICL Do?	Associated SDG
Our Strategic Focus: Advancing Food Security and Enabling Safe Progress	  
We implement sustainable practices through our entire supply chain, promoting climate change resilience, waste and water responsible management and sustainable procurement practices	     
We place safety as our highest priority, along with fostering diversity, conducting our business with integrity and transparency, as well as with inclusiveness and a genuine care for human rights	  
Innovation is a special component of our DNA - optimizing ICL operations, expanding into new industry sectors and developing new and advanced products and partnerships	 
We shape networks of social good within the communities in which we operate, and promote strategic partnerships to meet our goals	  

In 2021, ICL signed and embraced the Women's Empowerment Principles (WEPs), demonstrating its commitment to Gender Equality at the highest level. In addition, ICL's President and CEO signed a letter of commitment regarding the Ten Principles of the UN's Global Compact initiative. Furthermore, ICL joined the **UN Global Compact** as an active member and early adaptor, emphasizing ICL's commitment to transparent and publicly available communication related to its progress.

To learn more about ICL's contribution and impact related to the SDGs, please see our SDGs Index.



CEO letter

Who We Are & Where

- About our Business Segments
- ICL at a glance
- Our Strategy

• Strategic Advantages

• We Innovate, Produce & Sell Globally

• Global Presence

• Impacting your Day-to-Day

• Selected Financial Figures

• How We Create Value

• What We Offer

• Our Sustainability Fundamentals

• Awards & Recognition

Innovation

Food Security

Our Goals & Targets

Our contribution to SDGs

Our Materiality Assessment

Our Stakeholder Engagement

Our Partnerships

Our Materiality Assessment

- About our Business Segments
- ICL at a glance
- Our Strategy



At ICL, we continually evaluate topics that are material to the Company and its stakeholders, adapting our policies and reporting practices accordingly.

Our approach involves conducting an annual review of issues of particular interest to our external and internal stakeholders. This enables us to update our materiality assessment regularly, ensuring that we identify and address emerging issues and their impact on the Company's strategy.

Through this comprehensive approach to ESG materiality assessment, we aim to ensure that our reporting accurately reflects the issues that are most relevant to our stakeholders and that our sustainability strategy remains aligned with our business goals and societal expectations.

Material topics are identified and implemented using a four-phase process:



External input

- \ Stakeholders' engagement and surveys of publicly available information from key stakeholders
- \ Regulation
- \ ESG ratings
- \ Megatrends
- \ Benchmarking of best practices by world-class peers

Internal input

- \ ICL's corporate strategy
- \ ICL's ERM Risk Universe
- \ Code of conduct, public facing and internal policies
- \ Interviews with leading figures within the organization

Topics compiled in the identification phase are evaluated to determine which are material to ICL, through both qualitative and quantitative analysis, as well as discussions on whether, and to what degree they reflect a significant economic, environmental and social impact.

The topics identified through the prioritization phase are reassessed and examined according to international standards and subsequently validated by executive leadership.

Topics that have been identified, prioritized and validated are integrated into ICL's business practices - including governance structure, ownership, decision making processes, relevant policies and management.



- About our Business Segments
- ICL at a glance
- Our Strategy

Identification

The material topics identified in our most recent analysis are based on guidance provided by recognized standards such as the Sustainability Accounting Standards (SASB) and the Global Reporting Initiative (GRI).

Additionally, we integrate insights from our internal Enterprise Risk Management (ERM) process. Furthermore, we reflect on how megatrends, including climate change, food security, and planetary boundaries, influence our operations and strategic direction. The identification process also includes compilation of relevant correspondence by specific business units (e.g., Investor Relations, Legal, Compliance, EHS, Sales, Sustainability Team, Risk etc.) and tracking emerging issues of interest or importance to the chemical and mining sectors.

Material issues are also identified from relevant organizations and reporting bodies (e.g. IFA, ICMM, GRI, CDP, SASB, as well as local organizations such as the Israeli Maala and other NGOs). Media and social networks are also analyzed. Best practices by world-class peers are benchmarked. As part of our preparation for the EU's upcoming CSRD regulation, which will initially apply to specific parts of the Company, we have initiated a comprehensive mapping and assessment of our material impacts, risks and opportunities, in line with the Double Materiality principle. This approach requires to assess both how sustainability issues affect financial performance and how the Company's activities impact the environment and society.

Prioritization

ICL conducts both qualitative and quantitative analysis to determine which topics compiled in the identification stage are material to ICL and to each group of its stakeholders. Each topic is examined as to the degree of importance it assigns for each specific stakeholder and its economic, environmental and social significance and impact on ICL. The degree of importance is graded on a range from critical to not applicable.

Following this assessment, the weighted average for each stakeholder group is created from the grades of all the data sources reflecting the group.

In our materiality assessment process, we place particular emphasis on significant insights derived from our internal discussions throughout the reporting period. This includes prioritizing events, such as investments or advancements in specific sustainability issues and in accordance with SASB Indicators, GRI Completeness and stakeholder inclusiveness principles.

We also give weight to topics extensively addressed by our Board of Directors, Company executives, Community Advisory Panels (CAPs), and other engagement programs, including input from think tanks, industry stakeholders, and CSR organizations.



Validation

The list of material topics which results from the prioritization phase is discussed and examined by the executive leadership.

Our Material Issues

Tier 1

Food Security 	Sustainable Solutions 	Safety & Environmental Stewardship of Chemicals 	Occupation Health and Safety
Climate Change & Energy 	Effluents, Waste & Hazardous Material Management 	Water Management 	Air Quality Management
Mining & Material Management 	Employment & Labor Practices 	Diversity & Equal Opportunities 	Business Ethics

Tier 2

Supply Chain Stewardship 	Human Rights 	Social Impact & Community Engagement 	Human Capital Development
Customer Relations Management 	Security & Emergency Management 	Nature Conservation and Biodiversity 	

The 2024 materiality assessment reaffirms the significance of environmental concerns within ICL’s business landscape and stakeholder priorities, particularly focusing on climate change adaptation and mitigation and water management.

Notably, a key theme emerging as critical for both the Company and its stakeholders is ICL’s critical role in supporting agriculture and Zero Hunger (SDG2), as ICL is at the forefront of the global effort to combat world hunger and has a substantial impact on the food security of approximately 400 million people annually.

There is a broad consensus among both external and internal stakeholders on the importance of environmental issues. Furthermore, there is a shared agreement on social and governance matters, encompassing labor practices, compliance and business ethics.

As stakeholder expectations regarding these issues escalate, ICL is taking proactive steps to assess its performance and enhance its reporting mechanisms. This approach ensures the provision of comprehensive insights into our efforts and progress in addressing these material concerns.

- About our Business Segments
- ICL at a glance
- Our Strategy

Implementation

We recognize the value of lessons learned in shaping our decisions and actions, and understand the significance of assimilating these insights to ensure we meet our stakeholders’ expectations. While our commitment is to always strive to do the right thing, in the right way, we acknowledge that mistakes can happen. In such instances, we take responsibility and are obligated to take appropriate corrective measures. By embracing a culture of continuous learning and accountability, we demonstrate our dedication to growth and improvement in all aspects of our operations.

ICL tracks the topics that arise for this and previous assessments and acts to implement targets by creating supporting governance structure, ownership, supporting policies and performance based KPIs.

In 2022 our Board and senior management adjusted the Company’s climate strategy to align with the aims of the Paris Agreement.

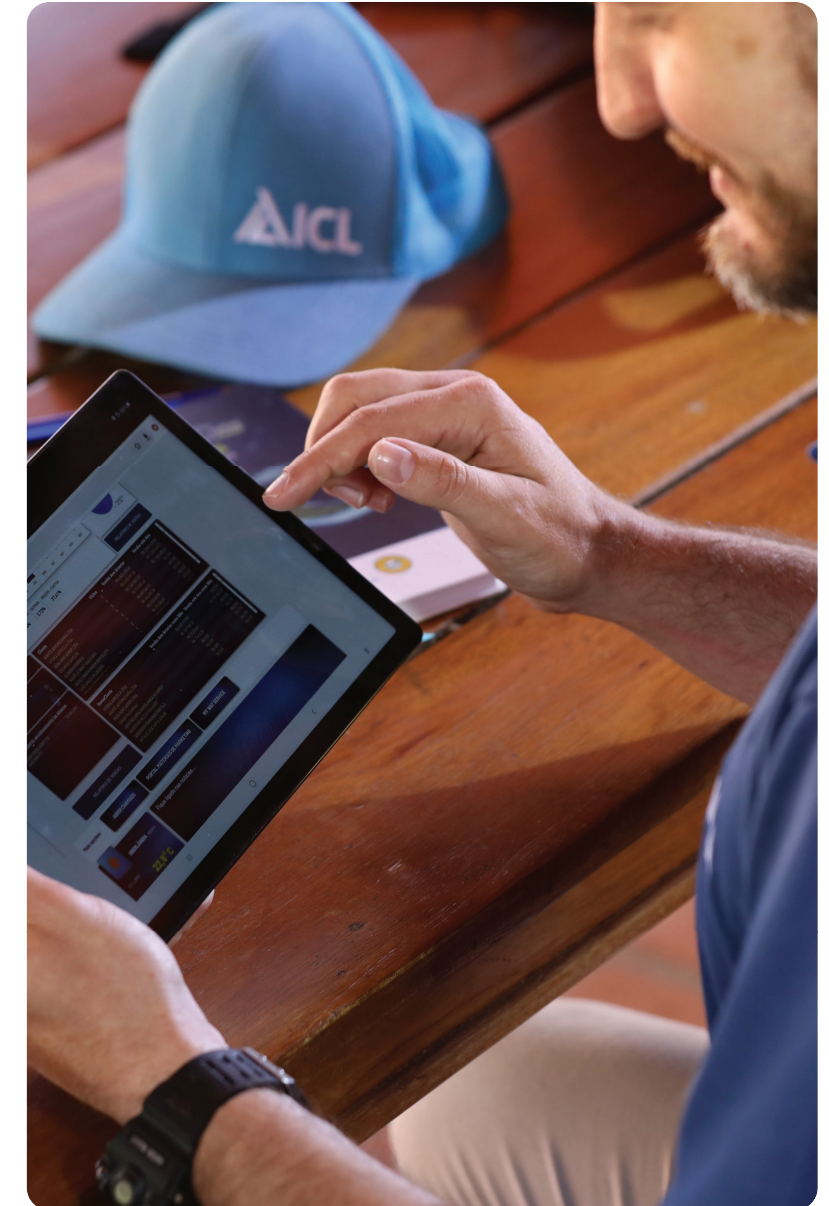
As previously mentioned, in February 2023, the Board approved submitting a declaration to the SBTi organization, wherein the Company will commit to setting a near-term, science-based target in accordance with the framework developed by SBTi. In March 2025, in line with the timeline criteria set out by the SBTi, we submitted our targets for validation and currently they are being reviewed by the SBTi.

While keeping our legacy goal for 2030, these targets are expected to take us past the 30% emission reduction goal (in scope 1+2) we originally set and incorporate Scope 3 targets as well.

For issues identified as material to ICL’s operations, and evaluated as areas of key concern, ICL established targeted policies and actively implements programs to address them. These include, for example, policies addressing environmental efficiency, stewardship and pollution, such as water and waste management.

Additionally, ICL is engaged in ensuring the transparency and practices of its supply chain by participating in initiatives such as TfS (Together for Sustainability). This initiative conducts supplier sustainability assessments and audits to promote awareness and improvement in ESG practices of ICL’s suppliers. Quantitative goals and targets have been set in this area, and the Company is collaborating with its suppliers to disclose their ESG performance.

As in previous years, this year’s report provides updates and further detail on topics identified as material to ICL’s stakeholders - including the Dead Sea water level, ICL’s contribution to global food security, climate change mitigation, and our new Codes of Conduct that reflect our integrity and ethical philosophy.



- About our Business Segments
- ICL at a glance
- Our Strategy



Our Stakeholder Engagement

- About our Business Segments
- ICL at a glance
- Our Strategy



ICL prioritizes engagement with diverse stakeholders, including our employees, customers, suppliers, shareholders, regulatory authorities, academia, local communities, as well as environmental and social non-profit organizations. We emphasize open and transparent communication across our operations by facilitating dialogue regarding our economic, social and environmental impact, as well as product use and associated risks.

- About our Business Segments
- ICL at a glance
- Our Strategy



Customers

HOW DID WE ENGAGE IN 2024

- Our marketing team acted to enhance our customers' experience through continuous communication.
- With local offices strategically positioned, we provided immediate response and support to our customers.
- We addressed customer feedback swiftly, with a priority on resolution and improving processes.
- Through exhibitions, workshops, webinars and field events we collaborated and shared insights with our customers.
- We regularly negotiated and reviewed terms with our customers to ensure mutual satisfaction and our alignment with our evolving requirements.

ISSUES AND TOPICS OF PRIORITY

- Regional tensions involving Houthi attacks on commercial ships are affecting shipping operations in the Red Sea. This could lead to delays in shipments as well as increased shipping costs.
- Trends in regulatory frameworks that impact our industry.

HOW DID WE RESPOND

- We maintained transparent and constant communication with our customers and committed to provide timely updates on any developments that may affect shipping timelines or costs.
- With open and continuous communication, we regularly engage with our customers about our efforts to stop counterfeiting, while educating them about prevention. In parallel, we pursue our rights through legal action and engagement with local law enforcement officials.
- We constantly inform our clients and partners about regulatory and legislative developments.

- About our Business Segments
- ICL at a glance
- Our Strategy



Employees

HOW DID WE ENGAGE IN 2024

- Our CEO conducted live and recorded webcasts on a quarterly basis to share business results and organizational updates with all employees globally.
- Executive leadership and business units conducted town halls with Q&A sessions, global and local meetings, site visits, roundtables, distribute internal newsletters and more – to keep employees informed about Company news, updates and initiatives, as well as to provide an opportunity for open dialogue.
- Our periodical Employer of Choice (EOC) survey measured employee engagement and enablement and provides valuable internal and external benchmark, quantitative, and qualitative information to measure our progress, compare ourselves to other high-performing organizations, and to define specific action plans to improve our position as an EOC.
- We engaged in ongoing dialogue and engagement with labor councils and unions across our global operations.

ISSUES AND TOPICS OF PRIORITY

- Employees shared that ICL provides a safe working environment, is environmentally responsible, cares for the communities in which it operates and treats all people fairly. Employees shared that they would like more training on new technology and machinery, as well as more clarity and communication regarding career opportunities.

HOW DID WE RESPOND

- We are committed to providing our employees with opportunities to learn and grow, both professionally and personally. We continue to increase the range of programs, initiatives, and activities to ensure that our employees have access to the knowledge and skills they need to excel in their roles and contribute to our overall success.
- We foster both formal and informal communication channels to promote communication and encourage open dialogue among employees and management. Through various platforms, we provide more frequent updates and streamline communication channels to ensure the dissemination of timely information while respecting privacy and personal digital space.
- We provided global artificial intelligence (AI) training opportunities that are focused on increasing awareness and AI applications within the organization.
- We provided frequent communications and updates regarding the impact of the conflicts in the Ukraine and Israel. We created a robust program to proactively provide assistance and support the various needs of our employees, their families and our communities. This included approximately 15% of our workforce in Israel who served for extended periods as part of their IDF reserve duties.

- About our Business Segments
- ICL at a glance
- Our Strategy

Employees

HOW DID WE ENGAGE IN 2024

- \ We conducted an annual ESG Week to continue to raise employee awareness and foster dialogue.
- \ We used our internal website to communicate information in multiple languages, ensuring accessibility and inclusion of our global workforce. The website enables us to provide employees with information on their rights and benefits, and inform them on compliance matters, training, and procedures.
- \ We formed various Employee Resource Groups (ERG) to drive change, foster inclusivity, encourage friendship, promote fair practices and a positive work environment, as well as provide support and resources.
- \ We organized awareness-raising events and activities to educate employees on various topics such as diversity and inclusion, sustainability, and health and wellness.

ISSUES AND TOPICS OF PRIORITY

- \ Employees shared needs that surfaced due to the conflicts in the Ukraine and Israel.
- \ Employees within the ERGs shared that they would like to promote issues of inclusion more broadly across the Company.
- \ Employees shared that they are interested in more resources to promote workplace wellbeing.

HOW DID WE RESPOND

- \ We are continuously expanding our wellbeing offerings through our BeWell@ ICL wellness program.
- \ We provided support and safe space for employee-driven ERGs to enable employees with similar interests and experiences to come together and discuss specific topics, embrace diversity, support each other and advocate for positive change. Our ERGs include DIB Ambassadors (diversity, inclusion, and belonging), She Impacts (female leadership, Europe), BIPOC (black, indigenous, and people of color), Multi- Cultural (North America), and Women’s NA (North America). We developed an Inspire Inclusion e-learning series that is available to all employees globally and is mandatory for employees and leaders, levels 17 and above, as part of our Rise Beyond program.
- \ We continuously improve our work environment and facilities through ongoing assessments and various feedback mechanisms.

- About our Business Segments
- ICL at a glance
- Our Strategy

- We Innovate, Produce & Sell Globally
- Global Presence
- Impacting your Day-to-Day

- How We Create Value
- What We Offer
- Our Sustainability Fundamentals
- Awards & Recognition

- Food Security
- Our Goals & Targets
- Our contribution to SDGs
- Our Materiality Assessment

- Our Partnerships

Investors

HOW DID WE ENGAGE IN 2024

- \ We regularly published stock exchange press releases that provide timely updates on key corporate developments, financial performance and strategic initiatives.
- \ We produced detailed quarterly and annual reports and presentations, providing comprehensive insights into our financial performance, operations and strategic vision. Additionally, we hold quarterly earnings meetings with analysts and investors upon the publication of our periodic reports and financial statements, in addition to participating in investors conventions.
- \ We provided a monthly overview presentation for investors and the financial community to review our latest published results and updates by division.
- \ We voluntarily reported on climate risks and opportunities using the Task Force on Climate-related Financial Disclosures (TCFD), initiating enhanced disclosure.
- \ Our Investor Relations team engaged through our website which serves as a central hub for all our investor-related information.
- \ We provided a sustainability matrix highlighting our ESG performance.
- \ Our ESG/CSR report detailed our progress, initiatives, and impact.

ISSUES AND TOPICS OF PRIORITY

- \ Publishing stock exchange press releases that provide timely updates on key corporate developments, financial performance and strategic initiatives.
- \ Implementing sustainable innovation measures to drive the Company's growth and expansion.
- \ Prioritizing capital and R&D investments to support high return growth initiatives.
- \ Targeting timely opportunities for strategic M&A.
- \ Targeting the growth of differentiated specialties businesses.

HOW DID WE RESPOND

- \ We consistently update our Investor Relations dedicated website to provide a better user experience and to ensure it is easily accessible to all viewers.
- \ We published an updated ESG report which provides access to topic-specific information and comprehensive progress charts detailing what our actions to improve our sustainability performance.
- \ We continued to invest in innovative companies and new technologies. In 2024, we acquired Nitro 1000, a biologicals business in Brazil, and Custom Ag Formulators, a specialty plant nutrition business in North America.
- \ The Company's AgTech startup business, Agmatix, was named to Fortune's 10th Annual Changing the World list for its measurable impact on people and plants. Agmatix is an AI-driven company that helps agrifood companies' agronomists and suppliers to implement environmentally friendly crop strategies.

- About our Business Segments
- ICL at a glance
- Our Strategy



Suppliers and business partners

HOW DID WE ENGAGE IN 2024

- \ We maintained open lines of communication with our suppliers and business partners.
- \ We hosted events, workshops and conferences for both local and global vendors, providing platforms for networking, knowledge sharing and capacity building.
- \ We actively communicated our Business Partner Code of Conduct and Global Sustainable Procurement Policy to suppliers and business partners to uphold ethical standards and promote responsible business conduct throughout our supply chain.
- \ The EcoVadis platform enabled us to actively and transparently share Supplier sustainability assessment data and scores.

ISSUES AND TOPICS OF PRIORITY

- \ Responsible business conduct, including adherence to our ethical standards, regulatory compliance, labor practices, human rights protection, sustainable procurement and anti-corruption measures.
- \ Suppliers' ESG performance and practices.
- \ Sustainability and product stewardship requirements.
- \ Creating awareness and sharing knowledge on Scope 3 and collecting PCF data via the Sigreen system.
- \ Better communication and coordination.

HOW DID WE RESPOND

- \ We assisted over 1,100 ICL suppliers to undergo EcoVadis assessments.
- \ We worked closely with our suppliers to implement our Global Sustainable Procurement Policy.
- \ We hosted vendor conferences to align strategy and goals.
- \ We maintained open channels of communication with our key suppliers to ensure coordination during supply chain disruptions.
- \ We effectively manage all the supplier complaints and helped our suppliers to drive continuous improvement to prevent recurrence of the issues.
- \ We established fair and supportive payment terms with our suppliers through ongoing dialogue.

- About our Business Segments
- ICL at a glance
- Our Strategy



Communities

HOW DID WE ENGAGE IN 2024

- \ We maintained close communication with local communities neighboring our facilities and conduct regular meetings for the purpose of mapping needs and addressing challenges (Town Halls & CAPs).
- \ We conducted site tours on a regular basis.
- \ Our employees, many of whom are residents of local communities, enhanced our understanding and connection with these areas.
- \ We demonstrated our commitment to social responsibility by consistently contributing to urgent community needs, empowering our communities and encouraging employee volunteerism.
- \ We participated in a wide array of community forums to exchange information and concerns.

ISSUES AND TOPICS OF PRIORITY

- \ We address issues and topics raised in community meetings and initiate joint ventures, such as recreation activities, infrastructure for the benefit of communities and addressing nuisances.
- \ Assistance in upgrading outdated or inadequate infrastructure in the vicinity of our sites.
- \ Some local communities lack access to basic social services like healthcare, education, and affordable housing.
- \ Emergency preparedness and crisis management.
- \ Facility process safety to prevent accidents and incidents associated with industrial processes and equipment operation.

HOW DID WE RESPOND

- \ We assisted in crisis situations and disasters among our local communities through a variety of means.
- \ We offered emergency and humanitarian aid resulting from floods that effected populations in Brazil and Spain, as well as the L.A. fires and additional disasters by way of employee volunteering, donations of equipment, food, medicine and monetary assistance.
- \ We promoted STEM education (science, technology, engineering and mathematics). We developed, alongside local partners, programs designed to support and advance specific populations.
- \ We promoted food security through a variety of means, products and activities, including supporting local farmers, encouraging sustainable urban agriculture and supporting local food banks.
- \ We prioritized purchases from small suppliers of local industry to support our communities.
- \ We held group sessions with residents and community representatives as we continued to maintain close communication with our local communities.

- About our Business Segments
- ICL at a glance
- Our Strategy



Authorities

HOW DID WE ENGAGE IN 2024

- \ We participated in discussions and provided input to shape global regulatory standards in alignment with the Company’s objectives and values.
- \ We conducted site visits and audits regularly.
- \ We participated in an integrated emergency network.
- \ We engaged in advocacy efforts focus on regional challenges.
- \ We actively participated in industry associations to maintain open and effective dialogue with regulators on industry-wide issues

ISSUES AND TOPICS OF PRIORITY

- \ Compliance with regulations and permits, environmental aspects such as emissions, waste management, water, and energy management.
- \ Emergency preparedness and response.
- \ Renewal of emission permits and business licenses.
- \ Discussions, consultations and partnerships regarding restoration of environmental sites.

HOW DID WE RESPOND

- \ We provided the authorities with relevant information and worked in full cooperation to strengthen the trust between us.
- \ We ensured alignment of global regulatory standards with Company interests and values.
- \ We deployed continuous monitoring, including voluntary disclosures such as TCFD.
- \ We resolved disputes by compromise, prioritizing open communication.
- \ We worked closely with government officials to shape policies affecting the chemical portfolio; leading efforts to shape regulatory policies in the EU and US; we continued engagement with regulatory agencies through industry associations.

- About our Business Segments
- ICL at a glance
- Our Strategy



Industry

HOW DID WE ENGAGE IN 2024

- \ We actively participated in trade associations to engage with industry leaders and represent ICL and the sector. Through these associations, we collaborated on key industry initiatives, contribute to shaping standards, and stayed informed of industry developments.
- \ We actively engaged in industry conferences to share insights, absorb new ideas and advance industry standards.
- \ We collaborated on research projects and initiatives with industry partners.

ISSUES AND TOPICS OF PRIORITY

- \ The evolving regulatory landscape, especially regarding new environmental regulations and their implications for operational compliance.
- \ Enhancing industry-wide sustainability practices, with particular emphasis on reducing carbon footprints, improving water efficiency and transitioning to Circular Economy models.

HOW DID WE RESPOND

- \ We engaged with leading global groups and trade associations, such as the Korean Electronics Association, Japanese Electronic Association, Japanese Car Association, and APPLIA Home Appliance Europe, reinforcing the value of our brand, products and commitment to sustainability and innovation.
- \ We followed appropriate regulations.
- \ Through industry associations, we continued to engage with regulatory agencies like the US EPA and China REACH.



Academia

HOW DID WE ENGAGE IN 2024

- \ We maintained close connections with academic institutions with active and cutting-edge research in ICL's innovation domains.
- \ We regularly met with researchers to explore collaborations.
- \ We reviewed over 840 collaboration opportunities with academic research groups and startups in 2024.

ISSUES AND TOPICS OF PRIORITY

- \ Cutting-edge research in our innovation domains.
- \ We are extending the use of our minerals to new applications and developing new materials to meet developing market needs.

HOW DID WE RESPOND

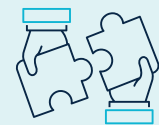
- \ We funded 20 research collaborations through ICL OPEN, ICL's collaborative innovation platform, together with additional collaborations funded by ICL's business units.
- \ We openly communicated funding decisions by explaining our decisions to researchers and academic institutions with whom we work.
- \ We sponsored tuition scholarships for students from underprivileged communities.

- About our Business Segments
- ICL at a glance
- Our Strategy



Our Partnerships

- About our Business Segments
- ICL at a glance
- Our Strategy



At ICL, partnership is key to our strategy. ICL embraces partnership throughout every aspect of our business, cementing partnership as one of our core values and echoing the UN's SDG 17.

Throughout this ESG report, we present examples of our partnerships, demonstrating their importance to ICL.

- About our Business Segments
- ICL at a glance
- Our Strategy

- We Innovate, Produce & Sell Globally
- Global Presence
- Impacting your Day-to-Day

- How We Create Value
- What We Offer
- Our Sustainability Fundamentals
- Awards & Recognition

- Food Security
- Our Goals & Targets
- Our contribution to SDGs
- Our Materiality Assessment

Following is a non-exhaustive list of some of ICL's strategic partnerships, illustrating our commitment to innovation and collaboration:

Industry Associations and Commercial Partnerships



ICL is a member of the International Fertilizer Association (IFA). IFA seeks to keep the world free of hunger and malnutrition by promoting the efficient and responsible production, distribution and use of plant nutrients. ICL maintains active engagement with IFA, with company representatives regularly participating in various committees, working groups, and professional forums across key areas of the fertilizer industry. In 2025, ICL's CEO and members of the executive management attended the IFA Annual Conference held in Monaco, where the IFA General Assembly elected Elad Aharonson, our President and CEO, to serve on the IFA Board of Directors.



ICL U.S.A is an active member of the American Chemistry Council (ACC) and all sites in the Americas are certified to the ACC's Responsible Care 14001 technical specification.



ICL is involved with the International Potash Institute (IPI), a non-governmental and non-profit organization whose mission is to develop and promote balanced fertilization for production of higher yields and more nutritious food, together with ensuring sustainability of production through conservation of soil fertility for future generations.



ICL Iberia collaborates with the Official Chamber of Commerce and Industry of Manresa for the purpose of representing and promoting general interests of commerce and industry, as well as providing services to support organizations operating in Bages County.



ICL is a member of the Manufacturers' Association of Israel (MAOI). ICL EVP CRO is a member of the Executive Committees of the MAOI, and currently acts as Chairman of the Chemical, Pharmaceutical and Environmental Industries Association and other ICL executives act as Chair persons for various committees in the fields of hazardous materials, planning and innovation.



ICL maintains an ongoing involvement in various activities administered by the International Council for Chemicals Associations (ICCA), e.g., the Responsible Care program.



Representatives from ICL Israel participate in public committees, such as those organized by the Standards Institute of Israel.



ICL is an active member in the China Food Additives & Ingredients Association (CFAA).



ICL is an active member of the TfS (Together for Sustainability) initiative. The TfS is a joint initiative of 33 leading global chemical companies, cooperating to promote sustainable practices in the global chemical industry supply chain. The initiative mainly acts through conducting thousands of supplier sustainability assessments and on-site audits, encouraging suppliers to improve in all ESG aspects. The program is the focus of ICL's sustainable procurement practices, and ICL has representative members in several TfS committees.



ICL Brazil is an active member in the Brazilian Chemical Industry Association, ABIQUIM.

- About our Business Segments
- ICL at a glance
- Our Strategy

Industry Associations and Commercial Partnerships



ICL is a member of the Cool Farm Alliance, an industry platform for sustainable agriculture metric development and use. The mission of the Cool Farm Alliance is to enable millions of growers globally to make more informed on-farm decisions that reduce their environmental impact.



The Department of Homeland Security.



ICL is a member of the energy ecosystem, Energycom (in partnership with the Ministry of Economy, the Ministry of Energy and the Innovation Authority).



ICL co-founded the PolyStyrene LOOP Recycling Project (PSL) in the Netherlands with leading chemical industry partners. This project recycles polystyrene foam demolition waste, recovering materials for new insulation and reclaiming bromine for sustainable polymeric flame retardants.



ICL has a prominent role in BromAid, a collaboration among Europe's top three bromine producers to coordinate bromine safety knowledge and emergency response protocols across European transportation networks.



ICL is a member of the International Bromine Council.



Israel National Cyber Directorate.



ICL is leading efforts to develop the sustainable supply chain for battery materials in the United States. In partnership with the US Department of Energy through a \$197 million grant.



The Israeli Institute for Energy and Environment.



ICL Membership in a multi-sector forum to promote innovation in the integration of hydrogen in the Israeli energy sector.



The European Union Agency for Cybersecurity (ENISA).



ICL is a member of the Private electricity Producers Forum.

- About our Business Segments
- ICL at a glance
- Our Strategy

- We Innovate, Produce & Sell Globally
- Global Presence
- Impacting your Day-to-Day

- How We Create Value
- What We Offer
- Our Sustainability Fundamentals
- Awards & Recognition

- Food Security
- Our Goals & Targets
- Our contribution to SDGs
- Our Materiality Assessment

At ICL, innovation is key. We have formed numerous partnerships that promote innovation across various sectors, including:



ICL's AgTech startup business, Agmatix, partnered with NASA Harvest to support crop production in a sustainable way at the field level, and to mitigate the impact of climate change.



ICL is partnering with Ideelab to develop crop nutrition and core-protection solutions for the Brazil market based on biological means.



ICL's partnership with Agrematch brings the rapidly evolving application of AI into ICL's agricultural development ecosystem.



ICL and Plantible partnered to launch clean label, plant-based binding based on the RuBisCo protein, which received the Ingredient Idol Award at the SupplySide West (SSW) conference in 2024.



ICL and PlantArcBio are developing a novel biostimulant technology platform to improve crop yields while minimizing impact on the environment.



ICL and Protera have joined forces to develop sustainable and highly functional protein-based ingredients for food manufacturers using precision fermentation.



ICL and Lavie Bio entered a strategic collaboration to develop novel biostimulant products. ICL will make an investment in Lavie Bio via its ICL Planet Startup Hub.



ICL and Aleees, a Taiwanese manufacturer of lithium iron phosphate (LFP) battery cathode materials, have entered into a license agreement. Under the terms of the license agreement, Aleees is providing ICL with licensed technology and information related to LFP and support services to accelerate ICL's development of cathode material production in the US.



ICL is partnering with Pluri to innovative proof-of-concept to revolutionize biostimulant delivery, harnessing natural processes in cells, and to develop novel biostimulants, based on Pluri's unique cell line manufacturing technology.



Evaluating GHG emission and other sustainability parameters in coffee production with controlled release fertilizer application and evaluating biofortification effect in tomatoes using NutriDuo.

- About our Business Segments
- ICL at a glance
- Our Strategy

At ICL, innovation is key. We have formed numerous partnerships that promote innovation across various sectors, including:



Evaluating GHG emission on livestock production (M.O.U.) and conducting Polysulphate agronomic trials.



Conducting plant nutrition assays to evaluate nutritional efficiency (uptake, translocation) of new Bioz Kellus line.



ICL is a long-term partner with Zhejiang AMP International for WSF, Potash and Poly sales and development in China with cross China reach and presence.



ICL is partnering with Haldor Topsoe, a potassium nitrate supplier, for distribution activities.



ICL partners with GoudenKorrel to develop downstream solutions for polysulphate in Poland and for export, with dedicated production of polysulphate products.



ICL and Orbia's Fluor & Energy Materials business have signed a strategic memorandum of understanding, which provides a framework for ICL to supply a phosphorous compound to Orbia for use in the production of LiPF6, a critical raw material for lithium-ion batteries.



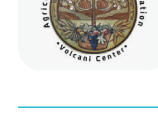
ICL partners with IPL in India for Potash and Polysulphate distribution and development, expanding the Polysulphate market for the benefit of the local farmers.



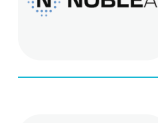
ICL partners with Taurus in Canada to distribute and develop polysulphate and its derivatives.



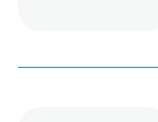
ICL has a long-term agreement with Fertiberia for supply of Polysulphate for a unique NPK-based product line.



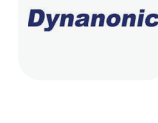
ICL developed FruitMag™, a sustainable mineral-based post-harvest treatment that specifically addresses citrus fruit, in collaboration with the ARO Volcani Center.



ICL and NobleAI have joined forces to utilize science-based AI for streamlining innovation and to explore novel and sustainable flame-retardant molecules.



ICL is partnering with Plant Ditech on phenotyping crops under stress conditions with various treatments using a multi-sensor system with a high sampling rate and strong analytics.



ICL and Dyanonic have signed a joint venture agreement to establish lithium iron phosphate (LFP) production in Europe. LFP is a cathode active material used in lithium batteries for electric vehicles and other energy storage solutions.

- About our Business Segments
- ICL at a glance
- Our Strategy

- We Innovate, Produce & Sell Globally
- Global Presence
- Impacting your Day-to-Day

- How We Create Value
- What We Offer
- Our Sustainability Fundamentals
- Awards & Recognition

- Food Security
- Our Goals & Targets
- Our contribution to SDGs
- Our Materiality Assessment

Our Partnerships

Academic Partnerships

ICL partners with thought leaders and academics on cutting edge technologies and product development. We have partnerships with universities in the areas of agtech, food tech, and specialty materials and sustainability solutions.



For information about our community engagement Partnerships, see our [Communities & Social Investment](#) chapter.



We Care

“ For us, compiling this report was an opportunity to showcase the incredible work being done across ICL. Each report is a chance to highlight our positive impact and to explore where we can keep improving. By shaping and presenting this information in a unified, transparent, and respectful manner, we aim to create a shared language that reflects our performance, aligns all parts of the organization, and reinforces our sustainability values and commitments.”



Asi Klein,
Head of Government
Affairs & Regulation



Lior Schlesinger,
ESG Manager

Environment

Resource
Management

76

Climate Change
& GHG Emissions

105

Energy

117

Water & Wastewater
Management

127

Waste
Management

135

Air

141

Circular
Economy

146

Biodiversity, Conservation &
Environmental Stewardship

155

Product Stewardship
& Lifecycle

163

ENVIRONMENT

Resource Management

- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management

- Waste Management
- Air
- Circular Economy
- Biodiversity, Conservation & Environmental Stewardship
- Product Stewardship & Lifecycle

SOCIAL

- Environment, Health & Safety
- Our Global Security
- Our Cyber Security
- Our People & Culture

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment

GOVERNANCE

- Corporate Governance
- Sustainable Financing
- Enterprise Risk Management
- Taxation



Resource Management

In their words: Why we do what we do

“Balancing industrial needs with environmental responsibility is never simple — but it’s a challenge we face head-on. We strive to find the right balance every day and do what is right, as this forms the foundation for sustainable organizational behavior. The way we source and manage our raw materials reflects our values, our long-term thinking, and the trust our stakeholders place in us.”

**Tovi Shur, Director,
ICL Sodom Infrastructure
& Meital Leon,
VP, ICL IL Environment, ICL**



ENVIRONMENT

Resource Management

- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management

- Waste Management
- Air
- Circular Economy
- Biodiversity, Conservation & Environmental Stewardship
- Product Stewardship & Lifecycle

SOCIAL

- Environment, Health & Safety
- Our Global Security
- Our Cyber Security
- Our People & Culture

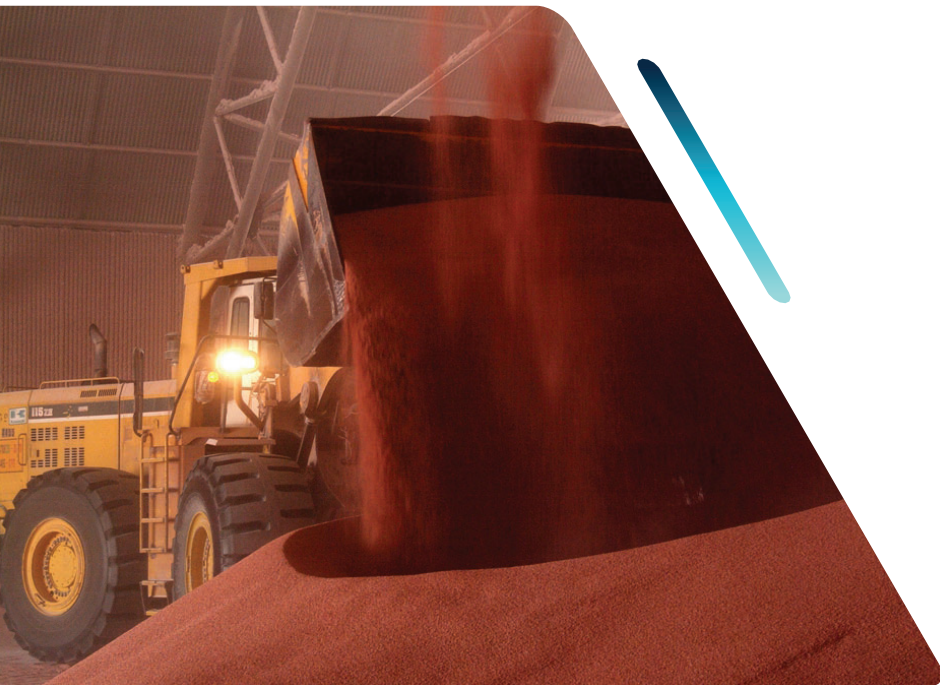
- Our Diversity, Inclusion & Belonging
- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment

GOVERNANCE

- Corporate Governance
- Sustainable Financing
- Enterprise Risk Management
- Taxation

OUR APPROACH

ICL operates across various regions, extracting critical raw materials such as potash, phosphate, bromine, magnesium and other minerals in Israel, potash and salt in Spain, Polysulphate®, salt, and other minerals in the United Kingdom, and phosphate in China, pursuant to concessions and permits in those countries. This ensures a continual supply of raw materials that address global demands across agricultural, food, and engineered materials markets.




Our mineral extraction operations utilize diverse methods including underground and open pit mines and a unique evaporation process at the Dead Sea in Israel. Despite the variety of our extraction methodologies, our unified commitment to sustainability underscores our conscientious approach to resource management.

Our operations span diverse ecosystems worldwide, including the unique landscape of the Dead Sea. Our extraction processes prioritize responsible practices to minimize their environmental impact. Guided by the principle of balancing protection and development, we aim to promote environmental conservation alongside our operational activities. This includes reclaiming depleted mine blocks and continuously enhancing environmental aspects across all our operations.

Our approach involves collaboration with diverse experts such as mining engineers, landscape architects and ecological consultants. We anchor our strategies through rigorous planning that integrates various environmental factors such as visibility, watersheds and land contours, ensuring sustainability across our operations.

We extend our commitment by conducting comprehensive geological surveys, exploring sustainable mining practices, utilizing alternative extraction methods and setting long-term sustainability goals. We endeavor to enable the extraction of essential minerals while minimizing our ecological impact of the regions in which we operate. This aligns our business objectives with our strong commitment to environmental responsibility in our mineral extraction efforts.

Transparency is integral to our business activities, and we foster positive relationships with local communities, governments, regulators and other stakeholders. We conduct stakeholder engagement processes that address site closure/reclamation, including with authorities and communities.

This approach, while recognizing the diverse methods involved, keeps our overarching goal focused on sustainability.

ENVIRONMENT

Resource Management

- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management

- Waste Management
- Air
- Circular Economy
- Biodiversity, Conservation & Environmental Stewardship
- Product Stewardship & Lifecycle

SOCIAL

- Environment, Health & Safety
- Our Global Security
- Our Cyber Security
- Our People & Culture


- Our Diversity, Inclusion & Belonging
- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment


GOVERNANCE


- Corporate Governance
- Sustainable Financing
- Enterprise Risk Management
- Taxation

OUR GOALS


We are determined to:


 **Regulatory Compliance**
 adhere to and align with regulatory standards and requirements established by relevant authorities and governmental bodies in every region in which we operate.


 **Reclamation and Rehabilitation**
 engage in comprehensive reclamation and land rehabilitation initiatives, including restoring ecosystems and achieving ecological balance in areas impacted by our mining activities.

 **Transparency**
 act transparently with all stakeholders by maintaining open communication and voluntarily sharing information to ensure accountability.

 **Stakeholder Engagement and Community Well-being**
 actively engaging with stakeholders to foster cooperation by maintaining open communication channels and ensuring our stakeholders' satisfaction with our sustainable practices. Through this close collaboration, we strive to enhance the well-being of the communities in which we operate.

 **Sustainable Practices**
 continuously upgrading and developing our mining and mineral extraction methods to be more sustainable and to reduce our environmental impact.

 **Efficient Resource Extraction**
 extracting minerals efficiently and responsibly at all our mining sites, recognizing the limited nature of natural resources, and committing to their responsible, efficient, and effective use to meet global needs and maintain food security.

 **Infrastructure Protection**
 implementing comprehensive measures to protect nearby infrastructure and ensure sustainable operations, including mitigating potential damage of nearby infrastructure by constructing coastline defenses and maintaining ICL Dead Sea's Pond 5 water level above -388.94 meters.



ENVIRONMENT

Resource Management

- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management

- Waste Management
- Air
- Circular Economy
- Biodiversity, Conservation & Environmental Stewardship
- Product Stewardship & Lifecycle

SOCIAL

- Environment, Health & Safety
- Our Global Security
- Our Cyber Security
- Our People & Culture

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment

GOVERNANCE

- Corporate Governance
- Sustainable Financing
- Enterprise Risk Management
- Taxation

OUR PERFORMANCE

We extract potash, phosphate, bromine, magnesium, Polysulphate®, salt, and certain other minerals — which serve as raw materials for many of our downstream products within our integrated value chains. As a leading global specialty minerals company, our products are distributed and used worldwide.

Our mineral extraction and mining operations are conducted at several key sites: ICL Dead Sea and ICL Rotem in Israel, ICL Boulby in the UK, ICL Iberia in Spain, and YPH in China. These sites ensure a consistent and reliable supply of raw materials, which are then

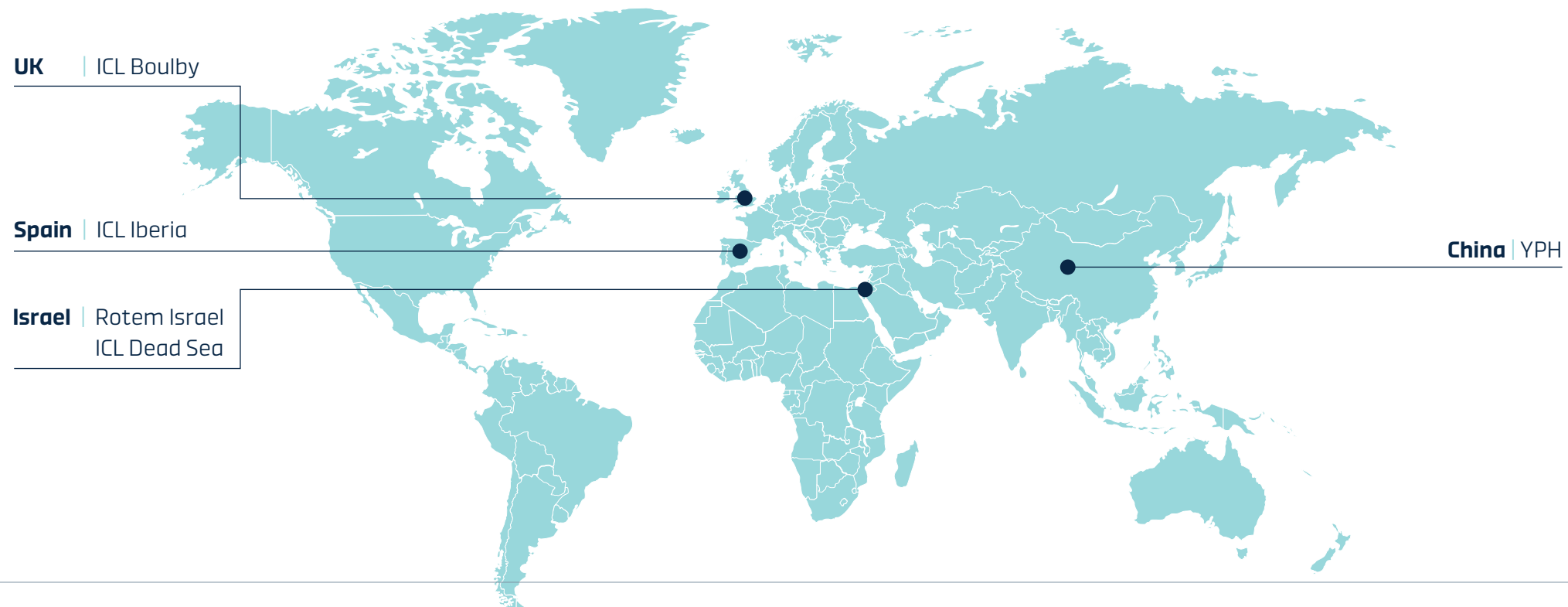
manufactured into products that meet critical global needs.

To read more about our mining operations, see our [2024 ICL Annual Report](#), Item 4 – Information on the company — D. Property, Plant and Equipment — Mineral Extraction and Mining Operations- Dead Sea” and Note 18 to our Audited Financial Statements.

By leveraging our unique material use efficiency and the industrial synergies within our internal value chains, we create highly specialized minerals.

Our products play a critical role in enhancing agricultural productivity, improving food quality and driving industrial innovation. From fertilizers that boost crop yields and ensure food security to bromine-based solutions that enhance safety and efficiency in various industries, our minerals are integral to advancing modern life.

Through these operations, ICL is committed to advancing the relevant UN Sustainable Development Goals (SDGs). We drive sustainability and innovation across all our processes, ensuring our minerals contribute to a more sustainable and prosperous world.



ENVIRONMENT

Resource Management

Climate Change & GHG Emissions
 Energy
 Water & Wastewater Management

Waste Management
 Air
 Circular Economy
 Biodiversity, Conservation & Environmental Stewardship
 Product Stewardship & Lifecycle

SOCIAL

Environment, Health & Safety
 Our Global Security
 Our Cyber Security
 Our People & Culture

Our Diversity, Inclusion & Belonging
 Labor & Human Rights
 Our Responsible Supply Chain
 Communities & Social Investment

GOVERNANCE

Corporate Governance
 Sustainable Financing
 Enterprise Risk Management
 Taxation

Detailed data regarding ICL's mining sites

SITE	LOCATION	TYPE OF OPERATION	TOTAL AREA(mining & production) km ²	MINING AREA ABOVE/ BELOW GROUND	ATTRIBUTE	POSITION IN RELATION TO PROTECTED AREA OR AREA WITH HIGH BIODIVERSITY VALUE
ICL Dead Sea (Sdom site)	Dead Sea, Israel	Extractive & production	150 (evaporation ponds)	Above ground	Maritime	Licensed mining area is adjacent to protected areas
ICL Dead Sea (Ashalim)	Dead Sea - Region, Israel	Extractive	0.59	Above ground	Terrestrial	Licensed mining area is adjacent to protected areas
ICL Dead Sea (Heimar)	Dead Sea - Region, Israel	Extractive	0.828	Above ground	Terrestrial	Licensed mining area is adjacent to protected areas
ICL Dead Sea (Zin)	Dead Sea - Region, Israel	Extractive	0.55	Above ground	Terrestrial	Licensed mining area is adjacent to protected areas
ICL Iberia (Iberpotash) - Suria	Suria, Spain	Extractive & production	10.2	Above and below ground	Terrestrial	Serra de Castelltallat (PEIN in Xarxa Natura 2000); Wet area Pla Reguant, into Serra de Castelltallat
ICL Iberia (Iberpotash) - Sallent	Sallent, Spain	Extractive & production	19.9	Above and below ground	Terrestrial	Serra de Castelltallat (PEIN in Xarxa Natura 2000); Wet area Pla Reguant, into Serra de Castelltallat
ICL UK (Boulby)	Boulby, Cleveland UK	Extractive & production	0.08	Above and below ground	Both maritime and terrestrial	Licensed mining area includes some protected areas
ICL China YPH Haikou	Kunming, China	Extractive	0.287	Above and below ground	Terrestrial	Not adjacent protected areas
ICL Rotem site	Negev Desert, Israel	Extractive & production	39	Above ground	Terrestrial	Licensed mining area includes some protected areas
ICL Rotem Oron and Zin	Negev Desert, Israel	Extractive & production	178	Above ground	Terrestrial	Licensed mining area includes some protected areas

* Natural England has designated various sections of surrounding woodlands as Ancient Woodlands. Part of the mining area is designated as a wetland Site of Special Scientific Interest (SSSI). The National Park Authority has identified a number of designated conservation areas, including moorland, woods and coastal habitats within the mining area. There is also a SSSI with a designation of ancient fossils within ¼ mile of the site.
 The UK's National Park Authority has identified a number of designated conservation areas, including moorland, woods and coastal habitats within the mining area. There is also a SSSI with a designation of ancient fossils within ¼ mile of the site.

ENVIRONMENT

Resource Management

- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management

- Waste Management
- Air
- Circular Economy
- Biodiversity, Conservation & Environmental Stewardship
- Product Stewardship & Lifecycle

SOCIAL

- Environment, Health & Safety
- Our Global Security
- Our Cyber Security
- Our People & Culture

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment

GOVERNANCE

- Corporate Governance
- Sustainable Financing
- Enterprise Risk Management
- Taxation

ICL Dead Sea | Israel

	Production (kt) 2024
Potash	3,700
Compacting plant*	1,764
Bromine	190
Cast Mg	17

* Figures relate to granular potash produced from total potash



Production plants

9



Our concession covers a total area of **652 sqkm**, including evaporation ponds that cover an area of **146.7 sqkm**.



Employees

1,500
24/7
365 days a year

ICL conducts mining operations at the Dead Sea which is located in the lowest area of dry land in the world and is one of the saltiest bodies of water on earth. ICL Dead Sea extracts minerals including potash, bromine, sodium chloride (salt), magnesia, magnesium chloride, and metallic magnesium. Some of ICL Dead Sea's potash is a pure natural product with no chemical additives. Minerals extracted from the Dead Sea are dried and processed for shipment. These minerals are used to produce a variety of products, ranging from fertilizers that enhance food security to components for the electronics and health industries. Products derived from these minerals are transported to customers around the world.

The extraction of minerals begins with an evaporation process in the southern, shallow basin of the Dead Sea which is facilitated by the hot, dry climate of the region. ICL Dead Sea's extraction and production operation spans across approximately 150 km² in the southern basin of the Dead Sea.



ENVIRONMENT

Resource Management

- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management

- Waste Management
- Air
- Circular Economy
- Biodiversity, Conservation & Environmental Stewardship
- Product Stewardship & Lifecycle

SOCIAL

- Environment, Health & Safety
- Our Global Security
- Our Cyber Security
- Our People & Culture

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment

GOVERNANCE

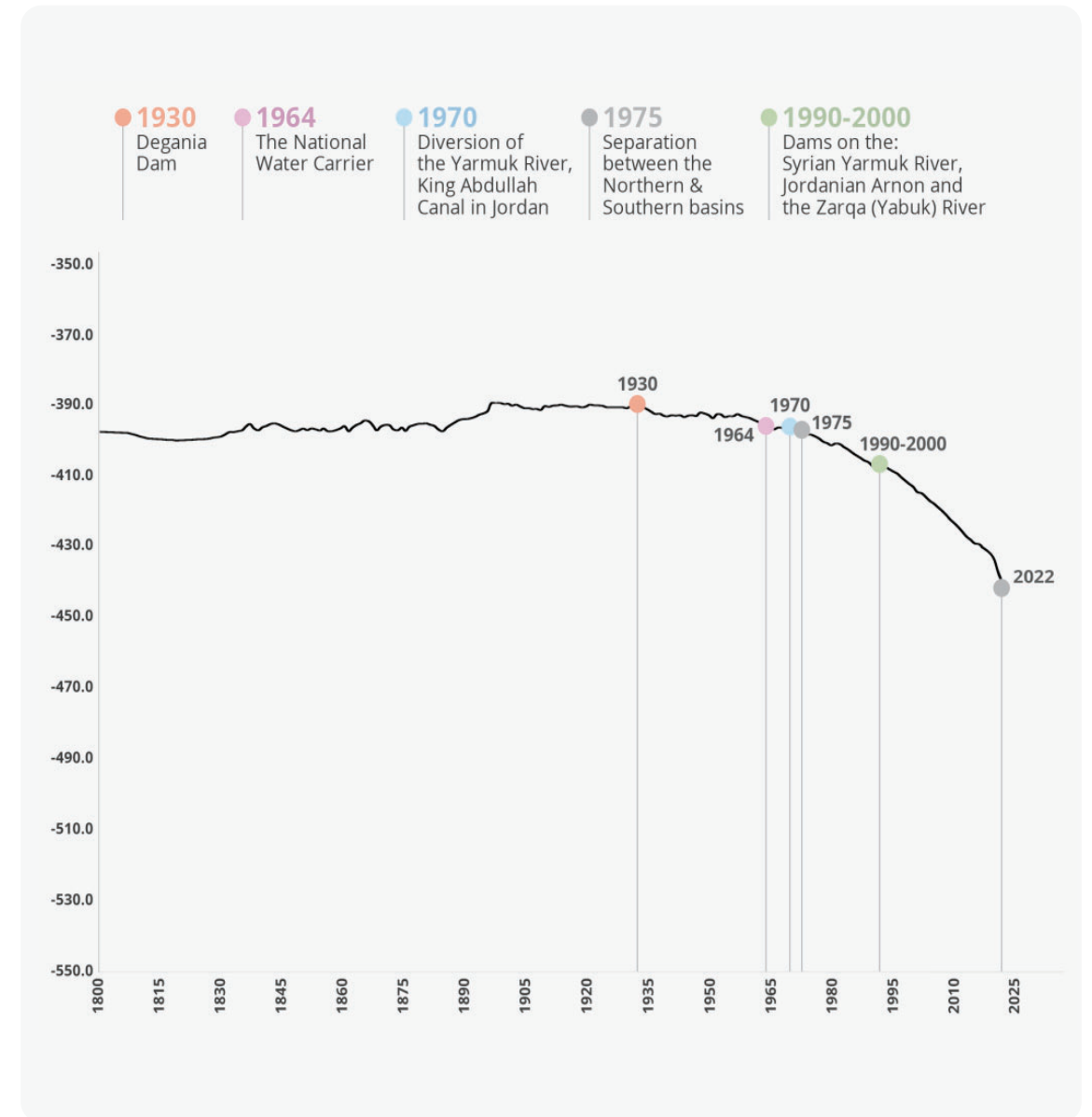
- Corporate Governance
- Sustainable Financing
- Enterprise Risk Management
- Taxation

Dead Sea Water Level

In recent years, the water level of the Dead Sea has receded at an average annual rate of about 110 cm. This drop in the water level has exposed large areas that were once underwater and has led to the formation of sinkholes that result from the dissolution of underground salt layers. This phenomenon has also resulted in the submergence of streams that feed into the Dead Sea.

Since the 1960's, following the construction of Israel's National Water Carrier, there has been a significant reduction in the volume of water flowing into the Dead Sea. This is largely attributed to the increased use of the Jordan River's water and its sources by Israel, Jordan, Lebanon, and Syria, predominantly for domestic and agricultural needs. About 50 dams have been built in various drainage basins in Jordan and in Syria to harness the water from rivers and streams that once fed the Dead Sea. In addition, reservoirs designed to capture flood water for human consumption have been constructed in the drainage basin area of the Arava region. This substantial reduction in inflow has expedited the decline of the Dead Sea's water level over the last three decades.

ICL Dead Sea facilitates the extraction of minerals through a process involving natural water evaporation in the evaporation ponds located in the southern basin. Despite certain factors hindering the upstream flow of water before it reaches the northern basin, ICL Dead Sea actively pumps water from the northern basin and channels it into the southern basin which houses the ICL Dead Sea solar ponds. This process enables the extraction of minerals and various raw materials from the evaporation ponds, including potash, magnesium, bromine, and sodium chloride. Among these, potash stands out as a vital component for global agriculture, playing a crucial role in ensuring the food security of the world's expanding population.



...the accelerated rate of receding water levels in the Dead Sea over the last few decades stems from the decline in the quantity of runoff water flowing into the Dead Sea in winter months and is not a result of increased activity of the potash plants during the summer months or of direct evaporation from the lake's surface."

Israel Geological Survey

ENVIRONMENT

Resource Management

- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management

- Waste Management
- Air
- Circular Economy
- Biodiversity, Conservation & Environmental Stewardship
- Product Stewardship & Lifecycle

SOCIAL

- Environment, Health & Safety
- Our Global Security
- Our Cyber Security
- Our People & Culture

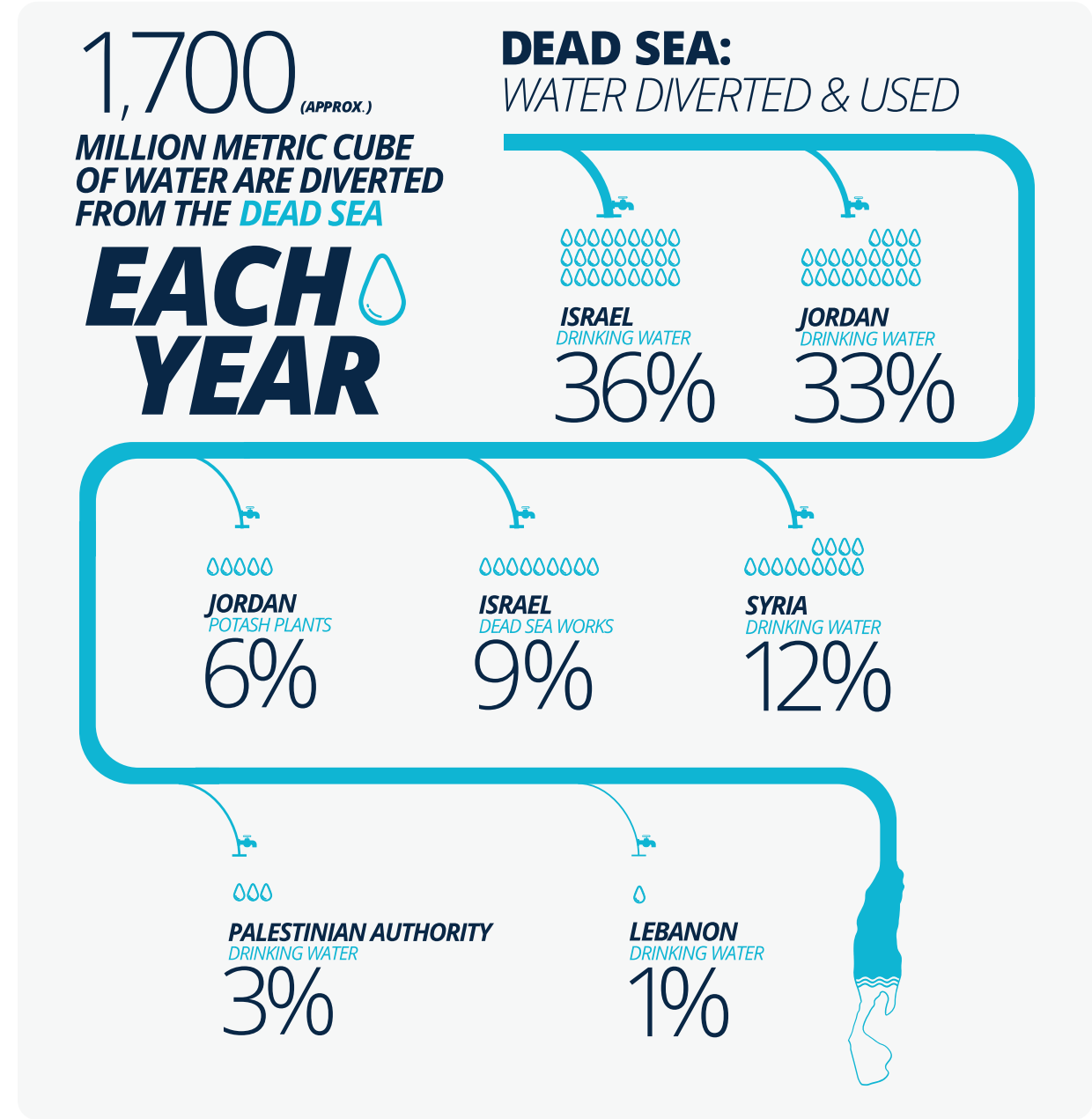
- Our Diversity, Inclusion & Belonging
- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment

GOVERNANCE

- Corporate Governance
- Sustainable Financing
- Enterprise Risk Management
- Taxation

ICL Dead Sea’s mineral extraction and production process ranks among the world’s most efficient owing to a combination of high mineral concentrations in the water, a natural evaporation process powered by solar energy, and the Company’s unique know-how and expertise. The evaporation process contributes a substantial portion of the energy needed for mineral extraction, resulting in ICL Dead Sea’s process consuming fewer fossil fuels compared to similar global industries. Consequently, ICL Dead Sea enjoys a dual advantage: a competitive edge due to efficiency, and a sustainability benefit resulting from lower GHG emissions compared to other extraction processes.

ICL Dead Sea channels water from the northern basin of the Dead Sea for mineral extraction, and subsequently returns the residual brine back to the northern basin. The disparity between the volume of water drawn by ICL Dead Sea and the volume returned to the northern basin remains relatively stable, amounting to approximately 160 million cubic meters a year. The quantity of water that evaporates is directly proportional to the surface area of the evaporation ponds. Given that the pond surface area is fixed, the evaporation rate remains constant. The annual variations in water pumping volumes are primarily attributed to changes in weather conditions, including temperature, relative humidity, rainfall and influx of flood water into the ponds.



ENVIRONMENT

Resource Management

- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management

- Waste Management
- Air
- Circular Economy
- Biodiversity, Conservation & Environmental Stewardship
- Product Stewardship & Lifecycle

SOCIAL

- Environment, Health & Safety
- Our Global Security
- Our Cyber Security
- Our People & Culture

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment

GOVERNANCE

- Corporate Governance
- Sustainable Financing
- Enterprise Risk Management
- Taxation

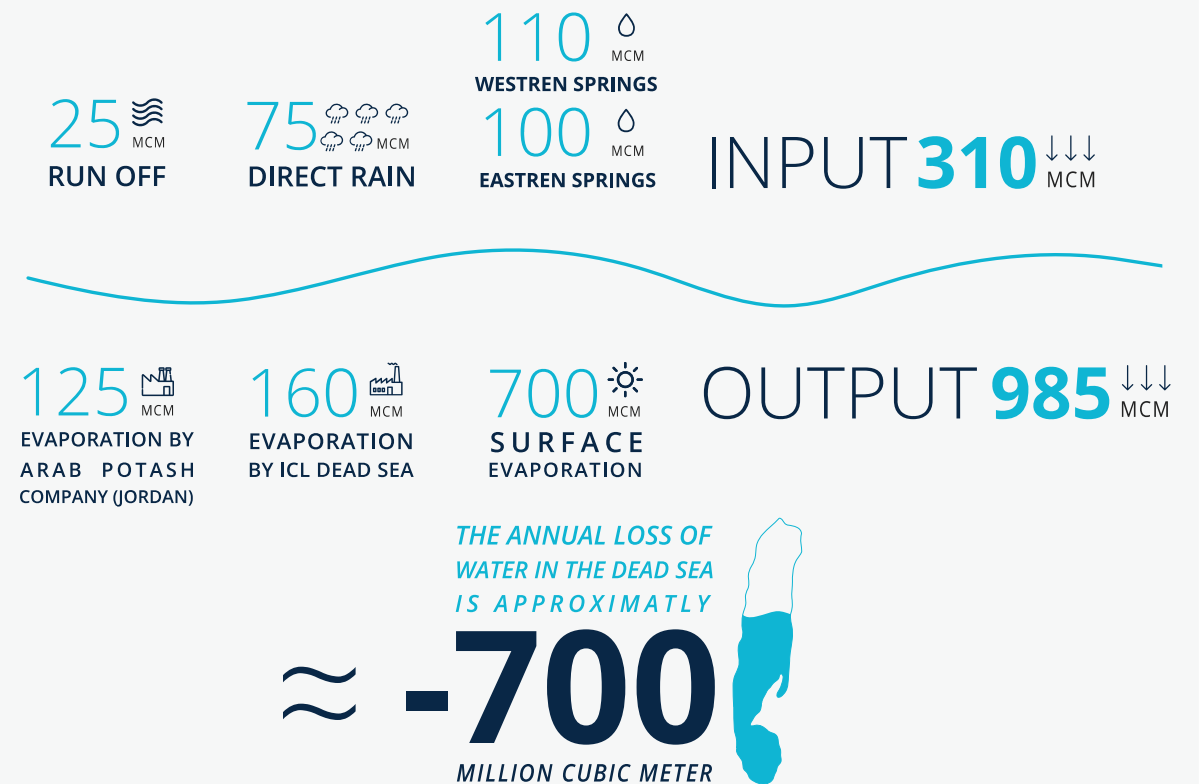
The Dead Sea’s water level will continue to recede even if ICL Dead Sea’s industrial activity in the southern basin is completely halted. Under the current circumstances, ICL’s Dead Sea site contributes to approximately 23% of the Dead Sea’s annual water depletion, accounting for 160 million cubic meters of evaporation out of the total 700 million cubic meters depleted from the northern basin. If ICL Dead Sea were to halt its operations, the sea level’s rate of recession would be reduced to an estimated 0.85 meters per year, down from the current 1.1 meters per year.

The Dead Sea level recession is attributed to natural evaporation that occurs in the northern basin and other significant factors driving its water deficit. These factors include the actions of various countries, including Israel, that obstruct the water flow into the Dead Sea and utilize the upstream water for domestic, agriculture and other uses. These activities account for the use of approximately 1,400 million cubic meters of water annually, which previously flowed into the Dead Sea but has ceased to do so for decades. In addition to this, the annual depletion resulting from industrial operations, both in Israel and Jordan, operating in the Dead Sea basin, contributes approximately 280 million cubic meters.

In 2024, ICL pumped approximately 470 million cubic meters of brine from the northern basin to the evaporation ponds, with approximately 318 million cubic meters of brine returned to the northern basin upon the process’s conclusion. The net annual withdrawal, consistently around 160 million cubic meters, has remained stable over the past few decades.



DEAD SEA CURRENT WATER BALANCE



* Input data is based on estimates published by the Israeli Water Authority. Output data is based on evaporation calculations (assuming a known surface area and a characteristic pan evaporation rate of 1.1 meter per year).

ENVIRONMENT

Resource Management

- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management

- Waste Management
- Air
- Circular Economy
- Biodiversity, Conservation & Environmental Stewardship
- Product Stewardship & Lifecycle

SOCIAL

- Environment, Health & Safety
- Our Global Security
- Our Cyber Security
- Our People & Culture

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment

GOVERNANCE

- Corporate Governance
- Sustainable Financing
- Enterprise Risk Management
- Taxation

It is also important to note that the water channeled to the southern basin is a vital lifeline for the flourishing tourism industry in the region, which has grown along the banks of ICL's evaporation ponds on the Israeli side of the southern basin. If ICL were to cease its operations, the southern basin would dry out entirely, significantly impacting tourism on the Israeli banks of ICL Dead Sea's ponds. The consistent water level maintained in these ponds enables local tourism in the area to operate. In contrast, the shores of the northern basin are unsuitable for hotel establishments due to the presence of sinkholes and other vulnerabilities resulting from the receding sea level. Therefore, any viable solutions to counteract the receding sea level must also ensure the continued operation of these two prominent businesses. Their co-existence, side by side, on the Israeli side of the Dead Sea's southern basin, is essential for the region's overall development.

**DEAD SEA AREA
TOURISM INDUSTRY**

INDUCE EMPLOYMENT IMPACT

6,200 JOBS 



**14 HOTELS
AND 1 MILLION TOURISTS**




The concession granted to ICL by the government to utilize the Dead Sea's resources is set to expire in 2030. As this deadline approaches, ongoing discussions and governmental assessments are being conducted to balance economic gains with environmental impact.

In January 2019, the Israeli Ministry of Finance published the final report from the inter-ministry team, known as the Naveh Committee. This report examined the governmental actions in anticipation of the 2030 expiration of the Dead Sea concession period.

One of the key findings in the report was the significant contribution of resource extraction from the Dead Sea to the Israeli economy, particularly benefiting southern Israel. In light of this contribution, and in line with the government's comprehensive policy on the Dead Sea, the committee recommended the continuation of resource extraction from the Dead Sea, while taking measures designed to restrict the scope of the plants' negative environmental impact.

On September 16, 2024, a draft report was published by Israel's Accountant General for public comments regarding the transition of ICL's existing concession in 2030 and the grant by the State of a new concession in 2030. The draft outlines key environmental and economic recommendations regarding the structure and content of the future concession.

For more information see Note 18 to [our 2024 Audited Financial Statements](#).



The southern basin is, therefore, characterized by an interdependent system between four elements, which reflect a complex relationship of dependence and mutual contribution – industry, tourism, communities and environment."

National Outline Plan no` 13, The Israel Planning Administration (IPA) unit, the Ministry of Interior, Israel.

ENVIRONMENT

Resource Management

- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management

- Waste Management
- Air
- Circular Economy
- Biodiversity, Conservation & Environmental Stewardship
- Product Stewardship & Lifecycle

SOCIAL

- Environment, Health & Safety
- Our Global Security
- Our Cyber Security
- Our People & Culture

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment

GOVERNANCE

- Corporate Governance
- Sustainable Financing
- Enterprise Risk Management
- Taxation

The current water level of the Dead Sea is recorded at approximately -437 meters. Expert assessments, conducted for the Israeli government, have indicated that as the Dead Sea level continues to decline, the evaporation rate is also projected to decrease gradually.

This is attributed to the corresponding reduction in the Dead Sea’s surface area and the increase in water salinity concentrations. Based on this model predicting a progressively slower rate of reduction, experts have deduced that the Dead Sea will eventually stabilize at a level of approximately -550 meters, covering an area of 450 square kilometers (roughly 75% of its current size), within a span of 100-150 years. This prediction assumes that no partial or complete solution to the reduction is implemented.



Salt Harvesting

Minerals from the Dead Sea are extracted via solar evaporation at DSW’s Pond 5, creating a yearly layer of approximately 15 million cubic meters of precipitated salt. Maintaining a fixed brine volume in Pond 5 is crucial for production capacity. Rising water levels in Pond 5 could potentially damage nearby infrastructure, including the hotels located on the coastline of Pond 5 and the Neve Zohar settlement.

From 2000 to 2021, various protective measures were implemented to prepare the infrastructure and safeguard the hotels at the fixed elevation level of 15.1 meters. This included raising the dike along Pond 5’s western beachfront and implementing a system to lower subterranean water.

From 2022, the Salt Harvesting Project preserves the fixed elevation level of 15.1 meters. An electric cutter suction dredger recovers approximately 8 million tonnes of salt per year, which is then dried and stockpiled.

The salt will eventually be transferred back to the northern basin using a conveyor system, planned to be commissioned in 2028. A second dredger is also planned for 2028. The Salt Harvesting Project’s plan was approved by the National Infrastructures Committee and the Israeli Government.

It is important to distinguish between the receding level of the Dead Sea and the rising water level in Pond 5. While the brine level of Pond 5 is rising due to salt accumulation and continuous brine pumping, the water level of the northern basin is receding due to reduced flow from the Jordan river and evaporation. This has led to an increase in sinkholes in the Dead Sea area, particularly in the northern basin.

For more information about the coastline defenses and the permanent solution, see Item 4 – Information on the Company — D. Property, Plant and Equipment — Dead Sea Works in [ICL’s 2024 Annual Report](#).

ENVIRONMENT

Resource Management

- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management

- Waste Management
- Air
- Circular Economy
- Biodiversity, Conservation & Environmental Stewardship
- Product Stewardship & Lifecycle

SOCIAL

- Environment, Health & Safety
- Our Global Security
- Our Cyber Security
- Our People & Culture

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment

GOVERNANCE

- Corporate Governance
- Sustainable Financing
- Enterprise Risk Management
- Taxation

The Arava Stream and the Adjacent Brine Flow Channel

The Arava stream canyon acts as a natural border between Israel and Jordan and meanders in a buffer area between the Israeli and Jordanian facilities where both their brine water is discharged following the mineral extraction. The discharge of brines to the stream by ICL Dead Sea is transparently and continuously reported to the authorities and conducted according to publicly available permits.

In the late 1970s, the northern basin, which is natural and deep, and the southern basin, which is shallow and contains ICL Dead Sea’s evaporation ponds, became severed. The buffer area between the northern and southern basins transformed into a dried-up seabed, a hazardous area due to the prevalence of sinkholes and land mines strewn throughout it. As a result of the decreasing water level in the northern basin and growing height differences, the Arava stream and the adjacent brine flow channel have both eroded. The erosion has become more significant due to the decreasing level of the Dead Sea, which uncovered geological phenomena that the authorities would like to preserve.



The Moshe Novomieski Potash Company Heritage Site Visitor Center in the Dead Sea, Israel

ICL Dead Sea, in partnership with the Council for Conservation of Heritage Sites in Israel, converted the historic worker camp of the Eretz-Israeli Potash Company into a new visitor center. The visitor center opened to the public at the end of 2021. The visitor center includes exhibits with three main themes:

- 01 The history of Dead Sea Works, from before the establishment of the State of Israel. Its predecessor company, Eretz-Israeli Potash Company, employed hundreds of Jewish and Arab employees.
- 02 Exhibiting the special characteristics of the Dead Sea region, its unique nature, history and environment, and how the Dead Sea rift was created tens of thousands of years ago.
- 03 The current industry in the region – its interrelation with the environment, contribution to the region and the country’s economy and its vital role in the global food supply chain, as well as its contribution to various other global needs.

The site was constructed at the location of the historic worker’s camp. Much work has been invested in rehabilitation and preservation of the historic structures, in collecting information and in constructing simulation and presentation facilities using advanced technology. The structures were rehabilitated, some of which were reconstructed according to the original plans, and the historic site has come back to life.

In 2024 the Visitor center hosted above 65,000 guests.



ENVIRONMENT

Resource Management

- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management

- Waste Management
- Air
- Circular Economy
- Biodiversity, Conservation & Environmental Stewardship
- Product Stewardship & Lifecycle

SOCIAL

- Environment, Health & Safety
- Our Global Security
- Our Cyber Security
- Our People & Culture

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment

GOVERNANCE

- Corporate Governance
- Sustainable Financing
- Enterprise Risk Management
- Taxation

Restoring Natural Resources

Over the past several decades, ICL Dead Sea has carried out various earthworks in open areas that are a part of the Company’s concession area to support its production facilities. These resulted in various environmental disruptions and hazards which in recent years ICL Dead Sea has resolved to address by restoration, in collaboration with the Ministry of Environmental Protection and the Israel Nature and Parks Authority. ICL is working to reduce its impact and restore disturbed areas. Activities include reducing damage to existing flora, minimizing the use of barbed wire fences to reduce possible harm to wild animals, ecological remediation of moist spots and water holes which are crucial in the desert environment, and many more initiatives.

The ICL Dead Sea site, spanning 36,000 hectares in the Judean Desert near the Dead Sea, is a region of distinctive landscapes and rich biodiversity, some of which have been impacted by ICL’s quarrying, mining and drilling activities. We are working to minimize our



environmental footprint and to restore, as much as possible, open areas that have been environmentally and ecologically disturbed.

We are engaged in various rehabilitation and restoration projects within our concession area, in cooperation with partners such as the Tamar Regional Council, the Israeli Ministry of Environmental Protection and the Israel Nature and Parks Authority (INPA).

These projects aim to minimize the Company’s environmental footprint and include the projects like the restoration of the Heimar Stream Estuary as well as the creation of a desert park, and conservation of the Sdom Saltmarsh Lake.

The park, led by the Tamar Economic Company and jointly supported by ICL—both financially and through participation in the project’s steering committee, features a saltmarsh lake site bike lane, a tourist retreat, food court, amphitheater and more, all designed with minimal development to allow exploration without further environmental impact. ICL’s efforts extend to providing organized safe access to open public areas while continuing its alluvium mining activity.

Another noteworthy project involves addressing the numerous water wells distributed across the concession area. These wells are often accessed by the public via roads that intersect river channels, posing challenges during the flood season when many roads become impassable. To mitigate environmental damage resulting

from maintenance activities and alleviate the shortage of wadi material, ICL has collaborated with the INPA, the Eastern Negev Environmental Unit and the Dead Sea Drainage Authority. Together, we are developing a project to install organized water diverters at strategic locations.

The detailed planning for this project was completed in 2024, and modular implementation is scheduled to begin by the end of 2025. These diverters are expected to eliminate the need for disruptive maintenance work, promote environmental preservation, and improve accessibility and convenience for hikers using these routes.

ICL has taken significant steps to address environmental incidents and ensure ecosystem preservation:

ENVIRONMENT

Resource Management

- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management

- Waste Management
- Air
- Circular Economy
- Biodiversity, Conservation & Environmental Stewardship
- Product Stewardship & Lifecycle

SOCIAL

- Environment, Health & Safety
- Our Global Security
- Our Cyber Security
- Our People & Culture

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment

GOVERNANCE

- Corporate Governance
- Sustainable Financing
- Enterprise Risk Management
- Taxation

The Tze’elim Stream Alluvial

Due to the negative water balance, the water level in the northern basin of the Dead Sea is decreasing. The receding water levels over the years has required ICL to reposition its pumping station northwards to enable continued operations in the Dead Sea region, which also enables the existence of tourism infrastructure. The P-9 pumping station and feeder canal crossing the Tze’elim stream were constructed to maintain operational continuity. The Tze’elim stream alluvial fan is one of the largest and most developed of all the surviving fans in the area, and therefore it is important to preserve it and to protect the biodiversity existing in this habitat.

ICL reached an agreement with environmental authorities and organizations according to which seven culverts were constructed above the excavated canal to allow flood waters to flow through the original flow channel without damaging the feeder canal, while maintaining the braided channel fan pattern. The culverts serve as an ecological corridor by providing passageways for animals. We periodically review field data and make adjustments in accordance with the findings.

In March 2023, we completed a project at the request of the INPA involving the installation of sealing sheets over an approximately 2km-long section of the 15km feeder canal in the area of the fan. This project was following an unexpected flow of brine which was discovered above ground at the outskirts of the alluvial fan area during 2022. In 2024 ICL reached an understanding with the Ministry of Environmental Protection regarding the implementation of its remaining requirements.

For further information, see “Item 4 – Information on the Company — D. Property, Plant and Equipment — Mineral Extraction and Mining Operations- Dead Sea” in [ICL’s 2024 Annual Report](#).



Salt Wall - Implementing a Circular Economy in Infrastructure

The Arava river serves as a natural border between Israel and Jordan in the Dead Sea region. Unprotected, the area was prone to vulnerabilities and various threats. For years many intruders exploited the situation, mainly for criminal activity and contraband, or to find work.

Following a status request from the Israel Defense Force (IDF) regarding the situation, ICL Dead Sea presented the possibility of erecting a salt wall opposite the border with Jordan. A salt wall would make efficient use of surplus salt that is piled in the area, which is a byproduct of ICL’s production process. It would also act as a barrier that would contribute to security needs in the region.

The salt wall forms a natural and innovative engineering barrier that contributes to Israel’s security, using a salt byproduct that fits the area’s landscape. The wall is about 3 meters high on the Israeli side (above the current level of the dikes). Once the wall is complete, it will extend for 33 kilometers.

The site’s engineering staff, and the IDF staff are supervising the project, and the Nature and Parks Authority will approve every stage of it to prevent damage to nature.

In addition, we are piloting the use of excess salt as infrastructure for roads in the area.

This is another implementation of Circular Economy, using salt, a byproduct of the potash industry, to erect a security barrier.

ENVIRONMENT

Resource Management

- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management

- Waste Management
- Air
- Circular Economy
- Biodiversity, Conservation & Environmental Stewardship
- Product Stewardship & Lifecycle

SOCIAL

- Environment, Health & Safety
- Our Global Security
- Our Cyber Security
- Our People & Culture

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment

GOVERNANCE

- Corporate Governance
- Sustainable Financing
- Enterprise Risk Management
- Taxation

Ein Bokek Stream Restoration Project

The Ein Bokek stream (Nahal Bokek) flows to Pond 5 in the southern basin of the Dead Sea through the grounds of the Ein Bokek hotels. On average, 350-450 thousand cubic meters of water flows in the stream each year. The flow is unstable and varies from year to year, as it depends on the amount of annual rainfall. Water flowing through the Bokek Stream has become salty in recent decades. The stream has become saline, damaging the ecosystem in the stream channel. The salinity has risen from 500-600 mg/L to 5,000 mg/L and even higher.

The source of the salinity has not been determined, although some environmental organizations and other parties claim that its source comes from the industries at Mishor Rotem, including ICL subsidiaries (ICL Rotem and ICL Periclase).

In 2007, following a court settlement, ICL agreed to undertake restoration of the Ein Bokek stream by infusing water with similar quality to the water that flowed into the stream previously. Administered in cooperation with the INPA, this project includes:

- introducing high quality water to the stream for its restoration
- disposing of the saline water in a separate pipe, leading it downstream

Since 2015, ICL Dead Sea has been providing funding for high quality water to be pumped to the Ein Bokek stream. However, due to technical difficulties of water suppliers,

water availability to this remote area was limited, up until late 2018. At that time, water availability to the region increased with a new pipe. Since late 2018 there has been an increased supply of high-quality water at a rate of 40-50 cubic meters per hour into the stream. With the higher quantity and quality of water, real change is occurring, and recent results of water quality monitoring have shown a significant improvement.

Although the stream has not yet reached its desired water quality levels due to ongoing technical challenges in diverting brackish spring water upstream, a joint technical team was established in 2024 by ICL and the Israel Nature and Parks Authority (INPA) to develop a sustainable solution for effectively capturing and redirecting the brackish water away from the streambed.

In 2018, an application for certification of a claim as a class action was filed against the Company claiming it allegedly caused continuous, severe and extreme environmental hazards through pollution of the “Judea group – Zafit formation” groundwater aquifer and the Ein Bokek spring with industrial wastewater. In April 2022, the Be’er Sheva District Court dismissed the application due to the statute of limitations and property rights.

In October 2023, Israel’s Supreme Court ruled that the application for certification is approved regarding a limited class constituting visitors to the Bokek stream. In accordance therewith, the application for certification limited to such group will be reviewed by the District

Court. With the renewal of the proceedings in the District Court, the plaintiffs filed a request for interim relief regarding the restoration of the Bokek stream to which the Court ordered the State to respond. In September 2024, the parties reached a deliberative arrangement by which the parties will pursue an agreed mechanism for the improvement of the water flow in the reserve. In addition, it was determined that evidentiary hearings will be held from May to July 2025.

For further information, see Note 18 to our [Audited Financial Statements](#).



For additional information on ICL Dead Sea, including mining activities, licenses, concessions and other related information, see “Item 4 – Information on the Company — D. Property, Plant and Equipment — Mineral Extraction and Mining Operations” in [ICL’s 2024 Annual Report](#).

ENVIRONMENT

Resource Management

- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management

- Waste Management
- Air
- Circular Economy
- Biodiversity, Conservation & Environmental Stewardship
- Product Stewardship & Lifecycle

SOCIAL

- Environment, Health & Safety
- Our Global Security
- Our Cyber Security
- Our People & Culture

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment

GOVERNANCE

- Corporate Governance
- Sustainable Financing
- Enterprise Risk Management
- Taxation

ICL Rotem | Israel

	Product produced after processing (kt) 2024
Phosphate Rock*	1,917
Green Phosphoric Acid	503
Fertilizers	1,024
White Phosphoric Acid (WPA)	154
Specialty Fertilizers	100

* Figures relate to phosphate concentrate produced by the Oron and Rotem beneficiation plants for further processing at Rotem facilities.



2
Mining Sites



9
Production Plants



2
Beneficiation Plants



950
Employees

For over 60 years, ICL subsidiary, ICL Rotem, has mined phosphate, processing it at Rotem and Zafir (Oron-Zin) in the Negev Desert. While mining in the Negev requires conventional open-pit or quarrying methods, ICL Rotem takes care to minimize its environmental impact through responsible planning, including reclaiming depleted mine blocks during ongoing operations.

The phosphate rock is processed into fertilizers, as well as numerous other products used in the food, cosmetics, dental care, detergent, and light-emitting diodes (LED) industries, among others. Phosphate is one of the essential minerals for human health and is important for both plants and animals. It supports the formation of bones and teeth in humans and animals, and in plants it plays a key role in photosynthesis, cell division and development of new tissue.

ICL Rotem holds concessions for phosphate rock quarries and authorizations for active mining areas. In January 2025, following a competitive process that was conducted by Israel’s Ministry of Energy and Infrastructure, a new concession was approved, until the end of 2044 as long as mining can be conducted on a commercially viable basis. Prior to the grant of the new concession, the Company was also granted an exploration license for all the phosphate sites in the New Concession area.

The new concession covers an area of 177.8 sqkm and includes the Rotem fields, including Hatrurim, Zafir Field, and Oron-Zin, as well as an area of approximately 0.3 sqkm to the north of Oron (“North Oron”), for a period of 20 years, effective January 1, 2025.

Our existing phosphate mines in the Negev desert contain limited reserves of phosphate rock designated for phosphoric acid production. We are making efforts to promote suitable alternatives for additional resources that will secure our future phosphate operations at ICL Rotem. As part of these efforts, we continue to advance several pilot development projects, some of which have been successful, to adapt the usage of different grade types of phosphate rock for our products as part of an effort to utilize and increase existing phosphate reserves. In addition, we are working to advance future mining of phosphate rock in other areas, subject to permits and approvals. For further information, see our [2024 Annual Report](#) “Item 4 Information on the Company— D. Property, Plant and Equipment”, and Note 18 to our Audited Financial Statements.



ENVIRONMENT

Resource Management

- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management

- Waste Management
- Air
- Circular Economy
- Biodiversity, Conservation & Environmental Stewardship
- Product Stewardship & Lifecycle

SOCIAL

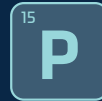
- Environment, Health & Safety
- Our Global Security
- Our Cyber Security
- Our People & Culture

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment

GOVERNANCE

- Corporate Governance
- Sustainable Financing
- Enterprise Risk Management
- Taxation

Barir Field (Sde Barir)



Our existing phosphate mines in the Negev desert hold limited reserves of phosphate rock suitable for pure phosphoric acid production, needed to achieve sustainable profitability of ICL Rotem operations. The Company is making efforts to promote suitable alternatives for additional resources that will secure its future phosphate operations at ICL Rotem. As part of these efforts, the Company continues to advance several pilot development projects to adapt the usage of different grade types of phosphate rock for the Company's products as part of an effort to utilize and increase existing phosphate reserves. In addition, it is working to advance future mining of phosphate rock in other areas, subject to permits and approvals, such as the Barir field which is located in the southern part of the South Zohar deposit in the Negev Desert in Israel. Currently no mining concession exists for this area.

ICL has been working since 2015 to promote a detailed National Outline Plan to mine phosphate in the Barir Field (the Plan).

The State of Israel has determined that the Barir field is the sole option to mine phosphate in Israel. The Company strongly supports conducting all necessary evaluations to assess potential health risks and mining operations, including completing an Environmental Impact Assessment (EIA), and is committed to doing the right thing. Unfortunately, despite the dismissal of all the legal petitions against the Plan, the Plan is still on hold, which puts the Israeli phosphate industry, including the Rotem plants, in uncertainty.

For further information, see "Item 4 – Information on the Company — D. Property, Plant and Equipment — Mineral Extraction and Mining Operations- Rotem Amfert Israel (ICL Rotem)" in [ICL's 2024 Annual Report](#).

ICL ROTEM SUPPORTS THE LIVELIHOOD OF 10,000 FAMILIES IN ISRAEL INC.

6,000

IN THE NEGEV

ICL Rotem is substantially upgrading its infrastructure as part of its operations and is executing a multi-year plan focused on environmental and safety projects. The projects, including future planned ones, address various aspects of wastewater, waste management, and air quality. As of 2024, capital expenditures on environmental projects total approximately \$176 million. Given the uncertainties facing ICL Rotem, it continues to hold discussions with Israel's Ministry of Environmental Protection for the purpose of reaching satisfactory resolutions regarding notable timeline execution challenges affecting a limited number of projects.

One of ICL Rotem's largest infrastructure projects is the construction of operational phosphogypsum ponds (No. 4 and 5) used to retain acidic phosphogypsum fluid. The phosphogypsum component settles at the bottom of these ponds, while the remaining water is circulated back for reuse in ICL Rotem's production processes. The new ponds were constructed using leading, high-standard technology based on the Florida standard. This technology offers significant advantages, including exceptional pond strength and stability, as well as unprecedented water reuse efficiency.

Under the 2021 plan, Pond 5, which has been operational since 2018, is permitted for use until the end of its expected operational life (currently expected in 2026). The District Committee for Planning and Construction (the Committee) has approved the submission of a plan to reuse Pond 4 under certain conditions as a replacement for Pond 5 upon the end of its operational life. However, objections were filed and the Committee requested for additional information before proceeding with the approval of the plan. [For further information](#), see D. RISK FACTORS in Note 18 to ICL's Audited Financial Statements.

ENVIRONMENT

Resource Management

- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management

- Waste Management
- Air
- Circular Economy
- Biodiversity, Conservation & Environmental Stewardship
- Product Stewardship & Lifecycle

SOCIAL

- Environment, Health & Safety
- Our Global Security
- Our Cyber Security
- Our People & Culture

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment

GOVERNANCE

- Corporate Governance
- Sustainable Financing
- Enterprise Risk Management
- Taxation



In addition, ICL Rotem has initiated the restoration of its phosphogypsum ponds 1 to 4 which were previously used by ICL Rotem in accordance with building permits and an approved engineering remediation plan that was formulated based on the 'Florida Standard'. Regarding the phosphogypsum waste piles, regulatory requirements mandate that any future expansion of the storage piles should be positioned on new protective infrastructure by the end of 2025. In 2023, the Company submitted its plan for restoration of these large storage piles, including the adaptation of methodologies required by the various regulators. The plan, along with its schedules, was approved by the MoEP. Furthermore, ICL Rotem is exploring alternative uses for phosphogypsum in collaboration with external partners. [For further information](#), see Note 18 to ICL's Audited Financial Statements.

Mining activity at Zin was discontinued in mid-2020 although restoration of the site continues. Following the discontinuation of the Zin mine, the remaining inventory of Phosphate rock was transported to ICL Rotem for further processing. In 2020, an application for a class action was filed against the Company according to which, discharge, leakage, and seepage of wastewater from ICL Rotem's Zin site allegedly resulted in various environmental hazards and damage to the Zin stream. In November 2022, the parties signed a procedural arrangement to resort to a mediation process in an attempt to settle the dispute outside of court. As part of the procedural arrangement, the Company transferred approximately 3 million NIS to Israel's National Park Authority (NPA) to fund NPA's rescue operations of palm trees at Neot Zin and Akrabim. [For further information](#), see Note 18 to ICL's Audited Financial Statements.

Treatment of Acidic Effluents



ICL Rotem uses evaporation ponds to manage effluents as part of its operation. A task force established in 2022 for managing the effluents found alternative solutions for the acidic effluents, as well as for decreasing their quantities and allowing restoration of the landscape surrounding the ponds. By mid-2023, ICL Rotem successfully eliminated the discharge of acidic effluents into the onsite evaporation ponds. Solutions included integrating fluorosilicic acid (FSA) effluents into a solidification process using marl to allow for their treatment and utilizing landscape restoration efforts.

Moreover, a Circular Economy approach was adopted, utilizing a combination of strategies such as reuse as raw material and neutralization. Additionally, after searching for a technology to restore the acidic evaporation ponds, a cost-effective, feasible technology was found to solidify the sludge. The technology enables the use of the sludge's byproducts (PAMA ash and marl) as well as using solids from the neutralization facility. This solution was reached through cooperation with the Israel's Ministry of Environmental Protection. We are examining additional materials for use in the restoration process, including sulfur cake and phosphogypsum.



ENVIRONMENT

Resource Management

- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management

- Waste Management
- Air
- Circular Economy
- Biodiversity, Conservation & Environmental Stewardship
- Product Stewardship & Lifecycle

SOCIAL

- Environment, Health & Safety
- Our Global Security
- Our Cyber Security
- Our People & Culture

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment

GOVERNANCE

- Corporate Governance
- Sustainable Financing
- Enterprise Risk Management
- Taxation

Reclamation and Remediation

Reclamation holds significant importance to our mining operations at ICL. In our approach to reclamation, we consider relevant environmental aspects such as water, soil, habitats and vegetation for our site-specific reclamation processes. ICL has a legal obligation to reclaim land used for operations and return it to beneficial use. We collaborate with environmental authorities to ensure that land is appropriately rehabilitated post-mining, often using local and native plant varieties, which can contribute to enhancing biodiversity.

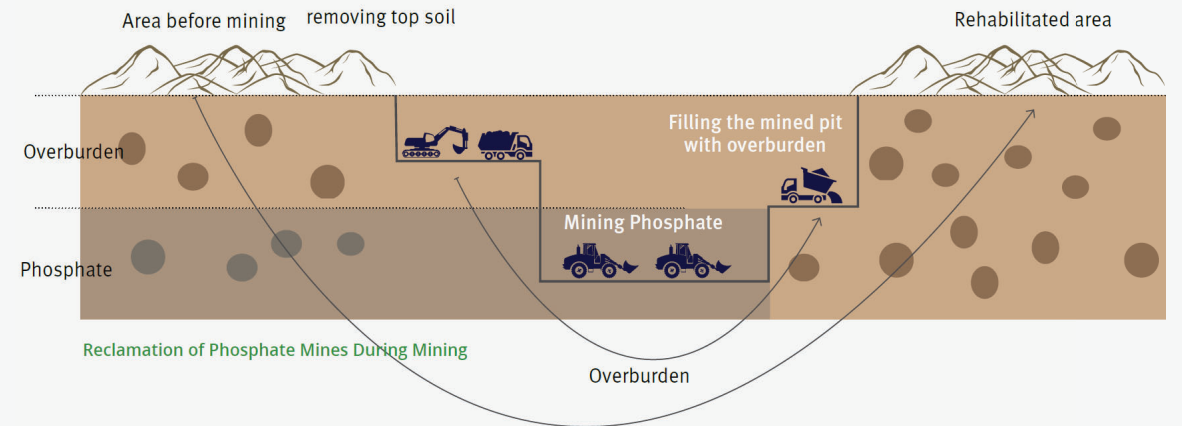
ICL Rotem`s mining operations utilize conventional open pit or quarrying methods, including drilling and blasting where necessary, hydraulic excavators and rigid freight trucks or bulldozers with rippers for overburden removal, and front-end loaders and trucks for mining Phosphate. We strive to minimize the impact of our mining activities through responsible planning that allows for continuous reclamation of depleted mine blocks, alongside ongoing mining operations.

At ICL Rotem Israel, we are actively engaged in reclaiming historical mining fields where previous operations lacked landscape restoration planning. Our efforts in these areas aim to restore the landscape and promote environmental sustainability. In our new mining fields, restoration considerations are integrated into the mining plan from the outset, ensuring responsible resource extraction and restoration practices. In 2024, we made significant progress in restoring historical fields at the Zin and Oron sites - approximately 97 hectares were rehabilitated with an additional 100 hectares currently under rehabilitation. This included activities such as filling pits above drainage systems, reducing pile slopes, opening flow channels and roughening surfaces to support ecosystem recovery. In our ongoing mining operations at the Oron mine, restoration efforts are prioritized. We carefully remove topsoil at the onset of mining operations and redistribute it in adjacent areas where landscape design work is complete. This proactive measure facilitates the return of organisms to the area and supports ecosystem regeneration.

Currently, ICL Rotem is remediating its historical phosphogypsum ponds (No. 1-3) according to an approved engineering remediation plan based on the 'Florida Standard'. The first phase of the restoration has been initiated by ICL following receipt of a building permit and reaching an agreement with the authorities on landscape restoration.

Following the environmental incident at the Ashalim Creek in 2017, extensive cleanup and restoration efforts were undertaken in coordination with the environmental authorities. The creek was found to be safe for the public and was reopened in June 2020. This incident led to several class action claims against ICL, all of which were settled in December 2022, and a still-pending criminal investigation. The settlement agreement was upheld by the Supreme Court in January 2023. [For further information](#), see Note 18 to ICL`s Audited Financial Statements.

Managing Our Mining Operations



For additional information on ICL Rotem, including mining activities, licenses, concessions and other related information, see "Item 4 – Information on the Company — D. Property, Plant and Equipment — Mineral Extraction and Mining Operations" in [ICL's 2024 Annual Report](#).

ENVIRONMENT

Resource Management

- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management

- Waste Management
- Air
- Circular Economy
- Biodiversity, Conservation & Environmental Stewardship
- Product Stewardship & Lifecycle

SOCIAL

- Environment, Health & Safety
- Our Global Security
- Our Cyber Security
- Our People & Culture

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment

GOVERNANCE

- Corporate Governance
- Sustainable Financing
- Enterprise Risk Management
- Taxation

ICL Iberia | Spain

Potash Production 2024

Ore hoisted from Cabanasses mine (kt)	3,247
Head Grade % KCI	26.7%
KCI Produced (kt)	802
Product Grade % KCI	95.5%



Area
80,500
m²



Concession
35
years



Annual ship loading capacity
4M
tonnes



Investment
approx.
\$50.65M



ICL Iberia operates potash mines ranging from 530 to 900 meters underground, in which it extracts sylvanite, a mixture of potash and salt. ICL is the only producer of potash in Spain, and it exports 80% of its production to various countries in the EU, Asia and the Americas. The extraction process occurs near the mines, where potash is separated from salt. In accordance with the Directorate General for Energy Policy and Mines and Law 22/1973, ICL Iberia manages the materials from the salt deposits in an orderly manner for later use or for managing them as waste in application of Royal Decree 975/2009.

ICL Iberia conducts its mining activities in Spain pursuant to concessions granted to it by the Spanish government. ICL Iberia was granted mining rights based on legislation of Spain's government from 1973 as well as regulations accompanying this legislation. Further to this legislation, the government of the Catalonia region published special mining regulations whereby ICL Iberia received individual licenses for each of 126 different sites where current mining occurs, and possible future mining activities may occur.

The licenses awarded to ICL Iberia to extract rock salt and potash cover the Cabanasses and Vilafruns operations totaling 42,489 hectares (425 sqkm) in the province of Barcelona and 26,809 hectares (268 sqkm) in the province of Lleida.

ENVIRONMENT

Resource Management

- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management

- Waste Management
- Air
- Circular Economy
- Biodiversity, Conservation & Environmental Stewardship
- Product Stewardship & Lifecycle

SOCIAL

- Environment, Health & Safety
- Our Global Security
- Our Cyber Security
- Our People & Culture

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment

GOVERNANCE

- Corporate Governance
- Sustainable Financing
- Enterprise Risk Management
- Taxation

The Phoenix Plan

The Phoenix Plan is a strategic project of ICL focused on the industrial development of the Bages basin. At a total investment exceeding €500 million, the plan includes the modernization and consolidation of ICL’s sites in Spain, expansion of salt and potash production, improvement of transport infrastructure, and the development of new logistics facilities at the Port of Barcelona.

In 2021, ICL Iberia completed its construction of a 5km ramp at the Cabanasses mine that connects the 900-meter-deep mine to the Suria plant. The ramp uses high-tech machinery to significantly increase the efficiency of extracting minerals in the mine, reducing truck transport and CO₂ emissions, as well as improving safety and ventilation conditions.

As part of this plan, in 2018 ICL Iberia launched an innovative salt purification plant at its Sallent site, with an investment of 2.5 million euros. The salt purification plant is part of a systematic plan to reduce the salt accumulated at the Cogulló deposit. The plant uses the salt byproduct to create high purity salt that is in demand by various industries.

Inaugurated in 2020, ICL’s new terminal at the Port of Barcelona more than quadrupled loading capacity while significantly reducing environmental impact. The terminal enables greater use of rail transport, cutting truck traffic, air pollution, and GHG emissions. It is equipped with high-capacity dust collection systems, and part of its electricity is generated on-site from rooftop solar panels.

The year 2024 marked a major milestone in the Phoenix Plan with the consolidation and near completion of renovation and improvement works at the Súría production plant, which has led to record production of 800,000 tonnes of KCl.

ENVIRONMENT

Resource Management

- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management

- Waste Management
- Air
- Circular Economy
- Biodiversity, Conservation & Environmental Stewardship
- Product Stewardship & Lifecycle

SOCIAL

- Environment, Health & Safety
- Our Global Security
- Our Cyber Security
- Our People & Culture

GOVERNANCE

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment
- Corporate Governance
- Sustainable Financing
- Enterprise Risk Management
- Taxation

Restoration of the Salt Deposits

ICL conducts its mining activities under concessions granted by the Spanish government. In 2015, ICL Iberia submitted a multi-year restoration program to the Catalan government for its production sites in Suria and Sallent. These restoration efforts, scheduled until 2094 for Suria and 2070 for Sallent, address not only salt deposit restoration but also other environmental aspects and concerns such as wastewater drainage and sludge treatment.

Salt management is a significant aspect of ICL Iberia's operations. As salt is a byproduct of potash mining, the

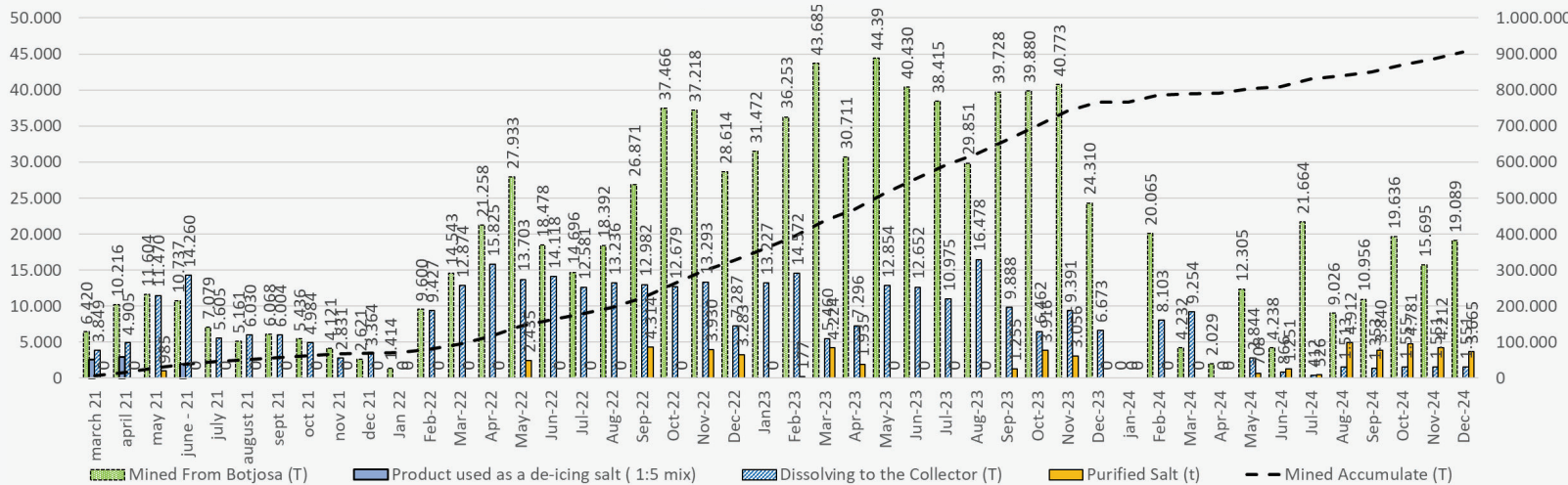
Company employs various measures, including utilizing best available techniques recommended by the European Commission to manage its salt deposits. The goal is to restore salt deposit sites and protect the water quality of nearby rivers by preventing saltwater intrusion.

Following the consolidation of operations at the Suria site, ICL Iberia continues to prioritize sustainability. This commitment is evident through annual audits covering diverse aspects like tailings management, safety, and community engagement. Additionally, collaborative efforts with the Catalan Water Agency aim to improve industrial sustainability through a new brine collector.

ICL's efforts to control salt deposits are centered on site restoration and safeguarding water quality. The approved restoration plan includes specific targets for salt removal from tailings heaps. For La Botjosa Mountain, with an initial cumulative salt volume of 3.8 million tonnes, the plan entails withdrawing 450K tonnes per year. Following the completion of the new collector which is expected in the coming years, the withdrawal rate will increase to 1.05M tonnes per year.

Since the end of 2022, the Catalonia region has experienced extreme drought, significantly limiting water availability. As a result, ICL Iberia was unable to meet its previously stated annual target due to the need to reduce water consumption. Despite this challenge, restoration efforts have already led to the removal of over 900K tons of saturated salt, representing 25% of the historically accumulated salt at the site. Moreover, the work has consistently met the planned monthly removal target of 37,500 tons.

Botjosa's Salt Mountain



The Environmental Management of the Salt deposit



ENVIRONMENT

Resource Management

- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management

- Waste Management
- Air
- Circular Economy
- Biodiversity, Conservation & Environmental Stewardship
- Product Stewardship & Lifecycle

SOCIAL

- Environment, Health & Safety
- Our Global Security
- Our Cyber Security
- Our People & Culture

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment

GOVERNANCE

- Corporate Governance
- Sustainable Financing
- Enterprise Risk Management
- Taxation

Drainage Systems and Infrastructure Improvements

Drainage systems were constructed and commissioned at La Botjosa and Mas de les Coves to capture saltwater infiltration effectively. Additionally, over 660.92 meters of perimeter channels around the Cogulló salt mountain at the Sallent site were repaired and maintained, with further improvements made around the Cogulló salt tank.

ICL Iberia - Leading the Way in Sustainable Mining

In 2020, ICL Iberia achieved a significant milestone in its commitment to sustainable practices by obtaining certification for UNE 22470 and 22480 standards. These standards are part of the Towards Sustainable Mining (TSM) Initiative led by the Mining Association of Canada (MAC). Spain was the first European nation to adopt these standards, demonstrating its commitment to responsible mining.

Under the TSM initiative, mandated by the Spanish Standardization Authority, mining companies like ICL Iberia are subject to annual audits in various critical areas. These include tailings management, community engagement, occupational health and safety, biodiversity preservation, crisis preparedness, energy efficiency, greenhouse gas emissions control, and the elimination

of child and forced labor. These audits, which are transparently available to the public, undergo external verification every three years to ensure the highest level of accuracy and accountability.

As we moved into 2024, a key objective was the re-certification of ICL Iberia's management systems, including ISO 14001, UNE 22470, and UNE 22480 standards, in alignment with Responsible Care protocols and the "Acords Voluntaris" program – a Catalan verification of carbon footprint and GHG emissions. The successful completion of our audits in May 2024, with no instances of non-conformity detected, and the calculation of our carbon and water footprint, reaffirms our unwavering adherence to these stringent standards and likewise reflects our ongoing operational excellence in sustainable mining practices.

As part of its sustainable mining model, ICL Iberia signed an agreement in April 2021 with the Catalan Water Agency (ACA) for the construction of a new brine collector.

Addressing Drought Challenges

In response to the extreme drought affecting the Catalonia region, ICL Iberia has made significant efforts to identify and implement efficient methods for reducing water extraction from rivers for use in plant processes. Thanks to the work of the internal Water Commission, established in 2022, a thorough study, design, and implementation of measures to reduce water consumption were conducted.

As a result, water extraction from the Cardener and Llobregat rivers has been reduced by 50% for industrial processes, and by 54% for potable water use. Overall, the water consumption ratio now stands at 24.2 m³ per ton of mineral processed (a 27% improvement in 2024 vs. 2022, and a 31% improvement in 2024 vs. 2021), demonstrating ICL Iberia's commitment to resource efficiency and environmental responsibility.

Environmental Monitoring and Biodiversity Efforts

Furthermore, the outcomes of previous restoration efforts — particularly at La Botjosa and Vilafruns — have been acknowledged by various members of civil society, including local town councils, residents, and environmental organizations, as meaningful contributions to biodiversity and environmental recovery.



For additional information on ICL Iberia production sites, including mining activities, licenses, concessions and other related information, see "Item 4 – Information on the Company — D. Property, Plant and Equipment — Mineral Extraction and Mining Operations" in [ICL's 2024 Annual Report](#).

ENVIRONMENT

Resource Management

- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management

- Waste Management
- Air
- Circular Economy
- Biodiversity, Conservation & Environmental Stewardship
- Product Stewardship & Lifecycle

SOCIAL

- Environment, Health & Safety
- Our Global Security
- Our Cyber Security
- Our People & Culture

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment

GOVERNANCE

- Corporate Governance
- Sustainable Financing
- Enterprise Risk Management
- Taxation

ICL Boulby | UK

Production Data (kt) 2024

Polyhalite hoisted	719
Total Polyhalite Production	721



1
Mine



1
Production Plant



520
Employees



ICL's subsidiary, ICL Boulby, located in the North York Moors National Park in Northern England, mines polyhalite, an organic fertilizer that ICL markets as Polysulphate. This unique mineral contains four essential nutrients, namely potassium, sulphur, calcium and magnesium. Unlike chemical-based fertilizers, Polysulphate requires no chemical processing, making it an organic, cost-effective, low carbon footprint solution for farmers.

ICL's mining operations in the UK are conducted both underground and beneath the North Sea pursuant to mining leases and mineral extraction licenses. ICL Boulby is a global leader in the production of polyhalite as well as rock-salt. In 2018, ICL successfully transitioned its operations from mining potash to extracting polyhalite due to the depletion of potash reserves at the site. Since mining operations began in 1968, there has been extensive excavation of the site. The mining operations encompass both underground and underwater areas beneath the North Sea, with our mine being the deepest in the UK, reaching depths of up to 1,100m. At ICL Boulby, we strive to minimize our impact on the natural surroundings.

ICL Boulby owns the freehold of approximately 2.41 sqkm of mines and mineral fields in and around the mine head. We hold the remainder of the onshore mineral fields on a leasehold basis through approximately 24 mineral leases that cover approximately 19.51 sqkm. In 2022, ICL Boulby was granted planning permission to extract polyhalite and salt until 2048. For more information on our licenses, leases and other related matters, see ICL's Annual Report "[Item 4 – Information on the Company — D. Property, Plant and Equipment — Mineral Extraction and Mining Operations](#)".

ENVIRONMENT

Resource Management

- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management

- Waste Management
- Air
- Circular Economy
- Biodiversity, Conservation & Environmental Stewardship
- Product Stewardship & Lifecycle

SOCIAL

- Environment, Health & Safety
- Our Global Security
- Our Cyber Security
- Our People & Culture

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment

GOVERNANCE

- Corporate Governance
- Sustainable Financing
- Enterprise Risk Management
- Taxation

We continually strive to develop new ways to ensure the longevity of the mine for decades to come. Our exploration geologists are at the forefront of identifying the most promising areas to mine, in order to ensure long-term mining at the site.


We also made a strategic decision to transition to polyhalite, which we market under the name Polysulphate. This nutrient-rich mineral contains four key elements that are essential for plant growth. Our transition to Polysulphate began in 2018, when we recognized that our potash reserves, which had been mined for over 40 years, were nearing depletion.

ICL UK is increasing its production of Polysulphate to cater to rising global demand for this natural fertilizer, which offers numerous advantages. Unlike chemical-based fertilizers, Polysulphate requires no chemical processing, making it a cost-effective solution for farmers. Polysulphate boasts the world’s lowest carbon footprint among a broad spectrum of comparable fertilizers, standing at just 0.0029 kg CO₂e kg⁻¹ of product.


In addition to its mining activities, ICL UK has sponsored, funded and hosted a variety of PhD level researchers whose topics include ground surface deformation, stability and design of excavations, as well as mining and microbial ecology. Boulby Mine has proved to be a special case study for research projects and generating

literature on these areas of research. Read more about ICL [Boulby’s history and academic research activity](#).

The Boulby mine is one of the main producers of rock salt, which is vital in helping to keep UK roads open during the winter. It is responsible for supplying around half of the UK’s needs for de-icing material to local authorities and highway contractors. **Without rock salt from Boulby, the UK would almost certainly have to rely on highly carbon-intensive imports from other countries. By providing this key resource, ICL Boulby helps to secure the UK’s roads during the winter months.**



Boulby is the world’s first and only producer of the unique mineral, polyhalite.



For additional information on ICL Boulby production sites, including mining activities, licenses, concessions and other related information, see “Item 4 – Information on the Company — D. Property, Plant and Equipment — Mineral Extraction and Mining Operations” in [ICL’s 2024 Annual Report](#).



ENVIRONMENT

Resource Management

- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management

- Waste Management
- Air
- Circular Economy
- Biodiversity, Conservation & Environmental Stewardship
- Product Stewardship & Lifecycle

SOCIAL

- Environment, Health & Safety
- Our Global Security
- Our Cyber Security
- Our People & Culture

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment

GOVERNANCE

- Corporate Governance
- Sustainable Financing
- Enterprise Risk Management
- Taxation

Boulby Underground Laboratory

The Boulby Underground Laboratory is a multi-disciplinary science facility situated 1,100m under the Earth’s surface, and operated by the UK’s Science and Technology Facilities Council (STFC), working in partnership with ICL Boulby.

Boulby is one of the few facilities worldwide that is capable of hosting deep underground science projects. Known as ‘a quiet place in the universe,’ it provides an environment almost entirely free from natural background radiation, particularly cosmic rays that constantly bombard the Earth’s surface.

As the UK’s national deep underground science facility, the Boulby Underground Lab has seen significant growth. With a £1.8 million investment from the Science and Technology Facilities Council (STFC) and ongoing support from ICL Boulby, a new underground laboratory was constructed to support current and future scientific research for decades to come.

The laboratory hosts several world-leading science projects, including the search for Dark Matter in the Universe and studies on geology, geophysics, climate, the environment, and life in extreme environments on Earth and beyond.

A unique collaboration with NASA at the ICL Boulby mine is advancing research on Mars. One of the leading projects is NASA’s Mars Science Laboratory (MSL), which uses the Curiosity rover—a probe that landed on Mars in 2012 and continues to send valuable information back to NASA. To simulate Martian conditions, NASA utilizes data collected by Curiosity and collaborates with ICL’s Boulby mine in North England.

Peat Mines and Peat Alternatives in the UK

A ICL UK subsidiary within the Growing Solutions segment operates peat mines in the UK (Creca, Nutberry and Douglas Water). Peat is used as a component in the production of professional growing media. All sites are owned by Everris Limited. The extraction permits for Creca were granted until the end of 2051. Mining activity in Nutberry and Douglas Water ceased in 2024 following the expiration of their permits and restoration at the sites is planned.



ENVIRONMENT

Resource Management

- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management

- Waste Management
- Air
- Circular Economy
- Biodiversity, Conservation & Environmental Stewardship
- Product Stewardship & Lifecycle

SOCIAL

- Environment, Health & Safety
- Our Global Security
- Our Cyber Security
- Our People & Culture

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment

GOVERNANCE

- Corporate Governance
- Sustainable Financing
- Enterprise Risk Management
- Taxation

ICL JV YPH | China

Total Mine Production of Raw Ore, 2024

Tonnes mined (kt)	3,575
Grade (% P ₂ O ₅ before/after beneficiation)	21% / 28%



1
Mining site



1
Flotation plant



Many
Productions plants



1,578
Employees



YPH, ICL's equally owned joint venture in China, manages the Haikou Phosphate Mine and processing site in China's Xishan district, demonstrates our commitment to sustainable reclamation efforts. This venture holds two phosphate mining licenses, including a 9.6 km² area for the Haikou Mine. The mine taps into phosphate deposits within an extensive marine sedimentary basin using conventional open mining methods, such as drilling, blasting, and the use of hydraulic excavators, mining trucks and tractors.

In 2022, YPH became one of the most important phosphate suppliers to the fast-growing LFP industry in Yunnan, China. The phosphate deposits at both mines are part of an extensive marine sedimentary basin in which the phosphate is situated in two layers.

In the first stage, mining of the upper ground level is stripped and stored or spread out over mined areas for purposes of reclamation. In the second stage, drilling, blasting, and stripping of the upper overburden level is executed. In the third stage, mining of the phosphate is performed by drilling and blasting every layer separately (between which an interburden layer exists, having a thickness of 11 meters, which is also drilled, blasted, and stripped). The phosphate is then loaded on trucks and transported to beneficiation plants.

ENVIRONMENT

Resource Management

- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management

- Waste Management
- Air
- Circular Economy
- Biodiversity, Conservation & Environmental Stewardship
- Product Stewardship & Lifecycle

SOCIAL

- Environment, Health & Safety
- Our Global Security
- Our Cyber Security
- Our People & Culture

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment

GOVERNANCE

- Corporate Governance
- Sustainable Financing
- Enterprise Risk Management
- Taxation

The phosphate is a low organic type, and as such it is suitable for phosphoric acid production. Proximate to Haikou Mine exists a beneficiation plant equipped for flotation processes. The bulk of the raw ore undergoes flotation and is subsequently transported via a conveyance system to a downstream location situated several kilometers away from the Haikou Mine.

Over the next three years, two open pits are scheduled for rehabilitation which will collectively extend the operational life of YPH's current gypsum pond by a decade.

The site has four sulfuric acid production plants, three green phosphoric acid plants, one plant for the manufacturing of technical grade white phosphoric acid, one plant for manufacturing of food grade white phosphoric acid and six additional fertilizer plants. These production plants are powered by electricity generated from the sulfuric acid production process, as well as from the national power network. These production plants have been continuously developed and maintained over the past 40 years and are in good condition. Access to the production plants is by road and rail.

During 2021, we entered the Electric Vehicle (EV) market segment through the sale of phosphate based raw materials to produce lithium iron phosphate (LFP) batteries in China. We expect to grow this business in the coming years by increasing production capacity, adding global capacity and R&D collaborations, and by developing additional downstream capabilities.

Using Phosphogypsum

As part of an ecological restoration initiative in Xishan District, Kunming, Sinochem and YPH have committed to utilizing phosphogypsum to rehabilitate historical legacy mine pits at Shuangshao and Taoshu. In line with government requirements for phosphogypsum utilization and considering operational needs, phosphogypsum from the YPH gypsum pond and discharged material will undergo safe treatment before being used as filling material in the mine pits' restoration.

The combined capacity of the two pits is approximately 21 million cubic meters, accommodating around 32 million tons of phosphogypsum, with an annual output of 7 million tons from YPH and Sinochem. Materials for Shuangshao Mine Pit are recovered from YPH's storage and transported by truck, while those for Taoshu Mine Pit are transported via pipeline. In 2024, approximately 4 million tonnes of phosphogypsum were utilized under this project.

This project not only restores historical mining areas but also provides an effective solution for phosphogypsum disposal. By repurposing this industrial by-product, it reduces land use for long-term storage, mitigates risks of soil and water pollution, and improves the surrounding ecological environment. In doing so, the initiative strengthens regional ecosystem stability, supports biodiversity, and contributes to long-term environmental sustainability—while advancing **Circular Economy principles** through the responsible reuse of secondary materials.



ENVIRONMENT

Resource Management

- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management

- Waste Management
- Air
- Circular Economy
- Biodiversity, Conservation & Environmental Stewardship
- Product Stewardship & Lifecycle

SOCIAL

- Environment, Health & Safety
- Our Global Security
- Our Cyber Security
- Our People & Culture

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment

GOVERNANCE

- Corporate Governance
- Sustainable Financing
- Enterprise Risk Management
- Taxation

Reclamation

YPH in China strives to continuously improve the environmental aspects of its operations and products. Adhering to the principle of “protection with development, development with protection”, YPH attaches great importance to mine reclamation, with a reclamation rate of more than 90%.

The selection of tree species in the mining area is tailored to local conditions, with green landscape facilities strategically arranged to incrementally increase the green rate of the mining area each year, as mandated by the government. YPH actively explores and expands the scope of secondary land development and utilization, following the overarching construction concept of ‘land reclamation → Forest Lake Ecological Park → Kunming Urban Farm → National Mining Park.’ This integrated approach ensures that all actions contribute to a cohesive ecosystem.



Reclamation vegetation work is a strategic endeavor aimed at enhancing the land’s value through long-term planning and sustainable development. This work is conducted at the mining sites, with an annual reclamation rate that surpasses the degradation rate.

In compliance with government requirements, YPH commissioned a third party to prepare the ‘Haikou Phosphate Mine Geological Environment Protection and Land Reclamation Plan,’ which was completed and recorded in February 2023. As per the plan, YPH has reserved 102 million yuan (approximately \$14.2 million) for land reclamation costs and 7.9 million yuan (approximately \$1.1 million) for restoration and management funds for the Haikou phosphate mine.

The Haikou Phosphate Mine has been transformed into a ‘Forest Lake Ecological Park,’ featuring ecological restoration, reclamation demonstrations, multi-species flora, and ecological green fruits and vegetables. The cumulative investment in the Haikou phosphate mine from 2007 to the end of 2024 amounted to approximately 107 million yuan (approximately \$14.89 million). By the end of 2024 the cumulative reclaimed land in the entire mining area was approximately 3,560 mu (approximately 2.37 million square meters). Reclamation vegetation work covering about 390 mu (approximately 260k square meters) of the mine’s gob area – the space within the mine that has been mined out - was completed in 2024, with plans to reclaim vegetation for an additional 600mu (approximately 400k square meters) in 2025.



Recognition for Sustainable Mining Excellence at YPH

YPH continues to hold the prestigious Green Mine certification (ranked AAAAA (5A)), since June 2022.

This recognition reflects the Company’s outstanding mine planning, operational excellence, and effective mine remediation practices. The Haikou Phosphate Mine became the first batch of national green mine pilot units announced by the Ministry of Land and Resources in 2011. Since then, it has continued to uphold its commitment to green development and sustainability, passing various evaluations and certifications, including becoming the sixth 5A green mine in China.



For additional information on YPH’s production sites, including mining activities, licenses, concessions and other related information, see “Item 4 – Information on the Company — D. Property, Plant and Equipment — Mineral Extraction and Mining Operations” in [ICL’s 2024 Annual Report](#).

ENVIRONMENT

- Resource Management
- Climate Change & GHG Emissions**
- Energy
- Water & Wastewater Management

- Waste Management
- Air
- Circular Economy
- Biodiversity, Conservation & Environmental Stewardship
- Product Stewardship & Lifecycle

SOCIAL

- Environment, Health & Safety
- Our Global Security
- Our Cyber Security
- Our People & Culture

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment

GOVERNANCE

- Corporate Governance
- Sustainable Financing
- Enterprise Risk Management
- Taxation



Climate Change & GHG Emissions

In their words: Why we do what we do

“For me, addressing climate change is not just part of the role—it’s a responsibility we carry as a global company and our greatest opportunity to drive meaningful change. At ICL, we’ve made real strides by advancing renewable energy, accelerating waste heat recovery, and deepening our Scope 3 engagement. Guided by transparency, data integrity, and global frameworks like TCFD and SBTi, I’m proud to help shape a strategy rooted in science, collaboration, and action to create lasting impact.”

Nadav Even-Hen,
Head of ESG
& Sustainable Finance Director



ENVIRONMENT

- Resource Management
- Climate Change & GHG Emissions**
- Energy
- Water & Wastewater Management

- Waste Management
- Air
- Circular Economy
- Biodiversity, Conservation & Environmental Stewardship
- Product Stewardship & Lifecycle

SOCIAL

- Environment, Health & Safety
- Our Global Security
- Our Cyber Security
- Our People & Culture

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment

GOVERNANCE

- Corporate Governance
- Sustainable Financing
- Enterprise Risk Management
- Taxation

OUR APPROACH

We acknowledge the far-reaching impact of climate change on our operations, supply chains and markets. We align our business strategies with key mega-trends, including resilient agriculture, renewable energy and Circular Economy practices, thereby reducing our impact on climate change and supporting climate change mitigation and adaptation.

By offering sustainable solutions like controlled-release fertilizers and bio-stimulants and pioneering the future of sustainable agriculture through advanced data and AI-driven solutions, we enhance agricultural efficiency and reduce GHG emissions.

Our battery materials (BM) and related solutions for energy storage and EVs further support the transition to renewable energy and a low carbon economy. We promote a Circular Economy by minimizing waste and repurposing by-products. Guided by the UN SDGs, we are committed to reducing our operational GHG emissions and promoting climate resilience throughout our value chain.

We are currently committed to a 30% reduction of our GHG emissions (Scope 1 and Scope 2) by 2030 (vs. our 2018 baseline year). Our current achievements put us on track to achieving this goal. In addition, we aim to achieve net zero by 2050.



ENVIRONMENT

Resource Management
Climate Change & GHG Emissions
 Energy
 Water & Wastewater Management

Waste Management
 Air
 Circular Economy
 Biodiversity, Conservation & Environmental Stewardship
 Product Stewardship & Lifecycle

SOCIAL

Environment, Health & Safety
 Our Global Security
 Our Cyber Security
 Our People & Culture

Our Diversity, Inclusion & Belonging
 Labor & Human Rights
 Our Responsible Supply Chain
 Communities & Social Investment

GOVERNANCE

Corporate Governance
 Sustainable Financing
 Enterprise Risk Management
 Taxation

Going Further | [ICL's Science Based Targets Initiative >](#)



The Science Based Targets initiative (SBTi) is a corporate climate action organization that enables companies and financial institutions worldwide to play their part in combating the climate crisis. The SBTi enables companies to understand how much, and how quickly, they need to decarbonize in order to prevent the impacts of climate change. The business sector has a critical role to play in driving down greenhouse gas emissions and building a resilient, thriving zero-emissions economy.

Since 2022, ICL's Board of Directors and executive management have aligned the Company's climate strategy with the Paris Agreement's goal of limiting global temperature rise well below 2 degrees Celsius above pre-industrial levels, with efforts aimed at limiting the increase to 1.5 degrees Celsius, to help mitigate climate change impacts. In February 2023, the Board approved submitting a declaration to the SBTi organization, wherein the Company will commit to setting a near-term, science-based target, in accordance with the framework developed by SBTi. In March 2023, SBTi officially confirmed ICL's commitment to develop near-term targets in accordance with the criteria and processes of SBTi. We submitted our targets for validation to SBTi in March 2025, in line with the timeline criteria set- by SBTi and are currently in the process of being reviewed by SBTi.

While keeping our legacy goal for 2030, these targets are expected to enable us to exceed the 30% emission reduction goal we originally established, and, in addition, incorporate Scope 3 targets.

As part of ICL's sustainability strategy, we see the SBTi pathway as crucial not only for our Company but also for our entire value chain. This is especially important in the agricultural sector, where the increasing frequency of climatic impacts largely driven by climate change increasing the challenges of ensuring global food security for the world's growing population. Addressing these issues is a key focus of ICL's commitment to building a more resilient and sustainable future.

Our GHG reduction strategy focuses on transitioning from fossil fuel-derived operational activities to a low carbon economy by sourcing cleaner, sustainable energy. We are taking multiple steps to reduce both our Scope 1 and Scope 2 emissions, enhance best practices in our operations, and identify opportunities to reduce a range of our environmental impacts in addition to reducing our GHG emissions. Our Scope 3 decarbonization efforts encompass partnerships with suppliers focusing on the sourcing of raw materials – and by conducting extensive training of our employees to raise awareness, and by engaging with our customers to provide them with innovative solutions and optimal training to ensure the efficient use of our products.

We have established a robust data and management infrastructure to support informed decision-making processes. This enhances the transparency of our ESG performance, utilizing rigorous financial methodologies and metrics. We measure and track our operations' GHG emissions by collecting, verifying and reporting data regularly. As we progress in managing our GHG emissions, we incorporate digital tools to effectively implement our decarbonization roadmap. "[ICL Group's Scope 1 and Scope 2 Corporate Carbon Footprint Approach and Methods 2024](#)", published by us in February 2025, outlines our organization's key GHG policies and responsibilities, as well as our measurement, approach to reporting, and calculation methods.

In line with our GHG reduction strategy, ICL conducts external emissions verification to establish a reliable baseline and maintain an ongoing process. This process includes third-party verification and assurance, which we will expand in the coming years to further reduce emissions and enhance transparency in our GHG and environmental data reporting. In our pursuit of a sustainable transition, transparency is key for effective stakeholder engagement and alignment. We voluntarily report on climate risks and opportunities guided by core principles of the Task Force on Climate-related Financial Disclosures (TCFD) framework, initiating enhanced disclosure. Our commitment to transparency is further demonstrated through our reporting on relevant ESG ratings and initiatives, including the CDP platform.

ENVIRONMENT

- Resource Management
- Climate Change & GHG Emissions**
- Energy
- Water & Wastewater Management

- Waste Management
- Air
- Circular Economy
- Biodiversity, Conservation & Environmental Stewardship
- Product Stewardship & Lifecycle

SOCIAL

- Environment, Health & Safety
- Our Global Security
- Our Cyber Security
- Our People & Culture

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment

GOVERNANCE

- Corporate Governance
- Sustainable Financing
- Enterprise Risk Management
- Taxation

Sustainable solutions

We provide products and services that enhance global food security, efficiency and safety. ICL is focused on creating new products and services that are designed to promote both climate change mitigation and adaptation, and we offer a diverse portfolio of solutions which includes products that enable balanced fertilization, reduce water consumption reduce leaching of fertilizers into water sources.

ICL is leading AgroTech innovation through AI-driven precision farming, regenerative agriculture, carbon utilization and biological solutions, while also delivering innovative food solutions that support food security. Alternative proteins are also part of ICL's portfolio.

ICL's diversified product portfolio also includes Battery Materials and related solutions for energy storage and EVs. Transitioning to renewable energy is a core path to climate-change mitigation, and it depends on broadly implemented energy storage capabilities. We believe that our phosphate-based and bromine-based specialty products are key in supporting energy storage. We are exploring new opportunities both in the US and in Europe.

ICL is also addressing climate-related challenges in the agriculture and livestock sectors. One such initiative focuses on methane reduction in ruminants, which is critical due to methane's potent global warming potential. We are advancing a solution based on Bromoform

(tribromomethane), a bromine-based additive that offers a sustainable path to significantly reduce methane emissions in cattle, while improving feed efficiency. This innovative application expands the potential use of bromine in animal nutrition and supports global efforts to mitigate climate change.

Increasing Climate Change Mitigation and Adaptation in Agriculture with Specialty Fertilizers

Our products and services cater to the emerging needs of climate-change mitigation and adaptation. Our fertilizers are designed to support plant growth under challenging climatic conditions, such as drought and heat, by contributing to improved nutrient availability and soil health. Our product portfolio includes controlled release fertilizers (CRFs) and bio-stimulants that support plant nutrition and minimize N₂O emissions in the use phase, helping to reduce GHG emissions and supporting climate change mitigation. Other products, such as Keep Green, protect coffee tree leaves from excessive solar radiation, thus supporting resilience and adaptation to climate stress. Additionally, ICL introduced Polysulphate, a multi-nutrient fertilizer requiring no processing and generating no waste products. With the lowest Global Warming Potential (GWP) calculated value in its category, Polysulphate aligns with evolving consumer demand for low-carbon solutions. ICL's expansion in the AgroTech sector is also expected to improve farming techniques and increase yields with lower environmental impact.



ENVIRONMENT

- Resource Management
- Climate Change & GHG Emissions**
- Energy
- Water & Wastewater Management

- Waste Management
- Air
- Circular Economy
- Biodiversity, Conservation & Environmental Stewardship
- Product Stewardship & Lifecycle

SOCIAL

- Environment, Health & Safety
- Our Global Security
- Our Cyber Security
- Our People & Culture

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment

GOVERNANCE

- Corporate Governance
- Sustainable Financing
- Enterprise Risk Management
- Taxation

Promoting innovation and resilience in agriculture with Agmatix

Agmatix is pioneering the future of sustainable agriculture through advanced data and AI-driven solutions. By transforming agronomic and environmental data into actionable insights, Agmatix enhances crop yields, promotes sustainability, and strengthens crop resilience. Its innovative technology supports global efforts to combat climate change, drive responsible land use and ensure food security, aligning with the United Nations Sustainable Development Goals (SDGs): **SDG 2 (Zero Hunger), SDG 13 (Climate Action), and SDG 15 (Life on Land)**. **Read more about [Agmatix](#).**



TCFD

ICL is committed to enhancing its understanding and preparedness for climate-related risks and opportunities. For the fourth consecutive year, we have voluntarily disclosed information in line with the core principles of the Task Force on Climate-related Financial Disclosures (TCFD) framework, and we plan to continue advancing our climate-related knowledge in the years ahead. Our climate risk assessment and reporting are aligned with TCFD recommendations, which have become the leading global standard since 2017. While the TCFD framework is integrated into the International Sustainability Standards Board (ISSB) standards (IFRS S1 and IFRS S2), we maintain our commitment to TCFD’s core principles to ensure transparency and consistency in our disclosures. We actively monitor the evolution of ISSB and other global climate reporting standards to assess their implications for future reporting.

In 2024, ICL continued to integrate scenario analysis into our ERM framework, evaluating both physical and transition-related risks and opportunities across multiple climate pathways. Our climate risk analysis has been further strengthened by assessing the financial and operational impacts, including carbon pricing, supply chain disruptions and extreme

weather events. These climate-related risks and opportunities are integrated into ICL’s business strategy, helping us align our operations with a sustainable and resilient future.

For our full disclosure regarding the four pillars of the TCFD, please see the following sections in our [2024 Annual Report](#) (Item 4 – Information on The Company — B. Business Overview – Sustainability - ICL Climate Related Risk and Opportunity Disclosures):

- Governance:**
TCFD Governance a, TCFD Governance b
- Strategy:**
TCFD Strategy a, TCFD Strategy b, TCFD Strategy c
- Risk Management:**
TCFD Risk Management a, TCFD Risk Management b
- Disclosure:**
TCFD Risk Management c
- Metrics and Targets:**
TCFD Metrics and Targets a, TCFD Metrics and Targets b, TCFD Metrics and Targets c



ENVIRONMENT

- Resource Management
- Climate Change & GHG Emissions**
- Energy
- Water & Wastewater Management

- Waste Management
- Air
- Circular Economy
- Biodiversity, Conservation & Environmental Stewardship
- Product Stewardship & Lifecycle

SOCIAL

- Environment, Health & Safety
- Our Global Security
- Our Cyber Security
- Our People & Culture

GOVERNANCE

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment
- Corporate Governance
- Sustainable Financing
- Enterprise Risk Management
- Taxation



Climate Change & GHG Governance

For more information on our ESG risks governance, and particularly of climate and GHG related matters, see our chapter on Corporate Governance as well as [ICL's 2024 Annual Report – Item 4 – Information on the Company - Governance and Management of Climate Related Risks and Opportunities](#).

Two separate management-level committees report to the GEC Sustainability Committee on climate-related risks: the Physical Risk Committee and the Transition Risk Committee. Supported by our global sustainability and risk management teams, these committees focus on physical and transitional climate-related matters. Their purpose is to identify potential climate-related risks and opportunities, assess their impact on ICL's operational and logistic sites, manage their financial transition and determine mitigating actions to minimize ICL's risk exposure according to our risk appetite. The chairs of the committees meet periodically to synchronize their activities.

OUR GOALS

**30%
by
2030**

We have committed to a 30% reduction of our greenhouse gases (GHG) emissions (Scope 1&2) by 2030 (vs. 2018)

**Net
Zero**

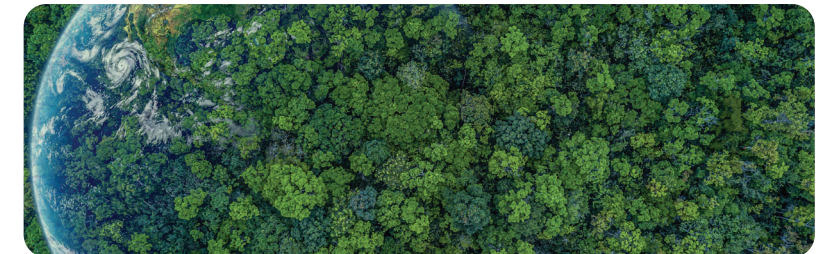
We aim to be net zero by 2050

SBTi

Following our declaration to SBTi, we submitted our targets to SBTi for validation. These targets will include a longer time frame, while keeping our legacy goal for 2030 in place, and are expected to take us beyond the 30% emission reduction target, and incorporate Scope 3 targets, all within the timeline criteria mandated by SBTi.

ESG KPIs and targets, including climate-related targets, are integrated into our executive performance measures and financial performance-based benefits for key executives. These KPI's encompass specific ESG targets, including: GHG emissions reduction targets, suppliers' sustainability performance, climate-change and climate-related disclosures and rankings, energy efficiency, green products, product carbon footprint calculations, waste reduction, water savings and more.

ICL considers sustainable finance an essential tool to support our transition to a low-carbon and environmentally sustainable economy. With the proper infrastructure in place, we have effectively leveraged financial opportunities. For example, in 2021, we initiated a \$250M Sustainability-Linked Loan (SLL) with targets to reduce our absolute Scope 1 and 2 GHG emissions. This commitment was reinforced in 2023 with a \$1.55B Sustainability-Linked Revolving Credit Facility (Sustainability-Linked RCF) which includes KPIs aligned with reducing our absolute Scope 1 and 2 GHG emissions. Read more in our [Sustainable Financing chapter](#) and in our [Governance chapter](#).



ENVIRONMENT

- Resource Management
- Climate Change & GHG Emissions**
- Energy
- Water & Wastewater Management

- Waste Management
- Air
- Circular Economy
- Biodiversity, Conservation & Environmental Stewardship
- Product Stewardship & Lifecycle

SOCIAL

- Environment, Health & Safety
- Our Global Security
- Our Cyber Security
- Our People & Culture

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment

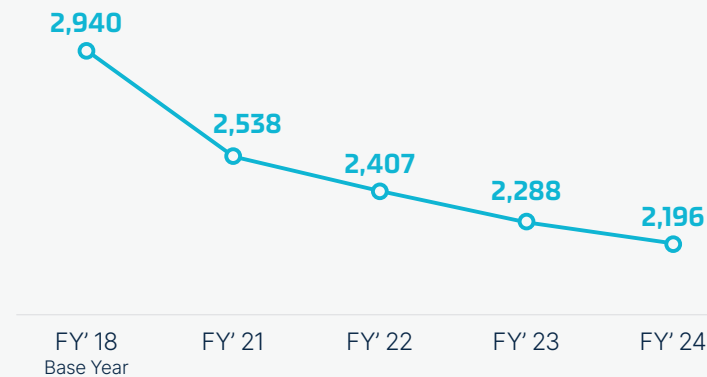
GOVERNANCE

- Corporate Governance
- Sustainable Financing
- Enterprise Risk Management
- Taxation

OUR PERFORMANCE

In line with our climate and GHG emissions’ reduction strategy, we have created programs to reduce carbon emissions in all our operations. These multiple initiatives and programs required the mobilization of the entire Company and have resulted in a 25.3% reduction of all Scope 1 and 2 GHG emissions vs. our 2018 baseline. This was achieved over a short period of six years (between 2018 and 2024) while increasing production. An independent assurance process was performed which included [Limited Assurance of ICL’s 2024 Scope 1 and Scope 2\) GHG emissions](#). In accordance with the International Standard on Assurance Engagements ISAE 3000 (Revised).

Greenhouse Gas Emissions (CO₂e)



* Greenhouse Gas Emissions - Scope 1 and 2 emissions, in thousands of CO₂e tonnes.

Decarbonization Roadmap



Currently, we are in the process of exploring target options in accordance with SBTi criteria, while simultaneously developing a decarbonization pathway, and we intend to submit our decarbonization plan for SBTi validation within the required time frame. To date, ICL is on the path to achieving its goal of 30% reduction in Scope 1 and 2 emissions by 2030 (vs. 2018).



We achieved a 25.3% reduction in emissions over the period from 2018 to 2024. In 2024, ICL continued its GHG emissions reduction trend by reducing an additional 4.02% (Scope 1 and 2 YoY) (vs. 2023):

Emission Scope 1 & 2

	Units	2018	2019	2020	2021	2022	2023	2024	Reduction 2024 vs 2018	% Reduction 2024 vs. 2018
Scope 1	CO ₂ e tonnes (thousands)	2,220	2,233	2,140	2,158	2,126	2,102	2,131	89	4.0%
Scope 2 (market base)	CO ₂ e tonnes (thousands)	720	416	367	380	281	186	65	655	90.9%
Total Scope 1+2	CO ₂ e tonnes (thousands)	2,940	2,649	2,507	2,538	2,407	2,288	2,196	744	25.3%

ICL achieved a 25.3% reduction in Scope 1 and 2 emissions between 2018 and 2024 through a series of strategic actions. These included the commissioning of our Combined Heat and Power (CHP) plant in Sodom, Israel, the implementation of energy efficiency measures and waste heat utilization at various global sites, the decommissioning of fossil fuel-based facilities such as the PAMA oil shale power plant in Israel, and the procurement of renewable energy across Brazil, China, Europe, Israel, and the US. This also included signing long-term power purchase agreements with renewable energy suppliers.

The Sodom CHP plant now supplies most of the electricity and steam consumed by ICL’s operations in Israel. Its carbon footprint is significantly lower than that of the national electricity grid, as well as the oil-fired power plant and steam boilers it replaced—making it a highly efficient and impactful solution for both power and steam generation.

ENVIRONMENT

- Resource Management
- Climate Change & GHG Emissions**
- Energy
- Water & Wastewater Management


- Waste Management
- Air
- Circular Economy
- Biodiversity, Conservation & Environmental Stewardship
- Product Stewardship & Lifecycle


SOCIAL

- Environment, Health & Safety
- Our Global Security
- Our Cyber Security
- Our People & Culture

GOVERNANCE

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment
- Corporate Governance
- Sustainable Financing
- Enterprise Risk Management
- Taxation


 Additionally, ICL has formed a dedicated, cross-organizational team comprising representatives from our Global Procurement Organization (GPO), divisional operational excellence leaders and our Sustainability units. The team actively engages in efforts to procure electricity generated from renewable sources. They also play a vital role in supporting capital investments aimed at establishing onsite renewable energy production at our facilities across our operations. These efforts have led, among other things, to ICL engagement in long-term power purchase agreements with two Israeli providers of “green electricity”, which are expected to abate over 1.25 million tonnes of CO₂e throughout the duration of the agreements. Read more on renewable energy in our chapter on [Energy](#).


 We have established a dedicated team to implement energy efficiency projects across our plants worldwide. Measures include transitioning to lower carbon fuels for both on-site power generation and process heating, electrification and increasing energy efficiency through the phaseout of inefficient production technologies, streamlining production facilities, and improved efficiency of heat and steam consumption. We also seek opportunities to increase the use of renewable energy as part of ICL’s fuel mix. Another focus area is the use of waste-heat in our production facilities. Read more about our energy related initiatives in our chapter on [Energy](#).





Additional GHG Emissions Reduction Measures

Other measures in our Decarbonization Roadmap for future implementation include:

 Increasing electricity sourced from renewable energy through additional strategic renewable power purchase agreements

 Exploring new materials with lower global warming potential and technologies to reduce process emissions

 Increasing the use of waste-heat and energy related byproducts in our production processes

 Installation of additional solar photovoltaic (solar PV) electricity generation systems in all available and appropriate areas within our operational sites

ENVIRONMENT

- Resource Management
- Climate Change & GHG Emissions**
- Energy
- Water & Wastewater Management

- Waste Management
- Air
- Circular Economy
- Biodiversity, Conservation & Environmental Stewardship
- Product Stewardship & Lifecycle

SOCIAL

- Environment, Health & Safety
- Our Global Security
- Our Cyber Security
- Our People & Culture

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment

GOVERNANCE

- Corporate Governance
- Sustainable Financing
- Enterprise Risk Management
- Taxation

GHG Intensity

GHG emissions intensity represents total Scope 1 and 2 GHG emissions calculated relative to our annual total sales in USD (Scope 1 and 2 GHG Emissions/Revenue). This calculation allows us to effectively compare emissions across various business segments or regions within the Company. The results indicate that we have significantly reduced our GHG intensity. Over the span of seven years since our baseline year of 2018, our GHG intensity trend has decreased by 39%. This reduction trend is a result of sustained efforts that we have undertaken to implement our decarbonization roadmap, leading to a continued decrease in GHG emissions. For further details, please refer to [ICL's 2024 Annual Report](#) - Item 5.

	2018	2019	2020	2021	2022	2023	2024
GHG Intensity (emissions / Revenue t-\$M)	529	505	500	365	240	304	321

Note: The intensity increase compared to 2022 is attributed to a notable surge in sales in 2022, primarily driven by price increases, followed by stabilization in 2023 and continued reduction in sales.

GHG Emissions reduction due to carbon offsetting

ICL's GHG Emissions reduction is not attributed at all to carbon offsetting.

	2021	2022	2023	2024
Carbon Offsetting CO₂e tonnes (thousands)	0	0	0	0

Scope 3

As a direct continuation and integral component of ICL's GHG reduction strategy and our [EHS policy](#), following the experience gained from our Scope 1 and 2 carbon footprint reports we created our Scope 3 carbon footprint for 2023 which covers upstream indirect emissions (referred to as Scope 3 categories 1-8) and downstream indirect emissions (referred to as Scope 3 categories 9-15).

In 2024, we finalized the second comprehensive measurement and assurance process, verified by ERM Certification and Verification Services Limited (CVS), of our Scope 3 emissions for the year 2023, adhering to the latest best practices. Additional Scope 3 categories have been added to this year's disclosure. Simultaneously, we deployed cutting-edge data management systems to facilitate ongoing enhancements to our monitoring and reporting, verification procedures, regulatory disclosures, and advanced analytics in support of our decarbonization roadmap. The [external limited assurance process](#) was conducted for the majority of Scope 3 categories, including the most material categories for the chemical sector. This provided us with a baseline for further decarbonization activities throughout our value chain.

A reduction of approximately 9% in ICL's total Scope 3 GHG emissions was recorded in 2023 compared to the updated 2022 baseline. This is due to a reduction in global activity (such as lower procurement of materials) and updates in the global datasets of emission factors used for GHG emissions calculations, as well as ICL's ongoing efforts to enable a more comprehensive, data-driven approach and increased engagement with our suppliers to transition from spend-based methods to activity-based methods.

For information see our [2023 Scope 3 GHG emissions](#).



ENVIRONMENT

Resource Management
Climate Change & GHG Emissions
 Energy
 Water & Wastewater Management

Waste Management
 Air
 Circular Economy
 Biodiversity, Conservation & Environmental Stewardship
 Product Stewardship & Lifecycle

SOCIAL

Environment, Health & Safety
 Our Global Security
 Our Cyber Security
 Our People & Culture

Our Diversity, Inclusion & Belonging
 Labor & Human Rights
 Our Responsible Supply Chain
 Communities & Social Investment

GOVERNANCE

Corporate Governance
 Sustainable Financing
 Enterprise Risk Management
 Taxation

Scope 3 Category	Total 2022 (in tonnes CO ₂ e) - FINAL (assured 12.24)	Total 2023 (in tonnes CO ₂ e) (assured 12.24)
1. Purchased goods and services	1,708	1,266
2. Capital goods	226	185
3. Fuel & energy-related activities	393	435
4. Upstream transportation & distribution	730	615
5. Waste generated in operations	19.6	21
6. Business travel	5.8	5
7. Employee commuting	6.5	6
8. Upstream leased assets	3.9	4
Total Upstream	3,093	2,537
9. Downstream transportation & distribution	83	51
11. Use of sold products	1,073	1,088
12. End-of-life treatment of sold products	989	1,092
13. Downstream leased assets	0.5	0.5
14. Franchises	Not applicable	Not applicable
15. Investments	8	6
Total Downstream	2,153	2,237.5
Grand Total Scope 3	5,246	4,774.5



We are currently engaged in the data collection and calculation phase for Scope 3 emissions related to 2024. Our focus on value chain emissions (Scope 3 GHG emissions) over the course of 2024 includes collaboration with both our suppliers and our clients to identify opportunities to reduce emissions. As part of the Together for Sustainability (TfS) initiative, we conduct extensive training to raise awareness among our suppliers regarding sustainability, transparency, and carbon emissions reduction. This collaboration includes education, training, and monitoring aligned with industry-wide goals, and supports our broader efforts to evaluate and reduce our Scope 3 emissions.

Furthermore, as part of our efforts we are investigating low-carbon and enhanced sustainable sourcing of raw materials as a key part of our overall strategy. This involves assessing the environmental impact of upstream supply chains, prioritizing materials with lower carbon footprints, and collaborating with suppliers to enhance sustainability practices, all aligned with our long-term sustainability goals. Additionally, we are optimizing logistics and transportation by exploring alternative fuels, electric vehicles, and energy-efficient shipping practices, to minimize emissions across our value chain.

ENVIRONMENT

- Resource Management
- Climate Change & GHG Emissions**
- Energy
- Water & Wastewater Management

- Waste Management
- Air
- Circular Economy
- Biodiversity, Conservation & Environmental Stewardship
- Product Stewardship & Lifecycle

SOCIAL

- Environment, Health & Safety
- Our Global Security
- Our Cyber Security
- Our People & Culture

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment

GOVERNANCE

- Corporate Governance
- Sustainable Financing
- Enterprise Risk Management
- Taxation

We are also focused on enhancing our product carbon footprint (PCF) dataset by reaching out to suppliers to provide primary PCF data, aligning with the GHG Protocol and [Together for Sustainability's PCF Guideline](#).

We address Scope 3 emissions reduction through multifaceted activities. We continue conducting assessments of our primary raw materials to identify alternative options that could help mitigate our emissions. Once suppliers with significant impacts are identified, we plan to engage in partnerships focused on education, training, and monitoring to collectively reduce GHG emissions. Moreover, our active participation in the chemical sector's Together for Sustainability (TfS) initiative provides us with valuable opportunities to collaborate with suppliers on emission reduction efforts.

In the realm of logistics and transportation, we are proactively seeking ways to decrease our Scope 3 emissions, particularly in categories 5 and 9. Our efforts span both land and sea transportation, exploring options such as alternative fuels, electric vehicles, and energy-efficient shipping practices.

Additionally, our specialty products and sustainable solutions play a crucial role in our long-term strategy for environmental sustainability. These products not only offer lower environmental impact compared to conventional fertilization methods, but also contribute to climate change mitigation and adaptation efforts. By focusing on the development of a unique product portfolio, we aim to increase agricultural productivity while minimizing resource consumption and providing effective measures for climate resilience. Read more on our Sustainability Index in our chapters on [Product Stewardship](#) and [Food Security](#).

Transparency



Third Party Assurance of ICL's GHG Emissions

ICL has successfully conducted a third-party assurance on its GHG emissions. We have followed the World Business Council for Sustainable Development (WBCSD)/World Resource Institute's (WRI): "GHG Protocol Corporate Accounting and Reporting Standard" (2004, as updated January 2015); and "GHG Protocol Scope 2 Guidance" (2015), utilizing the operational control approach to establish organizational boundaries, in addition to ISO 14064 standard methodologies. An independent assurance process was performed which included [Limited Assurance of ICL's 2024 Total Scope 1 and Total Scope 2 GHG emissions](#). In accordance with the International Standard on Assurance Engagements ISAE 3000 (Revised) 'Assurance Engagements other than Audits or Reviews of Historical Financial Information'. The assurance was performed by ERM CVS. ICL also successfully verified its [Scope 3 emissions for 2023](#). The public independent assurance statements and historic Assurance Statements can be viewed in [ICL's Document Hub](#).

[Click here for further information](#) on our Scope 1 and Scope 2 Corporate Carbon Footprint Approach and Methods 2024 (February 2025) and on [our Scope 3 Carbon Footprint Approach and Methods 2023](#) (March 2024).



Climate Reporting and Stakeholder Engagement

2024 marked the third consecutive year in which we voluntarily reported on our climate risks and opportunities, employing the core principles of the TCFD framework.

In addition, we continue to report on relevant ESG ratings and initiatives. Since 2011, ICL has consistently reported its emissions and climate change efforts to the CDP. Our CDP report offers a comprehensive breakdown of ICL's GHG emissions, reduction targets and initiatives, climate change related risks and opportunities, business strategy, participation in emission trading schemes, external verification, and other related topics. In 2024, we improved our CDP Climate score to an "A", earning a place on the prestigious [CDP "A List"](#). This recognition reflects CDP's acknowledgment of ICL's exceptional leadership and commitment to climate action, demonstrated through transparent disclosure and strong environmental performance.

	2021	2022	2023	2024
ICL CDP Climate	B	B	A-	A
Materials sector Average	B	B-	B	B

Furthermore, as part of the Paris Agreement, Israel is required to have a national registry for Measurement, Reporting and Verification (MRV) for which ICL has been reporting its GHG emissions voluntarily over a decade.

ENVIRONMENT

- Resource Management
- Climate Change & GHG Emissions**
- Energy
- Water & Wastewater Management

- Waste Management
- Air
- Circular Economy
- Biodiversity, Conservation & Environmental Stewardship
- Product Stewardship & Lifecycle

SOCIAL

- Environment, Health & Safety
- Our Global Security
- Our Cyber Security
- Our People & Culture

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment

GOVERNANCE

- Corporate Governance
- Sustainable Financing
- Enterprise Risk Management
- Taxation



Carbon Pricing Mechanisms

Carbon taxes and cap-and-trade-emissions schemes are increasingly viewed in global jurisdictions as a way of pricing carbon – a key policy driver to reduce GHG emissions. Currently, one of ICL Europe’s sites, ICL Iberia, is covered by the EU-ETS Emissions Trading System, and in the UK, ICL Boulby is subject to the UK Emissions Trading Scheme. Approximately 1.4% of ICL’s Scope 1 emissions are covered under emissions-limiting regulations.

In Israel, a new carbon tax on fossil fuels, including natural gas, has been imposed which will come into effect in 2025. It is expected to increase the emissions covered under the emissions-limiting regulations.

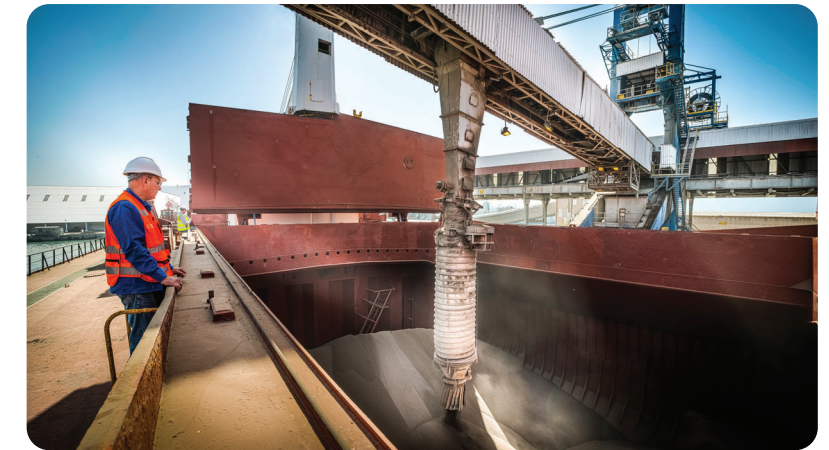
Additionally, under the European Green Deal, the EU adopted a Carbon Border Adjustment Mechanism (CBAM) regulation in 2023 which was created to halt carbon leakage from the EU and which will apply in the future to some of our operations. Other carbon mechanisms may be implemented in the future. We are subject to laws and regulations that will require us to disclose information related to climate risks. As of 2028, ICL’s main EU subsidiaries are expected to report under the EU’s Corporate Sustainability Reporting Directive for fiscal year 2027. The updated time line follows the recent developments in the EU’s “Simplification Omnibus” process that have introduced uncertainties regarding the original implementation deadline and scope. We are

actively monitoring these developments to ensure timely compliance with any new requirements. We have also increased our focus on the value chain and emerging market opportunities driven by the impacts of climate change:

- ✦ We expanded our multi-scenario climate risk analysis to include an assessment of physical climate risks affecting key suppliers. The analysis highlighted potential future climate impacts on supply chain resilience and potential financial risks involved, for the purpose of supporting more informed decision-making and resource allocation.
- ✦ We conducted a scenario analysis to explore the potential evolution of a selection of key agronomic indicators, including agricultural and hydrological drought indexes, growing high degree days, and precipitation patterns across various climate scenarios. Using heatmaps, we identified regions where climate-driven shifts in agronomic conditions may influence input needs. Some of our specialty products — such as our advanced fertilizers and bio stimulants — may help mitigate climate-related risks by increasing crop resilience. By linking specialty solutions to emerging climate challenges, we explored the potential impact of climate scenarios on the potential adoption of these solutions, and how likely such adoption can accelerate in response to changing conditions.

For more detailed information regarding timeframes and scenarios that were used in the assessment, including physical risks, transition risks and opportunities and the

core principles of the TCFD framework, see [ICL’s 2024 Annual Report – Item 4 – Information on the Company – ICL Climate Related Risk and Opportunity Disclosures](#).



Climate Risk Management

ERM is integral to our corporate framework, helping us to navigate uncertainty, risk, and opportunity. Robust risk management enhances decision-making, ensures compliance, and provides control assurance. Recognizing the impact of climate change, we have embedded climate-risk assessment into our global ERM procedures, aligning our responses to address climate-related risks and opportunities across our operations.

For more information on our ERM process, see [our chapter on ERM](#) and see [ICL’s 2024 Annual Report - Item 4 – Information on the Company – Risk Management](#).

ENVIRONMENT

- Resource Management
- Climate Change & GHG Emissions
- Energy**
- Water & Wastewater Management

- Waste Management
- Air
- Circular Economy
- Biodiversity, Conservation & Environmental Stewardship
- Product Stewardship & Lifecycle

SOCIAL

- Environment, Health & Safety
- Our Global Security
- Our Cyber Security
- Our People & Culture

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment

GOVERNANCE

- Corporate Governance
- Sustainable Financing
- Enterprise Risk Management
- Taxation



Energy

In their words: Why we do what we do

“Energy is at the heart of the transition we’re going through—as a company and as an industry. For me, this shift is about responsibility and action. At ICL, we are expanding our use of renewable energy, investing in smarter systems, and continuously working to reduce our carbon footprint across all sites.”

Nimrod Levy,
Director Business Development Energy



ENVIRONMENT

Resource Management
 Climate Change & GHG Emissions
Energy
 Water & Wastewater Management

Waste Management
 Air
 Circular Economy
 Biodiversity, Conservation & Environmental Stewardship
 Product Stewardship & Lifecycle

SOCIAL

Environment, Health & Safety
 Our Global Security
 Our Cyber Security
 Our People & Culture

Our Diversity, Inclusion & Belonging
 Labor & Human Rights
 Our Responsible Supply Chain
 Communities & Social Investment

GOVERNANCE

Corporate Governance
 Sustainable Financing
 Enterprise Risk Management
 Taxation

OUR APPROACH



At ICL, our sustainability journey is driven by our strategic goal to achieve Net Zero by 2050 and to meet our renewable energy consumption target of 50% by 2040, among other key initiatives.

Our approach entails a persistent campaign that includes energy efficiency, energy conservation, reduced emissions, process innovation, Circular Economy initiatives, and a deliberate shift to zero and low emission sources.

ICL's Board of Directors and our executive management have adjusted ICL's climate strategy to align with the aims of the Paris Agreement which is to limit global temperature rise to well below two degrees Celsius above pre-industrial levels, with efforts aimed at limiting the increase to 1.5 degrees Celsius, for the purpose of mitigating the impacts of climate change.

As part of this vision, our near-term milestone is to reduce 30% of our GHG emissions (Scope 1 and 2) by 2030 (vs. our 2018 baseline year), as we aim to achieve Net Zero by 2050.

In 2022, our Board approved the submission of a declaration to the SBTi organization, wherein ICL will commit to setting a near-term, science-based target in accordance with the framework developed by the SBTi organization. The initiative drives ambitious climate action in the private sector by enabling organizations to set science-based emissions reduction targets. In March 2023, SBTi officially confirmed ICL's commitment to develop near-term targets in accordance with the criteria and processes of SBTi. We submitted our targets to SBTi for validation in March 2025, in line with the timeline criteria established by SBTi.

For more information, please see our chapter on [Climate Change & GHG Emissions](#).

Our vision and commitments are reflected in our [Energy Policy](#).



ENVIRONMENT

Resource Management
 Climate Change & GHG Emissions
Energy
 Water & Wastewater Management

Waste Management
 Air
 Circular Economy
 Biodiversity, Conservation & Environmental Stewardship
 Product Stewardship & Lifecycle

SOCIAL

Environment, Health & Safety
 Our Global Security
 Our Cyber Security
 Our People & Culture

Our Diversity, Inclusion & Belonging
 Labor & Human Rights
 Our Responsible Supply Chain
 Communities & Social Investment

GOVERNANCE

Corporate Governance
 Sustainable Financing
 Enterprise Risk Management
 Taxation



Energy Efficiency

Energy efficiency is a key aspect of our comprehensive approach to reducing our environmental footprint.

Our global Ambition Creates Excellence (ACE) program, launched in 2013, promotes systematic energy efficiency and conservation initiatives at ICL's operations and the development of a standard energy efficiency methodology to be applied at all ICL sites.

In 2025, we launched a new and upgraded energy efficiency program - 'Sustainable Cost Optimization - Sustainability' (SCO Sustainability) which will focus also on integrating AI tools to increase our energy efficiency and reduce our CO₂.



ICL's Transition to Low-Carbon and Renewable Energy

To meet our long-term objective – Net Zero by 2050, we have developed various initiatives to reduce carbon emissions at our production sites. As part of our efforts to transition to low carbon and renewable energy sources, we are pursuing several opportunities, including Green Power Purchase Agreements (PPAs), implementing renewable production capacity through photovoltaic (PV) systems, where applicable, and investing in low carbon equipment's.

Our focus is to identify a path where our growth is decoupled from increased GHG emissions. Therefore, we are mapping our sites for opportunities to harness waste-heat. We are already recovering some of the energy and assessing whether it is possible to further increase our use of waste-heat.

Additionally, we continuously evaluate new technologies in the fields of energy efficiency, waste to energy, Circular Economy, carbon capturing, energy storage and green hydrogen production and consumption.



Verification of Efficient Energy Management

To ensure efficient energy management at our sites, we require accreditation to ISO 50001 by external accreditors and maintain an internal energy management system verified by our internal team. We have also integrated a new set of mandatory specifications for energy-intensive equipment into our purchasing systems and engineering design processes.

ENVIRONMENT

Resource Management
 Climate Change & GHG Emissions
Energy
 Water & Wastewater Management

Waste Management
 Air
 Circular Economy
 Biodiversity, Conservation & Environmental Stewardship
 Product Stewardship & Lifecycle

SOCIAL

Environment, Health & Safety
 Our Global Security
 Our Cyber Security
 Our People & Culture

Our Diversity, Inclusion & Belonging
 Labor & Human Rights
 Our Responsible Supply Chain
 Communities & Social Investment

GOVERNANCE

Corporate Governance
 Sustainable Financing
 Enterprise Risk Management
 Taxation

OUR GOALS

ICL is determined to increase our use of renewable energy consumption and to achieve sustainable management and efficient use of energy and natural resources. We have also established annual KPIs for our executive management that incorporate improvement in several fields.

We are currently committed to a 30% reduction of our GHG emissions (Scope 1 and 2) by 2030 (vs. our 2018 baseline year) and we aim to achieve Net Zero by 2050. Our current achievements put us on track to achieving this goal. ICL's 2024 Scope 1 & 2 emissions were 25.3% lower than our 2018 emissions and we are on course to meet our 2030 target.



We are further determined to:



50%

Increasing the share of our low carbon energy consumption to 50% by 2040 (vs. 2018).

\$10M

In 2024, we established and achieved a saving target of \$12 million through efficiency programs (ACE program). Looking ahead to 2025, we set a goal to achieve an additional \$10 million of savings through our efficiency programs and our reduction of 15,000 tonnes of CO₂.

100%

Obtaining ISO certifications for 100% of our relevant production sites in the coming years.

CO₂

Reducing 100 grams/km of CO₂ emissions by the end of 2025, and expanding our EV fleet to 200 vehicles, aligning with our commitment to reduce CO₂ emissions. Increasing PV installations across all our operations in the coming years, with a focus on Israel, Europe and South America.

Advancing Our Green Energy Initiatives

For 2024 and 2025, specific targets have been set regarding the Green Sdom project, focusing on the various stages required for its completion.

ENVIRONMENT

- Resource Management
- Climate Change & GHG Emissions
- Energy**
- Water & Wastewater Management

- Waste Management
- Air
- Circular Economy
- Biodiversity, Conservation & Environmental Stewardship
- Product Stewardship & Lifecycle

SOCIAL

- Environment, Health & Safety
- Our Global Security
- Our Cyber Security
- Our People & Culture

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment

GOVERNANCE

- Corporate Governance
- Sustainable Financing
- Enterprise Risk Management
- Taxation

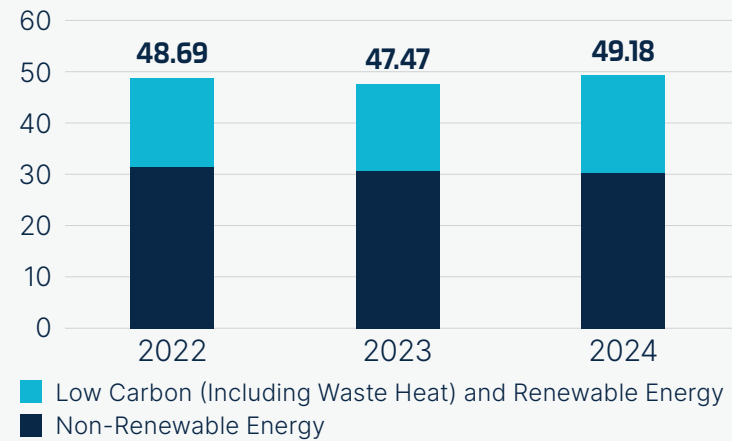
OUR PERFORMANCE

Our energy consumption in 2024 increased slightly (3.6%) compared to 2023, mostly due to an increase in our production activity. We have updated our energy consumption data to include steam and electricity self-generated from exothermic reactions that occur as part of our production processes.

In 2024, approximately 8.4% of the energy that we consumed was electricity purchased from the grid, including PPAs and electricity acquired from national grids with renewable energy certificates (RECs) or Guarantees of Origin. Overall, in 2024, approximately 10% of our total energy use was sourced from renewable energy (both direct and indirect) and our overall global renewable energy consumption was 5.05 million GJ (nearly 1,403k MWh). Additionally, approximately 28% of our energy mix is comprised of low-carbon energy sources (including waste-heat). **This brings ICL's low-carbon and renewable energy to 38% of its total net energy mix.**

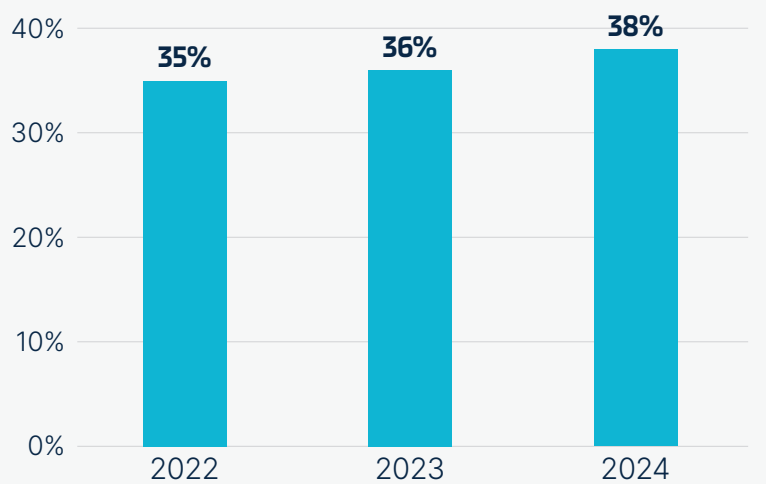
Our journey to increase the share of low-carbon and renewable energy in our energy mix is well underway. Looking ahead, we are exploring additional opportunities to integrate more renewable energy and waste heat recovery across our facilities in further support of our goal of reducing our GHG emissions.

Total Energy Consumption - Net* | Millions GJ

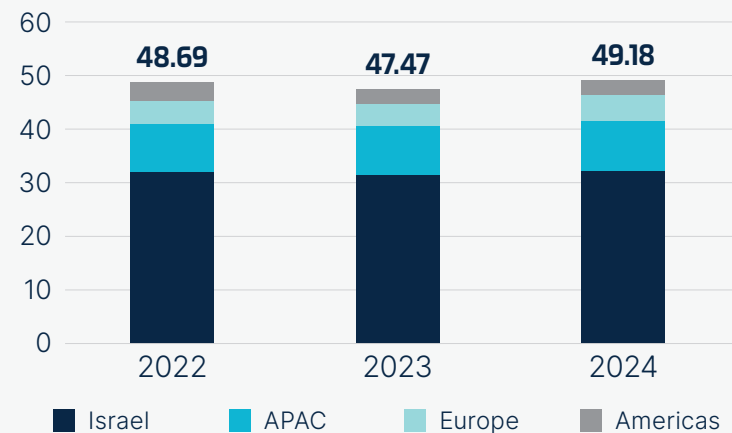


Note: As of 2022, we also include the data of several production sites in Brazil that were acquired by ICL in 2021.

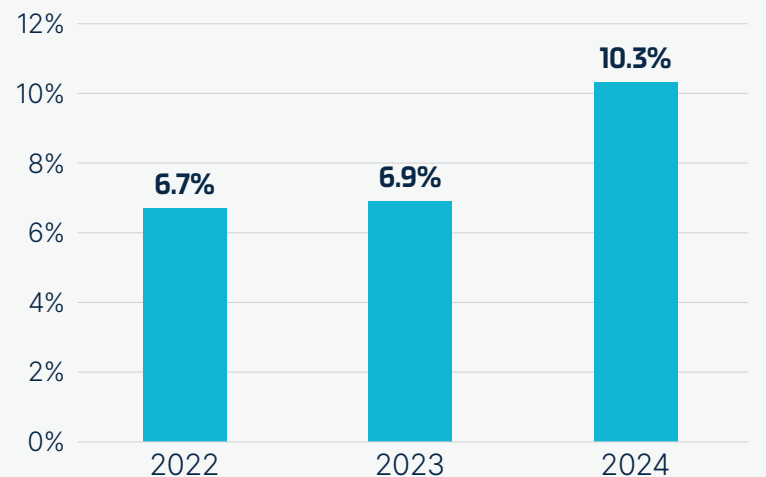
Low Carbon and Renewable Energy - Net*



Total Energy Consumption by Geographical Region - Net* | Millions GJ



Renewable Energy - Net*



* Net energy consumption: Total energy purchased and produced by the organization ("Gross Energy") minus energy sold.

ENVIRONMENT

- Resource Management
- Climate Change & GHG Emissions
- Energy**
- Water & Wastewater Management

- Waste Management
- Air
- Circular Economy
- Biodiversity, Conservation & Environmental Stewardship
- Product Stewardship & Lifecycle

SOCIAL

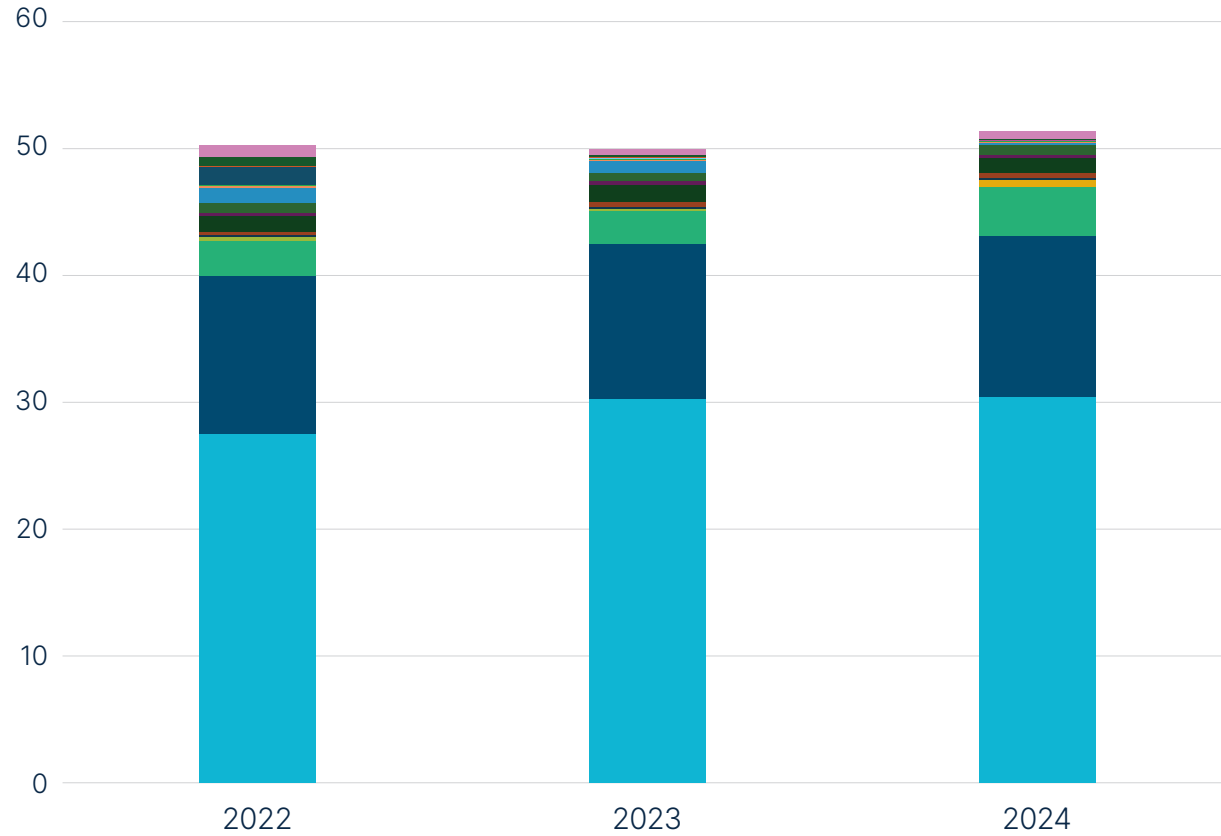
- Environment, Health & Safety
- Our Global Security
- Our Cyber Security
- Our People & Culture

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment

GOVERNANCE

- Corporate Governance
- Sustainable Financing
- Enterprise Risk Management
- Taxation

Total Energy by Type - Gross | Millions GJ



* Gross Energy: Total energy consumption by ICL plus the energy sold to external entities

ICL has successfully conducted a third-party assurance on its energy consumption. An independent assurance process was performed, which included Limited Assurance of ICL's [2024 energy consumption](#) and for [2023 energy consumption](#), conducted by ERM CVS. Additional assurance related documents can be viewed in [ICL's Document Hub](#).

	2022	2023	2024
Low Carbon (Including Waste Heat) and Renewable Source			
HVO	0.00	0.07	0.55
Electricity from renewable sources	2.79	2.60	3.93
Electricity from onsite solar power	0.00	0.0002	0.0005
Ethanol (100%)	0.00002	0.00006	0.00003
Hydrogen captured from chemical reactions	0.00	0.0005	0.02
Electricity from nuclear power	0.32	0.08	0.00
Wood & wood chips	0.16	0.16	0.16
Steam from other renewable source	0.28	0.43	0.41
Onsite electricity generation from exothermic reactions, waste heat or heated gases from chemical processes	1.28	1.33	1.14
Onsite steam generation from exothermic reactions, waste heat or heated gases from chemical processes	12.43	12.23	12.67
Non-Renewable Source			
Coal	0.20	0.26	0.26
Diesel	0.81	0.69	0.73
Electricity from the local grid/utility	1.20	0.93	0.20
Gasoline / Petrol	0.08	0.08	0.08
Heavy fuel oil ("residual")	0.12	0.11	0.11
Kerosene/Heating Oil	0.002	0.005	0.004
LPG	0.03	0.07	0.10
Natural gas	27.48	30.28	30.39
Oil Shale	1.37	0.00	0.00
Propane	0.05	0.02	0.002
Purchased electricity from natural gas power plants	0.75	0.21	0.02
Purchased steam	0.88	0.44	0.63
Grand Total	50.25	49.97	51.40

ENVIRONMENT

- Resource Management
- Climate Change & GHG Emissions
- Energy**
- Water & Wastewater Management

- Waste Management
- Air
- Circular Economy
- Biodiversity, Conservation & Environmental Stewardship
- Product Stewardship & Lifecycle

SOCIAL

- Environment, Health & Safety
- Our Global Security
- Our Cyber Security
- Our People & Culture

GOVERNANCE

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment
- Corporate Governance
- Sustainable Financing
- Enterprise Risk Management
- Taxation

Energy Intensity

We continue to implement on-going energy efficiency activities. Our energy consumption stayed mostly constant over the last few years. However, due to exceptionally high revenues in 2022, we experienced a trend of increased energy intensity. When considering our energy consumption relative to GHG emissions (GHG impact per GJ consumed), we have demonstrated a positive reduction in intensity over the past three years.

This means that for every unit of energy consumed, the Company now emits fewer GHGs than before. This reduction indicates that ICL's operations have become more sustainable, producing less pollution per unit of energy used.

	2022	2023	2024
Energy Consumption GJ / Sales US\$ millions	4,862	6,299	7,189
GHG Emissions / Energy Consumption GJ	0.049	0.048	0.045



Changing Energy Sources

ICL is actively transitioning its energy sources from primarily fossil fuels, such as coal, fuel oil and shale oil, to cleaner alternatives such as natural gas, low-carbon energy (including waste heat) and renewable energy.

Our transition includes multiple actions:



Procurement of Renewable Energy:

Significant efforts have been made to transition all electricity grid consumption at our European, US, Brazil and China sites. This also includes development of projects for renewable steam.



Commissioning of Efficient CHP Plant:

We commissioned a highly efficient Combined Heat and Power (CHP) plant at our Dead Sea facilities.



Energy Efficiency Measures:

Implementing energy efficiency measures and utilizing waste heat in several facilities globally.



Decommissioning Fossil Fuel-Based Facilities:

ICL decommissioned fossil fuel-based facilities, such as the energy resource development facility (PAMA) at the ICL Rotem site in Israel.

These initiatives demonstrate our commitment to reducing our carbon footprint and enhancing sustainability across our operations.

ICL's 2024 Scope 1 and 2 emissions were 25.3% lower than our 2018 emissions and on course to meet the 2030 target successfully. This reduction was primarily supported our energy transition strategy, which focuses on increasing our renewable energy mix. In recent years, ICL shifted its energy sources for several major sites in Israel, from the grid to renewable sources. This shift was supported by entering two long-term (15 years) green PPAs, which commenced in January 2024 and January 2025.

Several of our operational sites shifted their energy sources from grid consumption to renewable sources by entering a PPA with a large and stable energy supplier, to secure an estimated consumption of 105 million kWh from renewable sources. This effort is anticipated to reduce over 750,000 tonnes of CO₂e for the duration of the agreement. Other operational sites transitioned to renewable sources, purchased from Doral Energy Ltd., securing 'green electricity' procurement for an estimated annual consumption of 75M kWh, which is anticipated to provide an additional reduction of over 500,000 tonnes of CO₂e for the duration of such an agreement.

ICL was an early adopter and one of the first companies in Israel to sign long-term renewable energy contracts as soon as the relevant regulatory environment supported it. We will continue to expand our strategy as the markets for on-site renewable energy, long-term power purchase agreements and other supply mechanisms continue to mature.

ENVIRONMENT

Resource Management
Climate Change & GHG Emissions

Energy

Water & Wastewater Management

Waste Management
Air
Circular Economy
Biodiversity, Conservation & Environmental Stewardship
Product Stewardship & Lifecycle

SOCIAL

Environment, Health & Safety
Our Global Security
Our Cyber Security
Our People & Culture

Our Diversity, Inclusion & Belonging
Labor & Human Rights
Our Responsible Supply Chain
Communities & Social Investment

GOVERNANCE

Corporate Governance
Sustainable Financing
Enterprise Risk Management
Taxation

Harnessing Waste-heat

Waste-heat, in general, and specifically heat that is a by-product of our industrial processes, - such as sulfuric acid production (an exothermic chemical reaction), represents a valuable, often untapped source of low carbon energy. Waste-heat offers the potential for significant energy recovery, reducing the need for external energy inputs and lowering our overall carbon footprint. We are already utilizing heat recovery process via dedicated systems (HRS) and other technologies to capture excess heat for steam and electricity generation.

Looking ahead, we plan to expand our use of this resource by exploring opportunities at relevant sites, evaluating the feasibility of integrating waste-heat recovery across more of our facilities, and incorporating it into our broader energy mix.



PV installations

As part of our efforts to increase our renewable energy sources, we are also expanding our focus on photovoltaic (PV) installations at our operations. Plans are underway to deploy PV installations at many of our sites. We have engaged leading renewable energy partners to install PV units on suitable dual-use surfaces at our Israeli and European operations, with an estimated total capacity of dozens of megawatts peak (MWp).

Additionally, we are planning to install a 5 MWp ground-mounted PV system at our Periclase site in Israel, with the aim of replacing 8.5 million kilowatt-hours (kWh) of fossil fuel energy consumption annually, subject to regulatory approval. Looking ahead, we are exploring the possibility of launching additional PV installations at our operations in South America as well as a PV plant coupled with advanced storage solutions at our Dead Sea site in Israel as part of our long-term sustainability strategy.

For more information about these projects and our GHG reduction initiatives, including our SBTi commitment, and our climate and decarbonization strategy, see our chapter on [Climate change and GHG Emissions](#).



ENVIRONMENT

Resource Management
 Climate Change & GHG Emissions
Energy
 Water & Wastewater Management

Waste Management
 Air
 Circular Economy
 Biodiversity, Conservation & Environmental Stewardship
 Product Stewardship & Lifecycle

SOCIAL

Environment, Health & Safety
 Our Global Security
 Our Cyber Security
 Our People & Culture

Our Diversity, Inclusion & Belonging
 Labor & Human Rights
 Our Responsible Supply Chain
 Communities & Social Investment

GOVERNANCE

Corporate Governance
 Sustainable Financing
 Enterprise Risk Management
 Taxation

Green Sdom Project

One of our flagship endeavors, the “Green Sdom Project”, marks a significant step towards transforming ICL Dead Sea, our largest industrial site located in Sdom, Israel, into a hub for renewable energy, as part of our ambitious decarbonation plan and our goal to reach Net Zero by 2050.

The project involves the establishment of solar PV fields, boasting a total capacity of approximately 1,500 MWp along with energy storage in a variety of technologies and solutions.

By harnessing solar energy during daylight hours, the ICL Dead Sea site is intended to directly utilize the produced energy, while surplus energy will be stored utilizing various storage solutions.

Pending approval from the relevant authorities and regulators in Israel, the project’s first phase aims to commence operations by 2034, foreseeably reducing the Dead Sea site’s carbon footprint by over 50%. This large-scale project, with its significant magnitude and positive environmental impact, is leading ICL to engage its stakeholders regarding its promotion including the creation of potential partnerships.

Increasing efficiency in combined heat and power cogeneration

Since 2018, ICL Dead Sea’s combined heat and power cogeneration (CHP) plant has significantly impacted our energy consumption patterns. While there has been a notable increase in natural gas consumption (direct energy), the site has witnessed a substantial decrease in external electricity (indirect energy) utilized by ICL, resulting in a lowered carbon footprint per kWh and tonnes of steam consumed. The CHP plant is Israel’s most efficient cogeneration powerplant, as steam used by the site is condensed into water utilizing brine from the evaporation ponds, thus improving potash production. In 2024, 573k MWh of electricity generated by the new CHP plant as well as the Rotem Israel site was supplied by ICL to Israel’s national grid and external customers.

At our Cajati Brazil site, we launched an energy integration project to reuse the heat stream to generate clean steam, resulting in a reduction of our steam consumption by approximately 22% compared to our 2022 baseline year. This technology, developed by ICL, involves vapor recompression to higher pressures in order to take advantage of hot energy currents. This project includes three phases of steam utilization; currently, two phases are operational, and we anticipate a potential reduction of 30-35% in the coming years.



ENVIRONMENT

Resource Management
 Climate Change & GHG Emissions
Energy
 Water & Wastewater Management

Waste Management
 Air
 Circular Economy
 Biodiversity, Conservation & Environmental Stewardship
 Product Stewardship & Lifecycle

SOCIAL

Environment, Health & Safety
 Our Global Security
 Our Cyber Security
 Our People & Culture

Our Diversity, Inclusion & Belonging
 Labor & Human Rights
 Our Responsible Supply Chain
 Communities & Social Investment

GOVERNANCE

Corporate Governance
 Sustainable Financing
 Enterprise Risk Management
 Taxation

Energy Efficiency Initiatives and Programs

Our global corporate energy efficiency program, Ambition Creates Excellence (ACE), launched in 2013, promotes energy efficiency and conservation at our facilities, as well as the development of a standard energy efficiency methodology to be applied at all our sites. In 2025, we launched a new, upgraded program called SCO Sustainability (SCO).

SCO's energy efficiency initiatives range from Company-wide energy management and conservation methodology programs to optimization of production equipment and raising awareness of energy conservation among ICL's employees and contractors. These programs are multi-year energy efficiency programs that are supported by ICL's Board of Directors and executive management in alignment with our sustainability vision.

As part of our energy efficiency programs, we have implemented a range of initiatives to optimize energy consumption across our operations. Certified Energy Managers have been appointed to oversee efforts, such as the submission of an annual energy consumption report to the relevant authorities. We continuously evaluate energy-saving measures in both operational and non-operational areas, including production processes, office space, and infrastructure. This includes conducting periodic energy surveys to identify conservation opportunities, mapping and assessing potential reductions in energy, and conducting techno-economic feasibility studies. We explore and implement load-shifting strategies to optimize our energy use based on peak and off-peak tariffs. Furthermore, we assess and utilize residual heat recovery potential in production processes and actively explore the feasibility of renewable energy projects.

Our energy efficiency plan significantly decreased ICL's energy expenses by approximately \$230 million between 2005 and 2024, excluding savings from our transition to natural gas. Our ACE program proved instrumental in delivering substantial operational and maintenance savings, while also facilitating quality enhancements beyond its core environmental objectives of reducing fuel and electricity consumption and greenhouse gas emissions. Our energy initiatives encompass not only cost-saving measures, but also direct actions aimed at reducing our energy consumption. For example, we adjust production and maintenance schedules to maximize the utilization of lower-tariff energy sources and continue to transition from fuel oil to natural gas. conservation measures in its sites worldwide.



In 2024, our ACE program initiatives yielded approximately \$12 million in savings, aligning with our KPI for the year.

In 2025, we aim to bolster our savings by an additional \$10 million and reduce our CO₂ by 15,000 tonnes.

Certified Energy Management System

In 2024, all of our major energy consuming sites (responsible for approximately 90% of our global energy consumption), were certified with the energy ISO standard 50001. To continually improve, we have established goals to obtain ISO certifications for 100% of our production sites in the coming years.

For additional information regarding ISO certifications see [our EHS chapter](#).

Electric Vehicles in ICL's fleet

We are actively promoting our road transport efficiency by transitioning our leased vehicle fleet in Israel to hybrid or electric cars, and we are targeting a reduction in CO₂ emissions of 100 grams/km by the end of 2025. We met our annual reduction target for 2024, by reducing our average CO₂ emissions by approximately additional 10% to 108 grams/km.

As a pioneer in Israel, ICL offers a comprehensive package to encourage its employees to select electric vehicles (EVs), which now constitute about 25% (including hybrid and fully electric) of our leased fleet. Employees receive home charging stations and electricity costs refunds, and we have installed charging points across all our facilities and sites. In 2024, we maintained our target to expand our EV fleet to 200 vehicles, aligning with our commitment to reduce our CO₂ emissions.

ENVIRONMENT

- Resource Management
- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management**

- Waste Management
- Air
- Circular Economy
- Biodiversity, Conservation & Environmental Stewardship
- Product Stewardship & Lifecycle

SOCIAL

- Environment, Health & Safety
- Our Global Security
- Our Cyber Security
- Our People & Culture

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment

GOVERNANCE

- Corporate Governance
- Sustainable Financing
- Enterprise Risk Management
- Taxation

Water & Wastewater Management



In their words: Why we do what we do

“ Living and working in a region where every drop of water truly matters has shaped the way I see water - not just as a resource, but as a shared responsibility. At our ICL Iberia site we have introduced alternative water sources, including recirculation, recycling and condensation, which has reduced our freshwater use significantly in just one year. This is proof that when we act with purpose, we can drive real change. For me, this is only the beginning.”

Lluís Fabrega,
Environmental Manager, ICL Iberia



ENVIRONMENT

- Resource Management
- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management**

- Waste Management
- Air
- Circular Economy
- Biodiversity, Conservation & Environmental Stewardship
- Product Stewardship & Lifecycle

SOCIAL

- Environment, Health & Safety
- Our Global Security
- Our Cyber Security
- Our People & Culture

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment

GOVERNANCE

- Corporate Governance
- Sustainable Financing
- Enterprise Risk Management
- Taxation

OUR APPROACH

ICL acknowledges that access to safe and clean water is a basic human right and recognizes the growing concern of water scarcity, which is further exacerbated by climate change. As a result, we are dedicated to the sustainable management of water resources across all our operations. We understand that water is an essential resource and that addressing the water-energy-food nexus and climate change is one of the greatest challenges that we face as a global society, especially in our agricultural value chain.

Our [Water Management Policy](#) outlines ICL’s proactive approach and extensive efforts to enhance water efficiency, reduce our impact on water sources and advance innovative solutions for water usage and wastewater disposal challenges in all of our operations and the areas in which we operate.

Accordingly, we allocate capital in line with our main activities, including, driving water efficiency across our operations, safeguarding water quality and developing innovative solutions. We safeguard water quality through a robust effluents management system and strive to minimize the impact of our operations on water quality, availability and accessibility. We perceive effluents as an integral component of our water lifecycle, and as part of our approach to a Circular Economy, we work to enable reuse of our effluents. Where possible, we strive to use brackish water for operational processes or other alternative water not suitable as potable water.

As part of our water management policy, we develop and promote the use of technological tools and frameworks to foster a robust data management infrastructure to monitor and analyze our water usage data in real-time.

We also prioritize compliance with all relevant laws, regulations and standards. To that end, we engage with local regulators and are determined to obtain and uphold all necessary permits and licenses for water extraction and wastewater discharge.



Across all our global operations and sites, we provide access to water, sanitation, and hygiene (WASH) for our employees and contractors, recognizing that access to these represent a fundamental human right for adequate working conditions.

Governance of Water and Wastewater Management

For information on our governance of ESG risks, including water management, strategy, performance, risks and stewardship, see our chapter on [Corporate Governance](#) and see [ICL’s 2024 Annual Report – Item 4 – Information on the Company - Governance and Management of Climate Related Risks and Opportunities](#).

ICL’s CEO is responsible for ICL’s water management strategy, while the Company’s executive EHS & Potash President, a member of ICL’s GEC forum and GEC Sustainability Committee, is responsible for executing ICL’s overall water management strategy and ensuring its implementation throughout the organization. Leading ICL’s Operational Executive Committee (OEC), the EHS & Potash President collaborates with operational VPs to oversee various aspects, including EHS and sustainability matters, across ICL sites and geographies, including water management. Within the OEC, each member, representing different business units, leads teams and committees who are responsible for water management within their respective areas, covering all ICL sites globally. These teams report directly to the OEC, ensuring alignment with organizational objectives. Additionally, each ICL business unit is responsible for managing water resources in accordance with ICL’s water policy. This involves establishing dedicated, site-specific water management committees and programs aimed at meeting the targets and KPIs set by the GEC and the Board.

ENVIRONMENT

- Resource Management
- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management**

- Waste Management
- Air
- Circular Economy
- Biodiversity, Conservation & Environmental Stewardship
- Product Stewardship & Lifecycle

SOCIAL

- Environment, Health & Safety
- Our Global Security
- Our Cyber Security
- Our People & Culture

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment

GOVERNANCE

- Corporate Governance
- Sustainable Financing
- Enterprise Risk Management
- Taxation

OUR GOALS

We are proud to report that in line with our EHS and water management policies, in 2024 we successfully achieved our annual water saving goals. These included water savings targets aimed at achieving an average annual reduction of 4% in our freshwater use and an average annual reduction of 2% in our low-quality water use, compared to our baseline year of 2022. We have established the same multi-year reduction targets for 2025, which are considered as ongoing goals for the future.

We have established Company-wide goals aimed at water reduction and related targets. These targets serve as integral components in measuring the success of our executives and also act as financial performance-based incentives for key executives, including:



Increasing water efficiency, sourcing water responsibly and continuously improving our water conservation practices.



Reducing, recovering, recycling, and reusing water and increasing the use of alternative water sources.



Enhancing the efficient use of natural resources and implementing the concept of Circular Economy while carrying out core operational activities.



ENVIRONMENT

- Resource Management
- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management**

- Waste Management
- Air
- Circular Economy
- Biodiversity, Conservation & Environmental Stewardship
- Product Stewardship & Lifecycle

SOCIAL

- Environment, Health & Safety
- Our Global Security
- Our Cyber Security
- Our People & Culture

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment

GOVERNANCE

- Corporate Governance
- Sustainable Financing
- Enterprise Risk Management
- Taxation

OUR PERFORMANCE

We have established water reduction goals and have initiated programs to reduce water consumption and increase water efficiency across all our operations. We actively monitor, track, evaluate and implement multi-year reduction programs and strategies company-wide to manage water use across all our operations.

Water Management and Use

Water Withdrawal - m³ (millions)

In 2024, we continued to reduce our water withdrawal in line with our multi-year reduction targets, which are measured as an annual average decrease from our 2022 baseline. By the end of 2024, we achieved a cumulative reduction of approximately 13.3% in freshwater use and 4.5% in non-fresh low-quality (alternative) water use, both compared to our 2022 levels. These results translate into an annual average reduction of 6.65% for freshwater and 2.25% for non-fresh water, aligning with our multi-year reduction targets.

These significant water savings were achieved due to rigorous efforts, encompassing both potable and non-potable sources. Accordingly, in 2024 we reached a total reduction of over 6.96% in water withdrawal compared to 2022.

m ³ (millions)	2022	2023	2024
Freshwater withdrawal	19.6	17.4	17
Non-Freshwater withdrawal	49.4	47.3	47.2
Total	69.0	64.7	64.2

Note: All figures exclude annual water withdrawal from or returned to the Dead Sea, which is regarded as raw material. Freshwater withdrawal includes grid/tap water and potable well water (including high-quality river water). Non-freshwater (alternative water) withdrawal includes brine, brackish water, sea water, minor amount of low-quality river water (0.87, 1.07 and 1.05 million m³ for 2022, 2023 and 2024 accordingly) and rainwater.

ICL sites use alternative water sources wherever feasible. These alternative sources account for 73.5% of the water used at ICL operations (or 71.9% when excluding low-quality river water).

Many of our major production sites are in Israel, a country that has achieved water supply security despite its location in a water-scarce region. This is the result of robust regulatory frameworks and the large-scale adoption of non-conventional water sources, including treated wastewater and desalination. Consequently, potable water scarcity and water stress risks have been significantly reduced. Desalinated water accounts for 42% of Israel's overall potable water supply*. Assuming this ratio, ICL sites in Israel use approximately 5.4 million m³ of desalinated water, representing 31.8% of our total freshwater withdrawals.

* Based on the Water Supply Report of Mekorot – Israel's National Water Company, 2023.

Intensity

ICL continues to implement ongoing water efficiency measures across its operations. In 2022, exceptionally high revenues led to a temporary decrease in water intensity. However, in 2023, water intensity increased - despite continued efficiency efforts - due to a normalization of sales levels. In 2024, total water withdrawal decreased, but because of a further decline in sales compared to 2023, the water intensity ratio rose again. Still, it remained below the 2021 level of 9,923.

Water Intensity

m ³ /\$million	2022	2023	2024
	6,938	8,593	9,390

Freshwater Intensity

m ³ /\$million	2022	2023	2024
	1,954	2,310	2,484

Water Recycled or Reused

m ³ /\$million	2022	2023	2024
	6.7	8.6	8.3

ENVIRONMENT

- Resource Management
- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management**

- Waste Management
- Air
- Circular Economy
- Biodiversity, Conservation & Environmental Stewardship
- Product Stewardship & Lifecycle

SOCIAL

- Environment, Health & Safety
- Our Global Security
- Our Cyber Security
- Our People & Culture

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment

GOVERNANCE

- Corporate Governance
- Sustainable Financing
- Enterprise Risk Management
- Taxation

Key Reduction Initiatives

We continue our efforts to reduce water use. In 2024, ICL Iberia succeeded in reducing its freshwater withdrawal by nearly 50% by implementing multiple water efficiency initiatives and switching to alternative water. Water efficiency measures included using condensation water for cooling the mine and using alternative water for production processes on site.

Our ICL Rotem site in Israel mapped its water use and found solutions to increase efficiency, recycle, reuse water and reduce water consumption. By the end of 2023, ICL Rotem achieved an overall reduction of more than 1,000,000m³ of freshwater. The site managed to maintain the lower level of freshwater consumption throughout 2024.

In 2024, ICL Dead Sea continued to implement its innovative digitization project to track its water withdrawal and consumption cycles. To promote ICL's water management best practices, this digital tool will be distributed for use at additional sites.

As part of its water management improvement efforts, our ICL Dead Sea site was certified as upholding an ISO 46001 Water Efficiency Management Systems standard. ICL Dead Sea is the first facility in Israel to receive such certification.



Monitoring, Transparency and Disclosure

To optimize our use of water resources to enhance our water efficiency, we have created and installed required data and measurement infrastructure. This monitoring mechanism allows us to establish a baseline and facilitate data-driven decision-making processes in our water management practices. Water measurement is verified annually by external third parties to ensure the reliability and accuracy of the data.

As part of ensuring transparency to our stakeholders, ICL's water management teams submit all required audits and reports to relevant regulatory entities which publish the primary data concerning water and wastewater publicly.

In addition, we voluntarily report about our water risks and opportunities using the TCFD framework principles, as well as on the CDP platform.

In 2024, our CDP water score improved to 'A-' score as we continue to implement internal infrastructure and mechanisms to support our ongoing journey towards excellence and creating a leadership position in our industry.

Year	2022	2023	2024
ICL CDP Water Security scores	C	B	A-
Activity group average (chemicals)	B	C	B

External Verification of ICL's Water Withdrawal Metrics

ICL has successfully conducted a third-party assurance on its water withdrawal metrics for 2024. An independent assurance process was performed, which included Limited Assurance of ICL's 2024 water withdrawals. The assurance was performed by ERM CVS. Our public independent [water assurance statement](#) and additional assurance statements for other ESG metrics can be viewed in ICL's [Document Hub](#).

ENVIRONMENT

- Resource Management
- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management**

- Waste Management
- Air
- Circular Economy
- Biodiversity, Conservation & Environmental Stewardship
- Product Stewardship & Lifecycle

SOCIAL

- Environment, Health & Safety
- Our Global Security
- Our Cyber Security
- Our People & Culture

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment

GOVERNANCE

- Corporate Governance
- Sustainable Financing
- Enterprise Risk Management
- Taxation

Managing Water Risks

We integrate climate-related risks, including water related risks, into our formal ERM processes and apply a ‘bottom-up’ approach to climate-related risk and opportunity identification and verification, ensuring that awareness of climate-related issues is raised across all our segments, business units, sites and geographic locations. This ensures we regularly monitor and measure water risk at all our operations.

As part of our process of physical climate risk assessment of all our operations, and our periodical reassessment, we have identified and evaluated several water-related risks and their impact on our business and operational processes as well as on our value chain. This risk identification process has deepened our understanding of our business dependency on water resources, and therefore the importance of sustainably managing these resources.

For further information on water risks, see “Item 4. Information on the Company - ICL Related Risk and Opportunities Disclosures” in [ICL’s 2024 Annual Report](#) and our chapter on [ERM](#).

In 2024, there were no Formal Enforcement Actions related to incidents of non-compliance associated with water quality permits, standards and regulations.



Wastewater

Our water management policy includes wastewater management. We implement a robust water quality management system and maintain high standards to ensure the responsible and safe discharge of wastewater.

For our required production facilities, we operate water treatment processes to ensure wastewater is safely discharged in line with local regulations. Other production facilities have their wastewater treated by third parties at wastewater treatment plants. Some of our sites reuse or recycle water for internal needs, facilitating symbiosis between ICL sites, and for external uses.

As part of our water effluent monitoring efforts, wastewater quality is monitored at its point of use and water effluent levels are monitored on a regular basis (including periodic sampling of pollutants in various wastewater streams).

All of ICL’s facilities report their wastewater discharged information according to local regulations and are disclosed in ICL’s annual ESG Report.

Our production facilities have undertaken various water conservation projects, including recycling and using treated wastewater. Two of our sites in Brazil found new opportunities for their effluents and created an industrial synergy, where the wastewater of one facility is used as raw material for another.

Discharge (million m ³)	2022	2023	2024
	18.7	15.1	12.2

ENVIRONMENT

- Resource Management
- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management**

- Waste Management
- Air
- Circular Economy
- Biodiversity, Conservation & Environmental Stewardship
- Product Stewardship & Lifecycle

SOCIAL

- Environment, Health & Safety
- Our Global Security
- Our Cyber Security
- Our People & Culture

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment

GOVERNANCE

- Corporate Governance
- Sustainable Financing
- Enterprise Risk Management
- Taxation

Wastewater & Effluent Treatment at ICL Rotem

ICL Rotem is implementing a master plan for wastewater treatment with the principal goal of reducing quantities of effluents.

This involves converting some effluents into products, recycling wastewater, reducing water consumption, treating and neutralizing wastewater and restoring wastewater ponds.

The plan currently includes additional wastewater streams created by air emission purification processes required by Israel's Clean Air Law.

ICL Rotem set and achieved the goal of ceasing the discharge of acidic wastewater to the ponds by reducing, treating, and neutralizing all acidic wastewater streams on-site from approximately 550,000 m³ per year to zero.

This includes stopping the discharge to onsite evaporation ponds, achieved in 2023, through additional treatment and reduction of all five streams, thereby discontinuing the use of the evaporation ponds.

To achieve this goal, the site initiated an operational work plan which included holding a conference with stakeholders, including R&D and manufacturing units, to

find uses for each of the site's streams.

Ideas were mapped, workgroups were established and a process was initiated to evaluate each idea using operational excellence tools. A steering committee was formed to review progress, synchronize teams and select optimal treatments.

According to the plan, measures taken to reduce wastewater streams included:

- Reducing effluent quantity by reuse of wastewater instead of freshwater.
- Transferring significant amounts of fertilizer effluents for reuse at the phosphate enrichment plant.
- Integrating another wastewater stream into a solidification process using marl. The product of this solidification is intended for landscape restoration as part of the site's ponds and reservoirs restoration processes.
- Using another wastewater stream as a raw material in the fertilizer plant with 80% of the stream transferred to a neutralization facility. The neutralized effluents are used via a Circular Economy process as a raw material in the formulation used for the acidic pond restoration.



ENVIRONMENT

- Resource Management
- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management**

- Waste Management
- Air
- Circular Economy
- Biodiversity, Conservation & Environmental Stewardship
- Product Stewardship & Lifecycle

SOCIAL

- Environment, Health & Safety
- Our Global Security
- Our Cyber Security
- Our People & Culture

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment

GOVERNANCE

- Corporate Governance
- Sustainable Financing
- Enterprise Risk Management
- Taxation

Supporting Our Value Chain in Water Management

Water plays a significant role in ICL's operations. It serves as a crucial component of our products and as a resource that our customers, and the industries within which we operate, are dependent. We recognize our unique position and promote water efficiency through our products and partnerships, aiming to assist our customers and business partners with their water-saving goals.

Agriculture:

ICL is dedicated to the responsible and sustainable use of water within the realm of fertilizers and agriculture, and it is committed to implementing innovative approaches that optimize water usage while ensuring the effectiveness of our fertilizer solutions.

Through ongoing research and collaborative efforts, we are actively engaged in creating innovative fertilizer solutions and agricultural practices that optimize water use efficiency and minimize waste.

ICL aims to provide farmers with tools and methods that align with the principles of responsible water management, ensuring a more sustainable and resilient future for global agriculture. Our sustainable solutions address the energy-water-food-climate nexus by providing products that directly combat water scarcity and enhance food security.

- ICL has developed water-soluble fertilizers designed for fertigation systems. ICL fertilizer via fertigation employs a technique where liquids or water-soluble

fertilizers are mixed with irrigation water. This method ensures even distribution of fertilizers during irrigation, enhancing nutrient availability and efficiency. By applying fertilizers precisely based on soil fertility and crop growth stage, water and material usage is optimized, promoting efficient agriculture.

- Our H2Flo product, a wetting and water conservation agent, facilitates both vertical and horizontal water movement into the soil. Leading the charge in water conservation, H2Flo empowers growers and farmers to optimize their water usage. See our H2Flo website.
- ICL's CRFs (Controlled Release Fertilizers) improve yield and reduce nutrient loss. Their benefits include reduced volatilization, denitrification, and leaching, which help minimize environmental impact. By improving nutrient uptake by plants, less fertilizer is released into the environment, thereby reducing nutrient runoff into water sources and mitigating eutrophication.



Industrial:

Our R&D team collaborates with the world's leading academic researchers and industry innovators in an effort to transform scientific knowledge into solutions that address significant water treatment challenges.

- ICL's water microbial solutions tackle microbial contamination in water systems. Known for their exceptionally high biofilm treatment capabilities, our bromine-based biocides are applied in cooling towers, paper production plants, oil drilling operations and other industrial water systems worldwide.

These innovative solutions combat microbial threats and enhance energy efficiency and heat transfer in industrial water systems. By preventing corrosion and addressing material degradation from microbial sources, they extend equipment lifespan and mitigate production failures. Our anti-microbial water treatment solutions are complemented by global technical and regulatory support, in compliance with the required regulations in the specific country of use, including European BPR registration and US-EPA FIFRA registration.

For additional information regarding our Microbial Solutions portfolio see [our ICL Industrial Products website](#).

ENVIRONMENT

- Resource Management
- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management

Waste Management

- Air
- Circular Economy
- Biodiversity, Conservation & Environmental Stewardship
- Product Stewardship & Lifecycle

SOCIAL

- Environment, Health & Safety
- Our Global Security
- Our Cyber Security
- Our People & Culture

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment

GOVERNANCE

- Corporate Governance
- Sustainable Financing
- Enterprise Risk Management
- Taxation



Waste Management



In their words: Why we do what we do

“ I believe waste is never just waste – it’s a golden opportunity to exercise our innovation capabilities for the sake of improving the environment through the transformation of that waste. Every waste stream also holds the potential to become a resource and a step forward toward creating a Circular Economy that provides value for the entire system.”

Ella Kosberg,
Head of Environmental Strategy
and Regulation, ICL Rotem



ENVIRONMENT

Resource Management
 Climate Change & GHG Emissions
 Energy
 Water & Wastewater Management

Waste Management

Air
 Circular Economy
 Biodiversity, Conservation & Environmental Stewardship
 Product Stewardship & Lifecycle

SOCIAL

Environment, Health & Safety
 Our Global Security
 Our Cyber Security
 Our People & Culture

Our Diversity, Inclusion & Belonging
 Labor & Human Rights
 Our Responsible Supply Chain
 Communities & Social Investment

GOVERNANCE

Corporate Governance
 Sustainable Financing
 Enterprise Risk Management
 Taxation

OUR APPROACH

We recognize our responsibility to manage and minimize the environmental impact of our operations, including by reducing our raw material waste, our product intake and waste associated with byproducts resulting from our production processes. We acknowledge the significance of our actions within our operations, the ecosystems with which we interact, and the broader value chains in which we operate.



We focus on delivering responsible, scalable solutions worldwide by maximizing the efficient use of raw materials and byproducts, exploring alternative sourcing opportunities, and embedding circularity principles throughout our value chain. These efforts are supported by robust waste management practices integrated into our daily operations.

Integral to our research and development processes is the deliberate integration of waste considerations, encompassing both hazardous and non-hazardous aspects. Our approach aligns with the principles outlined in [our Waste Management Policy](#).

We perceive sustainable waste management as a business opportunity that motivates us to continually enhance our processes and products. It drives us to seek innovative solutions that promote resourcefulness and minimize waste generation across our operations and product development efforts. Our product and service offerings exemplify our commitment to reduce waste by extending product shelf life, facilitating materials recycling, utilizing alternative raw materials, and advocating environmentally responsible practices. This approach aligns with our [Position Statement on Circular Economy](#).

ICL's Waste Management Hierarchy

We manage hazardous waste according to our waste hierarchy, local regulatory requirements and our global EHS policy. Our waste hierarchy, established in reference to international standards, including the European Waste Hierarchy, strives to minimize the intake of raw materials and to divert as much waste from landfill as possible.

01 / Prevention of waste generation through process design

02 / Reducing waste through Circular Economy

03 / Recycling waste

04 / Recovery

05 / Disposal

01 Preventing waste generation through process design - Our R&D teams adhere to clear waste-related requirements in our product approval processes and continuously optimize those processes to identify and implement further waste reduction opportunities.

02 Reducing waste through Circular Economy - We implement Circular Economy strategies, and our cross-site Circular Economy program facilitates internal material repurposing and minimizes external waste streams.

03 Recycling waste - We are committed to increasing the scope of recycled waste across our operations.

04 Recovery - We employ energy recovery methods for waste treatment in relevant sites via certified vendors and by prioritizing energy recovery methods, whenever possible.

05 Disposal - When recovery is not feasible, we remain committed to disposing of waste responsibly.

ENVIRONMENT

- Resource Management
- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management

Waste Management

- Air
- Circular Economy
- Biodiversity, Conservation & Environmental Stewardship
- Product Stewardship & Lifecycle

SOCIAL

- Environment, Health & Safety
- Our Global Security
- Our Cyber Security
- Our People & Culture

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment

GOVERNANCE

- Corporate Governance
- Sustainable Financing
- Enterprise Risk Management
- Taxation

Governance of waste management

For information on our governance of ESG risks, including waste management-related matters, see [our chapter on Corporate Governance](#) and our [2024 Annual Report – Item 4 – Information on the Company - Governance and Management of Climate Related Risks and Opportunities](#).

ICL’s executive EHS & Potash President, a member of ICL’s GEC forum and GEC Sustainability Committee, is responsible for executing ICL’s overall waste management strategy and ensuring its implementation throughout the organization. Leading ICL’s Operational Executive Committee (OEC), the EHS & Potash President collaborates with operational VPs to oversee various aspects, including EHS and sustainability matters across our ICL sites and geographies, including waste management. Within the OEC, each member, representing different business units, leads teams and committees responsible for waste management within their respective areas. These teams report directly to the OEC, ensuring alignment with organizational objectives. At the operational level, each ICL business unit assumes responsibility for waste management in accordance with ICL’s waste management policy. This involves establishing dedicated, site-specific waste management committees and programs aimed at meeting targets and KPIs set by the GEC and the Board. This hierarchical structure ensures a top-down approach to waste management, emphasizing accountability and alignment with organizational goals.

OUR GOALS

In line with our EHS and waste management policies, we are committed to responsible waste management, regulatory compliance, increasing our recycled waste and minimizing the amount of hazardous waste as well as non-hazardous waste. Throughout our value chain, we prioritize efficient utilization of raw materials and byproducts, exploring alternative sourcing opportunities, embracing circularity principles, and implementing effective waste management practices.

We continuously work to improve our waste management performance through clear, measurable goals. Company-wide waste reduction targets are embedded into our executive success metrics and tied to performance-based financial incentives for key executives.



In 2024, we met our annual waste reduction goals, achieving an annual average 3% reduction in our hazardous waste, and a 2% annual average reduction of landfills (hazardous and non-hazardous), compared to our 2022 baseline.

These multi-year reduction targets remain in place for 2025, and continue to guide our long-term efforts toward more sustainable waste practices.

ENVIRONMENT

- Resource Management
- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management

Waste Management

- Air
- Circular Economy
- Biodiversity, Conservation & Environmental Stewardship
- Product Stewardship & Lifecycle

SOCIAL

- Environment, Health & Safety
- Our Global Security
- Our Cyber Security
- Our People & Culture

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment

GOVERNANCE

- Corporate Governance
- Sustainable Financing
- Enterprise Risk Management
- Taxation

OUR PERFORMANCE

Waste and Hazardous Waste by Treatment Method (offsite)

HAZARDOUS WASTE		2022 - thousand tonnes	%	2023 - thousand tonnes	%	2024 - thousand tonnes	%
Recovery	Recycling/reuse	4.8	17%	4.1	17%	3.7	15%
	Incineration (with energy recovery)	1.8	6%	0.4	2%	0.7	3%
Disposal	Landfill	18.5	64%	16.7	70%	18.4	73%
	Incineration (without energy recovery)	3.8	13%	2.7	11%	2.4	10%
Total		28.9		23.9		25.2	
NON-HAZARDOUS WASTE							
Recovery	Recycling/reuse (including energy recovery)	35.6	52%	31.7	51%	30.9	51%
Disposal	Landfill (including incineration)	32.4	48%	30.8	49%	30.1	49%
Total		68.0		62.5		61.0	

By the end of 2024, we recorded a cumulative 4.5% reduction in landfill waste (hazardous and non-hazardous) and a 12.9% cumulative reduction in hazardous waste, compared to our 2022 baseline. These results reflect an average annual reduction of 2.25% in landfill waste (hazardous and non-hazardous) and 6.5% in hazardous waste, fully aligned with our multi-year targets.

In 2024, ICL recycled 40% of its total waste (hazardous and non-hazardous), reflecting our commitment to Circular Economy and waste management.

Our global policy provides framework and baseline standards, while local teams manage day-to-day operations. Each ICL site develops and implements an internal waste management program, tailored to its specific waste streams, operational needs and local regulatory requirements in accordance with the Company's overall waste strategy, guiding principles and reduction targets. See below for more information on our sites in Spain which have received Zero Waste Certificates.

Several of ICL's sites have waste streams containing hazardous materials that necessitate specialized treatment. Over 99% of the waste streams at ICL production sites undergo treatment in their respective countries of origin.

ENVIRONMENT

- Resource Management
- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management

Waste Management

- Air
- Circular Economy
- Biodiversity, Conservation & Environmental Stewardship
- Product Stewardship & Lifecycle

SOCIAL

- Environment, Health & Safety
- Our Global Security
- Our Cyber Security
- Our People & Culture

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment

GOVERNANCE

- Corporate Governance
- Sustainable Financing
- Enterprise Risk Management
- Taxation



Monitoring

We monitor waste-related data, which is verified annually by external third parties to ensure reliability and accuracy. This external assurance process enhances the quality of our data.



Waste data, including hazardous and non-hazardous waste and treatment methods (Recovery/Disposal), for the years 2022, 2023 and 2024 have undergone a comprehensive assurance process. Based on the process conducted for the year 2022, we designated 2022 as our baseline year and formulated future targets for waste reduction by comparing average annual reductions. These efforts are aligned with and complement our Scope 3 calculations. See our external limited assurance documentation and methodologies on our [Document Hub](#).



Compliance

ICL prioritizes compliance with regulations, laws and standards, as outlined in our policies. We actively collaborate with regulators to meet all requirements, obtain necessary permits and licenses, and submit audits and reports promptly. Additionally, we are committed to achieving ISO 14001 certifications for all production sites to maintain best practices in sustainable management.

Our sites undergo external comprehensive EHS audits once every three years that include waste management operations. These audits ensure alignment with our policy and reinforce compliance with regulations.

Additionally, annual external audits are conducted to verify compliance with the ISO standard.

Furthermore, waste-related compliance is assessed through periodic EHS internal audits conducted at each of ICL's production sites each year. These audits encompass monitoring of waste treatment and disposal processes.

In alignment with regulatory requirements, we strive to find solutions for the recovery and disposal of historic waste, including by seeking the development of technological capabilities and partnerships.



Circular Economy

Aligned with our sustainability objectives, we aim to transform our linear supply chains by exploring alternative raw materials and developing innovative solutions to minimize environmental impact and reduce reliance on virgin resources for fertilizer production.

We explore opportunities for alternative raw materials and developing innovative materials to mitigate our environmental impact and reduce our dependence on virgin raw materials for fertilizer production. Guided by our [EHS Policy](#), and [our Position Statement on Circular Economy](#), our units engage in Circular Economy initiatives, such as our RD&I unit, which is exploring alternative raw materials and byproduct uses, and our operational teams are mapping potential waste streams and identifying solutions.

For additional information see our chapter on [Circular Economy](#).



ENVIRONMENT

- Resource Management
- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management

Waste Management

- Air
- Circular Economy
- Biodiversity, Conservation & Environmental Stewardship
- Product Stewardship & Lifecycle

SOCIAL

- Environment, Health & Safety
- Our Global Security
- Our Cyber Security
- Our People & Culture

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment

GOVERNANCE

- Corporate Governance
- Sustainable Financing
- Enterprise Risk Management
- Taxation

Successful Waste Management and Treatment

Three of our production sites in Spain, including facilities in Cartagena (Los Patojos and the Príncipe Felipe Dock) and Totana, received the AENOR Confía, S.A.U. (Asociación Española de Normalización y Certificación) Certification for Zero Waste - which requires the establishment of a waste reduction and management improvement plan to ensure that **more than 90%** of waste generated is recovered.

The certification process also requires a waste audit. This audit necessitates us to monitor and properly document our waste management and waste removal, as well as additional data related to our carriers. Our most recent audit demonstrated that we recover **99.83%** of the waste that we generate.

Our Dead Sea Magnesium (DSM) plant in Isreal, has advanced waste reduction by identifying waste streams that can be repurposed as secondary raw materials for other ICL sites.



ENVIRONMENT

- Resource Management
- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management

Waste Management

- Air**
- Circular Economy
- Biodiversity, Conservation & Environmental Stewardship
- Product Stewardship & Lifecycle

SOCIAL

- Environment, Health & Safety
- Our Global Security
- Our Cyber Security
- Our People & Culture

Our Diversity, Inclusion & Belonging

- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment

GOVERNANCE

- Corporate Governance
- Sustainable Financing
- Enterprise Risk Management
- Taxation



Air

In their words: Why we do what we do

“Leading the air emission reduction project at our ICL Magnesium plant is more than just meeting environmental standards – it reflects our deep commitment to doing the right thing for the environment and for our community. Every improvement we make brings us closer to responsible industrial activity – one that respects both the environment and the people who depend on it.”

Maxim Kleiner,
 Environmental Engineer
 at ICL Magnesium plant



ENVIRONMENT

Resource Management
 Climate Change & GHG Emissions
 Energy
 Water & Wastewater Management

Waste Management
Air
 Circular Economy
 Biodiversity, Conservation & Environmental Stewardship
 Product Stewardship & Lifecycle

SOCIAL

Environment, Health & Safety
 Our Global Security
 Our Cyber Security
 Our People & Culture

Our Diversity, Inclusion & Belonging
 Labor & Human Rights
 Our Responsible Supply Chain
 Communities & Social Investment

GOVERNANCE

Corporate Governance
 Sustainable Financing
 Enterprise Risk Management
 Taxation

AIR EMISSIONS REDUCTION

Reduction of air emissions is an integral part of our environmental strategy.

Typical materials emitted are mainly inorganic compounds and particles as well as a minority of VOC, and, as such, air emissions from ICL operational sites include nitrogen oxides (NOx), sulfur oxides (SOx), particulate matter (PM), volatile organic compounds (VOC) and Ammonia (NH3).

We regularly monitor emissions of pollutants to better manage our operations and mitigate impacts on the environment, as well as the health and well-being of our employees and nearby communities.

Air emissions are regulated by comprehensive laws, such as the EU's IED directive, US's Clean Air Act and Israel's Clean Air Law.

We are committed to complying with required laws and regulations as well as obtaining and upholding air emission permits or other legal requirements in all of our operations.

For further information, see [our EHS Policy](#).



As of the end of 2023, ICL set a goal to reduce its Suspended Particulate Matter emissions by 3% by the end of 2026, using 2023 as the baseline year. In 2024, we remained on track to meet this goal.

Initiatives and programs to reduce air emission are implemented across all our operations in accordance with our EHS strategy. All of our production sites that require air emission permits have obtained such permits.

ICL strives to maintain air quality and to reduce air emissions to the respective targets and levels by implementing preventative measures in accordance with local laws and with the relevant permits through utilization of accepted technologies.

We conduct audits to verify compliance with legal requirements, including air emission permits, across all our operations, and perform corrective actions in the event that gaps are discovered.

ENVIRONMENT

- Resource Management
- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management

Waste Management

- Air**
- Circular Economy
 - Biodiversity, Conservation & Environmental Stewardship
 - Product Stewardship & Lifecycle

SOCIAL

- Environment, Health & Safety
- Our Global Security
- Our Cyber Security
- Our People & Culture

Our Diversity, Inclusion & Belonging

- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment

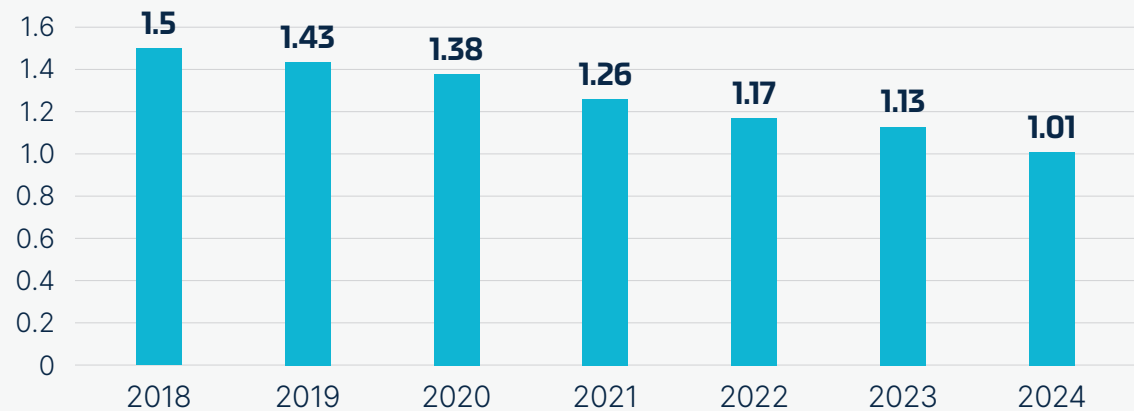
GOVERNANCE

- Corporate Governance
- Sustainable Financing
- Enterprise Risk Management
- Taxation

Metrics*

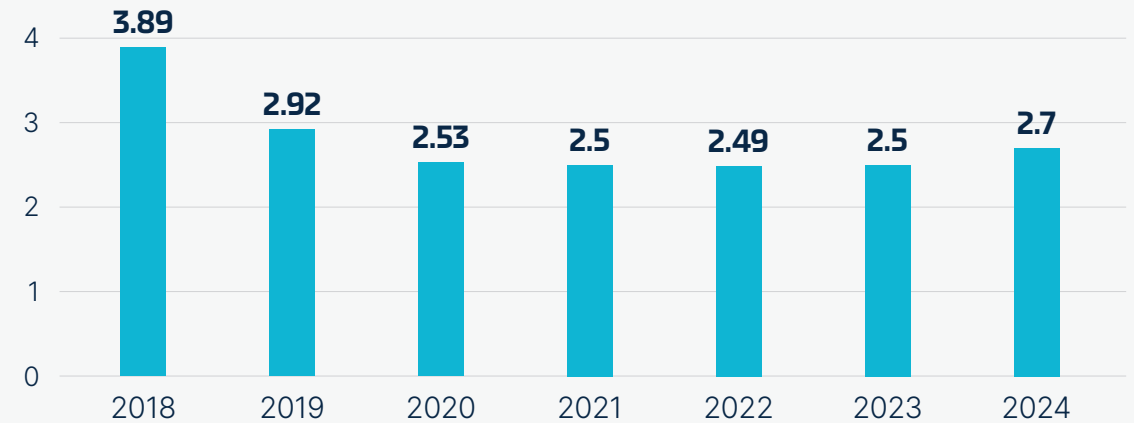
In 2024, our commitment to reduce air emissions persisted, resulting in a further reduction in PM, NOx and a reduction in VOC emissions compared to 2023. Additionally, we sustained a predominantly downward multi-year trend in SOx and ammonia emissions:

Nitrogen Oxides (NOx) thousands of metric tonnes



NOx emissions continued to decrease by 10.6% in 2024 compared to 2023, and by 32.6% compared to 2018. Our efforts to reduce Nox emissions include phasing out oil shale by transitioning to natural gas at our energy resource development facility (PAMA) at ICL Rotem site in Israel, and by implementing NOx and N2O treatment technology at the nitrous acid facility stack at our ICL Haifa F&C site. In addition, we are consistently advancing better management and optimization processes.

Sulfur Oxides (SOx) thousands of metric tonnes



In 2024, ICL's global SOx emissions slightly increased compared to 2023, and decreased by 30.6% compared to 2018.

Although SOx levels increased slightly in 2024, our efforts to reduce SOx emissions in the past few years were demonstrated by the decrease at our ICL Rotem site.

ICL Rotem completed its phasing out of oil shale and transitioned to natural gas at the PAMA site, resulting in a reduction of NOx, SOx, PM, GHG emissions, and more.

ICL Rotem improved its process efficiency in the conversion phase which resulted in a significant reduction of SO2 in 2024 compared to 2018.

* In the charts, 2018 appears as the base year used by ICL to measure its long-term performance (in addition to short term, year-over-year performance). Air emissions data is based on direct measurements of emissions from point sources.

ENVIRONMENT

- Resource Management
- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management

Waste Management

- Air**
- Circular Economy
- Biodiversity, Conservation & Environmental Stewardship
- Product Stewardship & Lifecycle

SOCIAL

- Environment, Health & Safety
- Our Global Security
- Our Cyber Security
- Our People & Culture

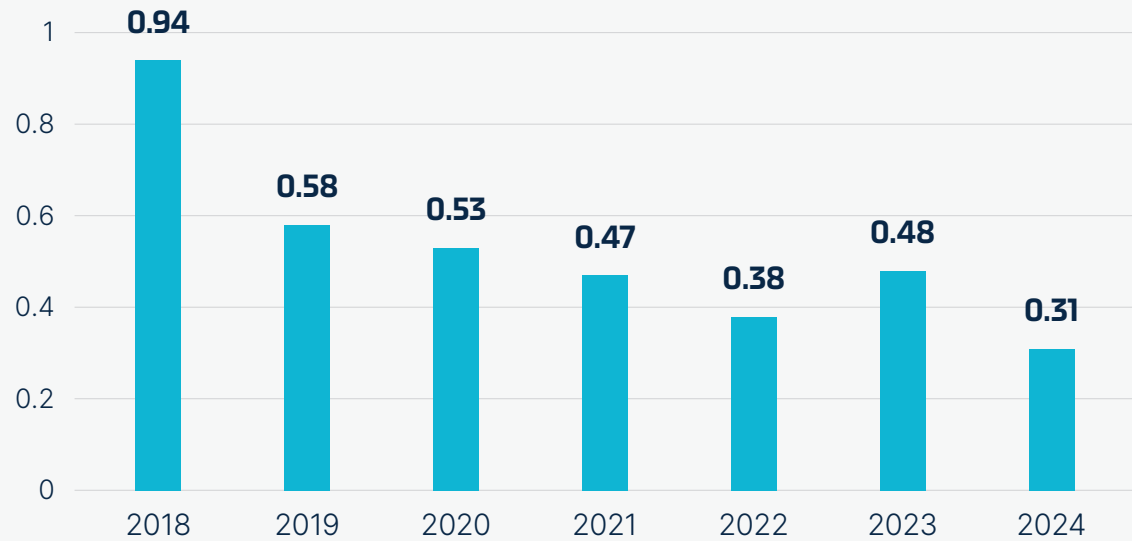
Our Diversity, Inclusion & Belonging

- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment

GOVERNANCE

- Corporate Governance
- Sustainable Financing
- Enterprise Risk Management
- Taxation

Suspended Particulate Matter (PM) thousands of metric tonnes



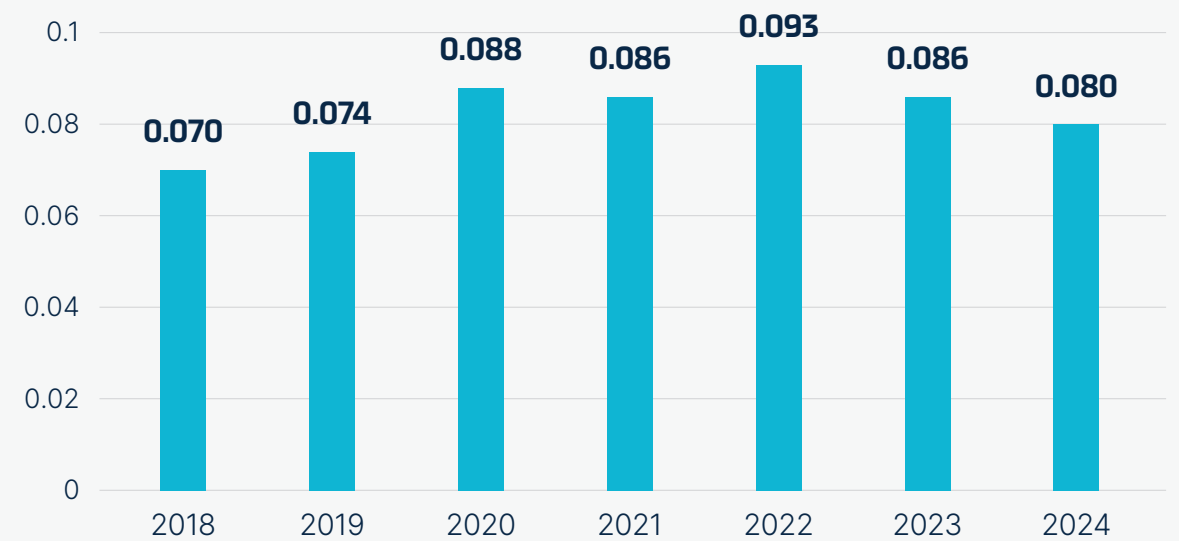
PM emissions significantly decreased in 2024 compared to 2023, and followed the downward trend of the last several years.

As of 2024, ICL was back on track to reduce PM emissions and meet its 2026 target.

PM emissions decreased by 67% in 2024 compared to 2018. This was mainly due to significant investments in air emissions reduction technologies at the Dead Sea Magnesium site as part of their multi-year dust reduction projects. In the upcoming years, we plan to implement additional projects aimed at further decreasing PM emissions, aligned with our overall downward trend.

ICL Dead Sea is further implementing dust reduction projects, which are expected to be completed over the next few years.

Volatile Organic Compounds (VOC) thousands of metric tonnes



VOC emissions decreased by 6.9% in 2024 compared to 2023. In 2024, the overall decrease of VOC emissions was attributed, among other factors, to successful reduction efforts implemented at most of our sites in the US as well as at ICL Rotem.

The overall trend of increased emissions of VOC is due to the Combined Heat and Power (CHP) plant at ICL Dead Sea that began operating in 2018. We aim to continue the reduction of emissions in 2024 and expect to see in the future a long-term decrease by potentially using PV and green hydrogen as the main fuel sources at our ICL Dead Sea site.

In addition, our ICL Rotem site has installed and operates a Regenerative Thermal Oxidizer (RTO) system which has reduced TOC emissions.

ENVIRONMENT

- Resource Management
- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management

- Waste Management
- Air**
- Circular Economy
 - Biodiversity, Conservation & Environmental Stewardship
 - Product Stewardship & Lifecycle

SOCIAL

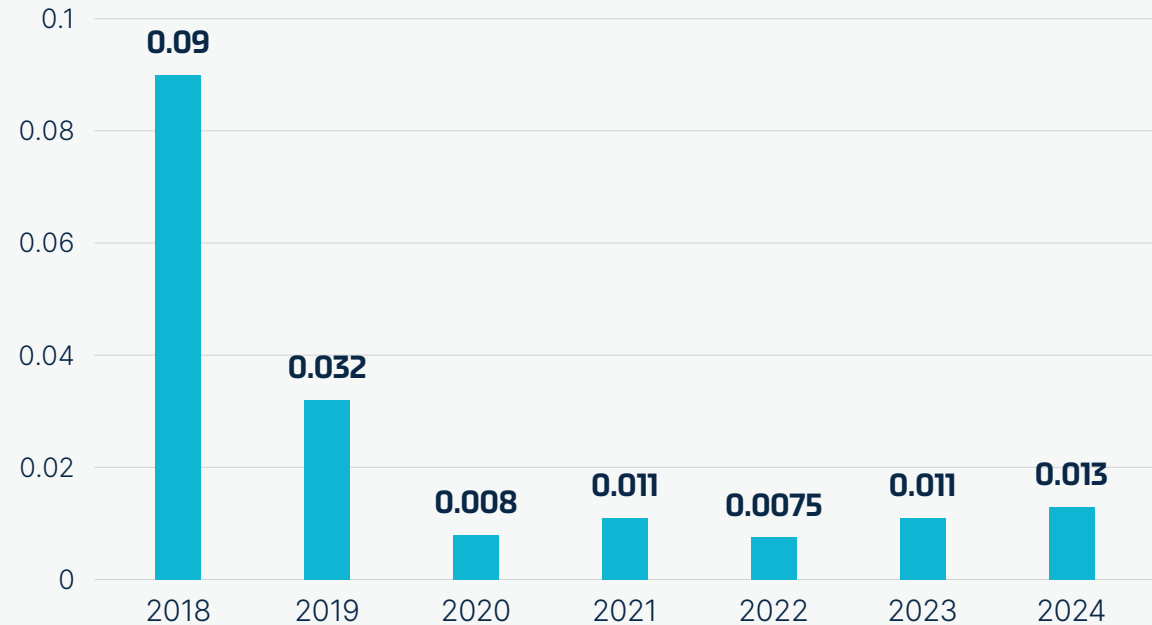
- Environment, Health & Safety
- Our Global Security
- Our Cyber Security
- Our People & Culture

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment

GOVERNANCE

- Corporate Governance
- Sustainable Financing
- Enterprise Risk Management
- Taxation

Ammonia (NH₃) thousands metric tonnes



In 2024, ICL's global NH₃ emissions remained mostly unchanged compared to 2023, and has decreased by 85.6% compared to 2018, mostly due to significant reduction efforts at our YPH China and ICL Haifa F&C sites.

In 2024, YPH increased production compared to 2023, which impacted emission levels.

* Compared to 2018.

Resource Efficiency & Pollution Prevention

In addition to reducing emissions from our own operations, ICL also develops sustainable solutions that help other industries lower their environmental impact. This is exemplified by our Merquel® product line, which enables coal-fired power plants to significantly reduce mercury emissions.

In recent years, temporary shifts in Europe's energy landscape, triggered by disruptions in Russian gas supply, led to increased coal-fired power generation in certain regions. However, this surge in energy generation also amplifies concerns about environmental pollution, particularly mercury emissions. As regulatory pressure intensifies, with several European countries implementing stringent controls on mercury emissions, ICL has developed innovative solutions to address pollution concerns effectively. ICL's Merquel® bromine-based range of products provides coal burning power plants with effective mercury emissions control, and a line of magnesium-based oil additives that reduce pollution levels and increase the effectiveness of power-generating turbines. Through the adoption of Merquel® products, power plants can achieve an impressive 90% reduction in mercury emissions, contributing significantly to environmental preservation and regulatory compliance.

ENVIRONMENT

- Resource Management
- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management

Waste Management

Air

Circular Economy

- Biodiversity, Conservation & Environmental Stewardship
- Product Stewardship & Lifecycle

SOCIAL

- Environment, Health & Safety
- Our Global Security
- Our Cyber Security
- Our People & Culture

Our Diversity, Inclusion & Belonging

Labor & Human Rights

Our Responsible Supply Chain

Communities & Social Investment

GOVERNANCE

Corporate Governance

Sustainable Financing

Enterprise Risk Management

Taxation



Circular Economy

In their words: Why we do what we do

“Promoting circular economy through innovative product development is more than a professional goal—it’s something I believe in. Over the past year, we established a new Global Biostimulants portfolio that strengthens our sustainability approach. These solutions are designed to enhance soil and plant health, reduce environmental impact, and support more sustainable agriculture - making a real difference—for people, nature, and generations to come.”

**Ronit Damri, Director,
ICL Growing Solutions
Business Development**



ENVIRONMENT

- Resource Management
- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management

- Waste Management
 Air
Circular Economy
 Biodiversity, Conservation & Environmental Stewardship
 Product Stewardship & Lifecycle

SOCIAL

- Environment, Health & Safety
- Our Global Security
- Our Cyber Security
- Our People & Culture

GOVERNANCE

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment
- Corporate Governance
- Sustainable Financing
- Enterprise Risk Management
- Taxation

OUR APPROACH

At ICL, we see Circular Economy as a significant pillar in the transition from the traditional linear model to a sustainable future.

As part of our ongoing commitment to sustainability and responsible resource management, we adopted a position statement on Circular Economy that outlines our vision and strategic approach concerning Circular Economy.



For more details, please refer to [our Circular Economy Position Statement](#).

Committed to this vision, we integrate circular practices into our core business practices. We prioritize responsible resource management, striving to minimize waste generation by increasing efficiency, encouraging longer shelf-life and maintaining the value of our products, as well as their reuse and recycling. ICL actively engages in the development of sustainable solutions and processes, aligning its operations and products with Circular Economy principles that permeate our entire value chain. These principles are embedded across diverse aspects of ICL operations, including our product design, sustainable procurement practices, operational excellence, waste management and innovative R&D initiatives. For more information on our sustainable procurement practices, read our chapters on [Supply Chain](#) and [Waste Management](#).

Our journey towards circularity begins with our approach to materials management. We prioritize responsibly-sourced materials and aim for their efficient use throughout their entire lifecycle. This mindset emphasizes resource longevity and minimizes waste generation immediately from the initial stages. In our strategy to innovate sustainable solutions, we are committed to researching and exploring opportunities for alternative raw materials that promote Circular Economy practices and mitigate our environmental impact through responsible sustainable procurement.

We have accumulated knowledge through years of experience, developing and implementing an integrated industry approach in our manufacturing processes, transitioning from a traditional linear model to a circular one, where process outputs serves as valuable inputs for other production processes. We continually review and refine our processes to align them with circularity, focusing on efficient use of resources, energy optimization, waste reduction, reuse and recycling, and utilizing opportunities to repurpose byproducts.



Striving for operational excellence across our sites, we ensure highly efficient use of materials, processes, and outputs. Circular Economy principles are embedded in ICL's [Waste Management Policy](#) to leverage circularity to contribute to waste reduction programs and initiatives aimed to reach desired targets.

Our approach extends to our R&D&I and product offerings. While we innovate and actively engage in development and promotion of sustainable solutions and processes, we continue to evaluate the environmental impact of our products. Our RD&I endeavors comply with our "Sustainability Index" facilitating GO/NO-GO decision-making analysis based on defined environmental criteria. For more information on our "Sustainability Index" read our [Product Stewardship Chapter](#).

By developing products in our own facilities and by seeking opportunities with partners as part of our business strategy, we aim to reduce environmental impact, enhance sustainability, and maximize the value derived from our products. Read more in our [Product Stewardship chapter](#).

Embracing new technologies presents opportunities to further optimize our circular economy practices. Promoting circularity is most impactful when achieved through collaborations and partnerships among interdisciplinary practices.

ENVIRONMENT

- Resource Management
- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management

- Waste Management
 Air
Circular Economy
 Biodiversity, Conservation & Environmental Stewardship
 Product Stewardship & Lifecycle

SOCIAL

- Environment, Health & Safety
- Our Global Security
- Our Cyber Security
- Our People & Culture

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment

GOVERNANCE

- Corporate Governance
- Sustainable Financing
- Enterprise Risk Management
- Taxation

OUR GOALS

ICL is dedicated to the integration of circularity into its operations, striving to minimize waste and reduce the environmental impact of our operations and products. To drive progress, we establish annual KPIs for our executive management, encompassing targets related to sustainability, efficiency, and waste reduction.

Additionally, our dedication to circular economy principles is exemplified through our inclusion of an 'Circular Economy & Energy Efficiency Plan' in our global 'Ambition Creates Excellence' (ACE) program.

We have set a target to achieve contributions of \$100 million in savings and efficiency through this program, by the end of 2024. See our [Energy chapter](#). These KPI's were successfully met and exceeded during 2024.

In addition, other goals embedded in specific site managers' KPI's include implementation of circular economy plans and recycling additional types of waste.

For 2025, ICL has established SCO a new sustainability cost efficiency program, focused on efficiency, sustainability and energy saving. Additional future targets have been established, including an annual decrease of 15,000 metric tonnes of CO₂ emissions, and \$10 million in energy savings. For further information, see our chapter on [Goals & Targets](#). Moving forward, we are committed to continuing - and expanding - our use of recycled or upcycled fertilizers.



ICL has set several targets for 2024, including a

2%

An average annual reduction in landfill waste (Hazardous & Non-Hazardous)

3%

An average annual reduction in hazardous waste (2022 as the baseline)

These targets are part of our ongoing efforts to implement circular economy initiatives and practices, as detailed further in this report's chapter on Waste. Read more in our [Waste Management chapter](#).



ENVIRONMENT

Resource Management
 Climate Change & GHG Emissions
 Energy
 Water & Wastewater Management

Waste Management
 Air
Circular Economy
 Biodiversity, Conservation & Environmental Stewardship
 Product Stewardship & Lifecycle

SOCIAL

Environment, Health & Safety
 Our Global Security
 Our Cyber Security
 Our People & Culture

Our Diversity, Inclusion & Belonging
 Labor & Human Rights
 Our Responsible Supply Chain
 Communities & Social Investment

GOVERNANCE

Corporate Governance
 Sustainable Financing
 Enterprise Risk Management
 Taxation

OUR PERFORMANCE

Alternative Sources for Phosphate

ICL seeks to disrupt its linear supply chains by exploring alternative raw materials, and our RD&I unit is continuously innovating in these areas. We have found opportunities for such disruption in phosphate and nutrient-based fertilizers through the utilization of sewage from wastewater treatment plants (WWTP), as well as wet biomass waste and affluence. ICL is proactively engaging in efforts to both enhance the positive effects of EU Fertilizing Products Regulation legislation and to capitalize on opportunities to integrate additional circular materials.

We continue to invest intense efforts to integrate byproducts and circular materials into our product portfolio and to reduce our dependency on virgin raw materials for fertilizer production. As we continue to develop future resources for our fertilizer products, we completed our technology roadmap for recycling and recovery of phosphorus and based on that roadmap we developed a business plan to integrate secondary sources for our portfolio fertilizers as an alternative to virgin raw materials. In addition, we integrated nitrogen into our roadmap to recycle and recover nitrogen from secondary sources.

The secondary sources for the phosphate project focus on converting SSA from wastewater treatment plants into an upgraded phosphate source for all our phosphorus and potassium fertilizers, and upgraded products based on SSA for direct applications. Additionally, we are exploring the commercial production of organo-mineral fertilizers derived from wet biomass sources using an innovative process developed at ICL.



PURALOOP

PuraLoop® is an innovative phosphorus fertilizer manufactured from reacting SSA (sewage sludge ash). This pioneering fertilizer addresses the critical issue of resource conservation in agriculture and promotes sustainable farming.

In 2024, ICL was a recipient of the European Chemical Industry Council (Cefic)'s 2024 Responsible Care® Award for the exceptional contribution - of PuraLoop® to advancing the Antwerp Declaration. PuraLoop® was declared a winner under Time for Change - Circularity and Climate neutrality category.

By transforming recycled phosphate byproducts into valuable fertilizers for agriculture, such as our state-of-the-art PuraLoop® fertilizer, we are promoting circular economy principles, reducing our environmental footprint, and addressing food security challenges.



Sierrablen Plus

Another example is our integration of Pearl® in our premium controlled-release fertilizer (CRF), Sierrablen Plus®. Pearl® is a sustainably recycled phosphorus that helps close the phosphorus cycle. Recovered from high concentrations of phosphorus in diverse water streams, it reduces losses to the aquatic environment while preserving limited rock phosphate resources. This unique recovery process allows recovery of Struvite granules that are integrated into our premium CRF range for turf.



ENVIRONMENT

Resource Management
 Climate Change & GHG Emissions
 Energy
 Water & Wastewater Management

Waste Management
 Air
Circular Economy
 Biodiversity, Conservation & Environmental Stewardship
 Product Stewardship & Lifecycle

SOCIAL

Environment, Health & Safety
 Our Global Security
 Our Cyber Security
 Our People & Culture

Our Diversity, Inclusion & Belonging
 Labor & Human Rights
 Our Responsible Supply Chain
 Communities & Social Investment

GOVERNANCE

Corporate Governance
 Sustainable Financing
 Enterprise Risk Management
 Taxation

Circularity in our Sustainable Solutions Offering

ICL prioritizes the development of sustainable products and solutions that are aligned with Circular Economy principles, longevity, reducing environmental impact and contributing to SDGs:

01 Recytex, a science-driven startup within ICL, has developed a recycling solution to break down blended textile waste (polycotton) at scale. The solution transforms mixed scraps, post-consumer clothing and industrial fabrics into high-purity, reusable fiber components ready to re-enter the manufacturing cycle and be repurposed into new and sustainable yarns and fabrics.

Our process is patented, designed to be eco-efficient, and non-toxic by using a mineral-water-based solution to break down the cellulosic parts of polycotton waste and separate them into virgin-like components. These reborn materials - called Reborn-COTT and Reborn-PET - retain the look, feel, and performance of the original fabrics and can be easily integrated into cotton and polyester spinners' processes in their existing manufacturing lines.



02 In our fertilizer business, we focus on developing and producing products designed to reduce nutrient loss, minimize waste, and promote soil preservation and regeneration. This includes controlled release fertilizers (CRF), bio-stimulants, and specialty fertilizers. Read more in our chapter on [Food Security](#).

For instance, ICL's Ego.x release technology represents an advanced CRF tailored for open-field agriculture that uses a first-of-its-kind biodegradable release technology.

This technology, characterized by a specialized coating, optimizes crop performance while achieving up to an 80% increase in Nutrient Use Efficiency (NUE). As a result, ego.x enables higher or comparable yields with reduced fertilizer rates.

[Read more on ego.x.](#)



03 ICL's JOHA®, an innovative line of emulsifying salts designed to enhance protein content in processed cheese, while reducing the need for additional ingredients. Similarly, in ornamental horticulture, ICL promotes Fibagro Advance®, a woodfiber substrate developed for peat-free or peat-reduced growing media. This sustainable alternative, sourced from FSC certified raw materials, offers ecological and economic benefits.



04 As part of our partnership approach, ICL is a co-founder, together with other leading business partners from the chemical industry, in the PolyStyrene LOOP Recycling Project (PSL) in the Netherlands. This project recycles polystyrene foam demolition waste, recovering materials for new insulation and reclaiming resources.

05 ICL's agronomics work closely with farmers to promote fertilizer use. Our digital platforms facilitate precision agriculture, allowing for responsible and efficient consumption practices. **Agmatix**, ICL's platform that utilizes data-driven AI technology, provides actionable insights to optimize field trial research and crop nutrition. Our **Growers** platform fosters collaboration among farmers, advisors and the agriculture ecosystem, encouraging more effective and sustainable farming practices.

[Read more on Agmatix and Growers in our chapter on Innovation.](#)



ENVIRONMENT

- Resource Management
- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management

- Waste Management
- Air
- Circular Economy**
- Biodiversity, Conservation & Environmental Stewardship
- Product Stewardship & Lifecycle

SOCIAL

- Environment, Health & Safety
- Our Global Security
- Our Cyber Security
- Our People & Culture

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment

GOVERNANCE

- Corporate Governance
- Sustainable Financing
- Enterprise Risk Management
- Taxation

Recycling Solutions for Flame Retardants Plastic Waste

ICL is advancing sustainable product solutions by recovering bromine from sidestreams. Our production facilities in Terneuzen (NL) and Neot Hovav (IL) utilize advanced technologies to process these sidestreams into elemental bromine and bromine-based products for market use. In addition to the low carbon footprint of our virgin bromine, this initiative enhances circularity in bromine-based chemistry. This unique approach ensures superior product quality for our customers and supports a more sustainable process by recycling bromine from returned waste streams, minimizing waste, and reducing environmental impact.

ICL continues to expand its circular solutions with the successful demonstration of PSLoop at our plant in Terneuzen. This innovative technology, developed by PSLoop, uses a proprietary solvent-based recycling process to effectively remove the legacy flame retardant hexabromocyclododecane (HBCD) from Expanded Polystyrene (EPS) construction waste. Following the receipt of a permit to treat HBCD sludge, the Bromine Recovery Unit at Terneuzen site will safely destroy HBCD while recovering valuable bromine for the production of sustainable polymeric flame retardants. This approach complies with European Persistent Organic Pollutants regulations and has also been recognized by the UNEP Basel Convention as the best available, proven

technology for HBCD waste destruction and recovery. For more information, [click here](#).

We have also been an active participant in the PLAST2bCLEANED EU Horizon project, focused on advancing the recycling of plastics from Waste Electrical and Electronic Equipment (WEEE). This project developed innovative sorting, separation, and recycling technologies for polymers, bromine flame retardants (BFRs), and antimony trioxide (ATO). Key achievements include a pilot-scale presorting prototype, additive removal processes, and advanced methods for BFR and

ATO recovery. Additionally, the project demonstrated the integration of recovered ABS into new electronic products, closing material loops. These outcomes have been successfully shared with external stakeholders, promoting sustainable recycling practices. For more information [click here](#).

Building on these projects, new initiatives in 2025 will continue to explore sorting, solvent-based recycling, and depolymerization of plastics containing flame retardants (FRs), along with trials of various separation and elimination technologies.



ENVIRONMENT

- Resource Management
- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management

- Waste Management
- Air
- Circular Economy**
- Biodiversity, Conservation & Environmental Stewardship
- Product Stewardship & Lifecycle

SOCIAL

- Environment, Health & Safety
- Our Global Security
- Our Cyber Security
- Our People & Culture

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment

GOVERNANCE

- Corporate Governance
- Sustainable Financing
- Enterprise Risk Management
- Taxation

Operational Circularity

At least once a calendar quarter, ICL hosts a dedicated Global Circular Economy Forum that includes representatives of ICL management in Asia, Europe, Israel, and America. This forum serves as a platform to exchange information, ideas, map Circular Economy business opportunities and maintain dialogue with our stakeholders, including authorities, regulators, associations and standardization bodies.

Our Circular Economy Digital Community, continues to facilitate sharing of knowledge and discussions on key Circular Economy components among our employees.

We invest intense efforts to integrate our products and by-products into circular processes and to retain high efficiency levels of all our operations. Our ACE program delivers significant operational and maintenance savings, as well as quality improvements beyond its core environmental aim to reduce fuel and electricity consumption and greenhouse gas emissions. The program incorporates Circular Economy values, enabling a systematic review of ICL's waste streams, byproducts and other outputs from operations.

ICL core operations were mapped, and the ACE program action plan is being implemented and periodically monitored across ICL operations.

Maximizing the Use of Byproducts

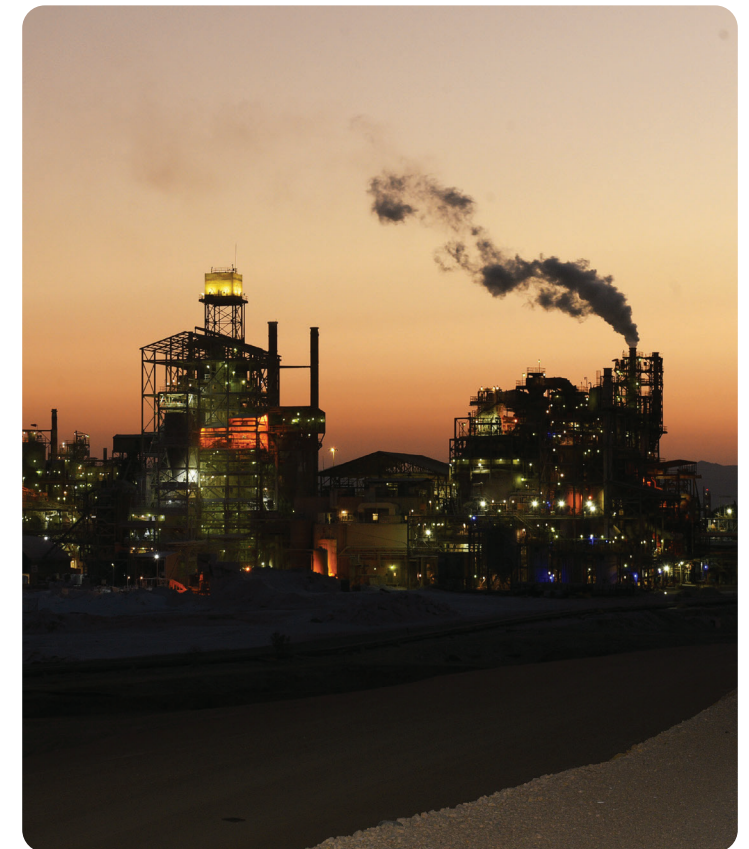
ICL's highly integrated value chains enable a cost-efficient conversion of byproducts into valuable inputs for other processes. Through this transformation we optimize resource utilization, reduce waste, and maximize material value.

At our Periclase site in Israel, we recently renewed our contract for an additional 10 years to continue capturing and liquefying CO₂ emissions from the HCl neutralization process. Approximately 20,000 metric tonnes of CO₂ are treated annually, purified, and sold for various industrial applications, including soft drinks, desalination, and the chemical industry. This initiative contributes to reducing greenhouse gas emissions and promoting sustainable resource utilization.

The following examples highlight our actions to maximize the use of byproducts and optimizing our efficiency:

- 01** At **ICL Dead Sea**, our production process yields various valuable by-products alongside potash. For instance, the final brine we extract serves as a vital resource for producing bromine. Additionally, we utilize salt derived from this process to produce table salt. Moreover, from by-products such as caustic soda and magnesium chloride, we produce metallic magnesium, magnesium chloride, and magnesium oxide, contributing to a diverse range of industrial applications.

- 02** At our **Fibrisol site** in Australia, a sustainability initiative has been implemented to reduce material disposal, leading to the discovery of new opportunities. For instance, salt from dry cleaning blenders is repurposed by the local leather industry for cleaning its production lines, fostering industrial symbiosis and minimizing material waste.



ENVIRONMENT

- Resource Management
- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management

- Waste Management
 Air
Circular Economy
 Biodiversity, Conservation & Environmental Stewardship
 Product Stewardship & Lifecycle

SOCIAL

- Environment, Health & Safety
- Our Global Security
- Our Cyber Security
- Our People & Culture

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment

GOVERNANCE

- Corporate Governance
- Sustainable Financing
- Enterprise Risk Management
- Taxation

03 At our phosphoric acid purification plant in **Cajati, Brazil**, all of the waste generated in the pre-treatment and extraction stages, called raffinate, is converted into a co-product which is a calcium phosphate fertilizer mainly used by sugar cane plantations.

All the industrial wastewater that is generated at this site is treated to recover P2O5 and transform it into additional raw material to complement the production of phosphate fertilizers. Furthermore, due to the site treatment, approximately 20% of the wastewater is reused in the process to reduce raw water consumption.



04 Fluosilicic Acid (FSA) is an acidic waste stream at our **ICL Rotem site**, a by-product of our production of merchant grade phosphoric acid (MGA). Our current FSA output is approximately 111,000 ton per year, and we expect it to increase in the coming years. To address this, we have developed a solidification process neutralizing the FSA into a non-hazardous material.

Treating approximately 88,000 tonnes annually, our facility plans further expansion to recover material for mine reclamation. FSA also serves as a fluorine and silica source, meeting ISO standards, and approximately 23,000 tonnes was sold globally in 2024 for water fluoridation, silicates, metal cleaning, and aluminum industry applications. Over the past three decades, ICL's acid process for phosphoric acid production has resulted in the accumulation of phosphogypsum at our Rotem site, estimated at 80 million tonnes.

Annually, approximately 1.9 million tons of dry gypsum and 1.5 million tonnes of wet-based gypsum are added to this growing pile.

Recognizing the importance of sustainable waste management, ICL is diligently exploring technological solutions to utilize phosphogypsum, focusing on its potential applications in agriculture, infrastructure and construction. With



an eye toward forthcoming regulations that may expand permissible uses of phosphogypsum, ICL is committed to optimizing the utilization of this valuable byproduct, contributing to both environmental stewardship and innovative resource management.

As part of its proactive approach, ICL initiated a conference bringing together government representatives to discuss regulatory changes needed to promote the secondary use of phosphogypsum in various infrastructure and industrial applications in Israel. The proposed steps were based on similar regulations adopted in the EU.

ENVIRONMENT

- Resource Management
- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management

- Waste Management
- Air
- Circular Economy**
- Biodiversity, Conservation & Environmental Stewardship
- Product Stewardship & Lifecycle

SOCIAL

- Environment, Health & Safety
- Our Global Security
- Our Cyber Security
- Our People & Culture

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment

GOVERNANCE

- Corporate Governance
- Sustainable Financing
- Enterprise Risk Management
- Taxation

05 In China, as part of **YPH's** Circular Economy efforts, various applications for phosphogypsum have been developed. A significant project involves the use of phosphogypsum to restore open pit mines in collaboration with local authorities. YPH has committed to rehabilitating historical legacy mine pits at Shuangshao and Taoshu by utilizing phosphogypsum sourced both from its production lines, following eco-friendly treatment, and from its gypsum pond. The material is transferred to pits via pipelines. The project includes complete encapsulation of the gypsum, installation of protection and detection systems, and landscape restoration, all in compliance with the General Industrial Solid Waste Storage and Landfill Pollution Control Standards.

In 2024, YPH utilized approximately 4 million tonnes of phosphogypsum.

Another notable solution incorporates phosphogypsum into road pavement material, and a successful road paving project is ongoing.

06 At the end of 2024, a new EU Horizon project, **RADAR**, was launched to develop safe and sustainable bio-based aromatic compounds for flame retardants, with ICL serving as a leading partner for a dedicated work package. The project's name reflects its core objective: replacing fossil-based chemicals with safe, renewable alternatives. Its scope includes establishing new value chains derived from biomass, utilizing advanced sustainability assessment methods, and creating innovative, sustainable products aligned with the EU's Safe and Sustainable by Design (SSbD) framework.

07 ICL byproducts are also used as construction materials and for mine and road rehabilitation. At **ICL Dead Sea**, salt is used as infrastructure in the rehabilitation of roads, construction of wall barriers and batteries, and in other infrastructure projects, to replace sand and rocks which are a limited resource with salt, a byproduct of our production process.

For further insights into waste management and recycling initiatives, See our [Waste Management chapter](#).



ENVIRONMENT

- Resource Management
- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management

- Waste Management
- Air
- Circular Economy
- Biodiversity, Conservation & Environmental Stewardship**
- Product Stewardship & Lifecycle

SOCIAL

- Environment, Health & Safety
- Our Global Security
- Our Cyber Security
- Our People & Culture

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment

GOVERNANCE

- Corporate Governance
- Sustainable Financing
- Enterprise Risk Management
- Taxation



Biodiversity, Conservation & Environmental Stewardship



In their words: Why we do what we do

Working at Boulby, in the heart of the North York Moors National Park, gives real meaning to what I do. Protecting biodiversity and enhancing local habitats isn't just part of the job — it's a responsibility I take to heart. Through partnerships with local organizations, like the Tees Rivers Trust, our work supports both nature and the communities who share this unique landscape."

David Bradley,
Environmental Manager, ICL Boulby (UK)



ENVIRONMENT

- Resource Management
- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management

- Waste Management
- Air
- Circular Economy
- Biodiversity, Conservation & Environmental Stewardship**
- Product Stewardship & Lifecycle

SOCIAL

- Environment, Health & Safety
- Our Global Security
- Our Cyber Security
- Our People & Culture

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment

GOVERNANCE

- Corporate Governance
- Sustainable Financing
- Enterprise Risk Management
- Taxation

OUR APPROACH

ICL acknowledges the vital importance of biodiversity protection and ecosystem preservation as fundamental pillars of sustainable development.

In alignment with global best practices, we place great emphasis on mitigating our environmental impact, particularly in ecologically sensitive regions.



Building on our ongoing efforts, in 2024 we took a significant step forward by establishing a dedicated **Biodiversity and Nature Conservation Position Statement**, outlining our global strategic approach for this essential issue, and reflecting our efforts to integrate biodiversity considerations across our operations and reinforcing our responsibility to protect natural ecosystems.

For further information, see our [Biodiversity & Nature Conservation Position Statement](#).

ICL is committed to meeting regulatory standards and obligations established by relevant authorities and governmental bodies in every region where we operate.

Our approach covers all stages of our operations, from the planning stage to the end-of-life of our mining sites. We seek to incorporate biodiversity and nature conservation assessments as part of our planning and approval of operations, where applicable.

ICL is dedicated to preserving biodiversity through the utilization of technology-driven solutions and the recognition of the importance of preserving indigenous and endangered species. We actively cooperate with stakeholders and develop local and strategic partnerships to promote biodiversity conservation. Additionally, we regularly review and update our environmental management practices to reflect advancements in conservation science and technology. Embracing innovation, we explore sustainable solutions to minimize our ecological footprint and optimize biodiversity outcomes.

ENVIRONMENT

- Resource Management
- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management

- Waste Management
- Air
- Circular Economy
- Biodiversity, Conservation & Environmental Stewardship**
- Product Stewardship & Lifecycle

SOCIAL

- Environment, Health & Safety
- Our Global Security
- Our Cyber Security
- Our People & Culture

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment

GOVERNANCE

- Corporate Governance
- Sustainable Financing
- Enterprise Risk Management
- Taxation

OUR GOALS




Conservation and Restoration

ICL of adopted a proactive approach for conservation and restoration initiatives during and after mining activities, emphasizing the restoration of natural habitats and ecosystems. We are committed to utilizing innovative techniques and technologies for conservation and restoration efforts, to ensure the rehabilitation of landscapes.




Biodiversity Assessments

ICL is committed to invest in studies, research and development initiatives focused on biodiversity conservation. We collaborate with experts and stakeholders to advance scientific understanding and conservation practices. We also prioritize informed decision-making and are committed to conducting biodiversity assessments before we undertake major projects.




Stakeholder Engagement and Community Involvement

Recognizing the importance of local communities in biodiversity conservation, ICL is committed to engaging with various stakeholders to solicit their input, address concerns, and partnerships to protect the ecosystem. By integrating local knowledge and expertise, we enhance the effectiveness and inclusivity of our biodiversity conservation efforts.

ENVIRONMENT

Resource Management
 Climate Change & GHG Emissions
 Energy
 Water & Wastewater Management

Waste Management
 Air
 Circular Economy
Biodiversity, Conservation & Environmental Stewardship
 Product Stewardship & Lifecycle

SOCIAL

Environment, Health & Safety
 Our Global Security
 Our Cyber Security
 Our People & Culture

Our Diversity, Inclusion & Belonging
 Labor & Human Rights
 Our Responsible Supply Chain
 Communities & Social Investment

GOVERNANCE

Corporate Governance
 Sustainable Financing
 Enterprise Risk Management
 Taxation

OUR PERFORMANCE

Biodiversity Data

Detailed data regarding ICL's mining sites

SITE	LOCATION	TYPE OF OPERATION	TOTAL AREA (mining & production) km ²	MINING AREA ABOVE/ BELOW GROUND	ATTRIBUTE	POSITION IN RELATION TO PROTECTED AREA OR AREA WITH HIGH BIODIVERSITY VALUE
ICL Dead Sea (Sodom site)	Dead Sea, Israel	Extractive & production	150 (evaporation ponds)	Above ground	Maritime	Licensed mining area is adjacent to protected areas
ICL Dead Sea (Ashalim)	Dead Sea - Region, Israel	Extractive	0.59	Above ground	Terrestrial	Licensed mining area is adjacent to protected areas
ICL Dead Sea (Heimar)	Dead Sea - Region, Israel	Extractive	0.828	Above ground	Terrestrial	Licensed mining area is adjacent to protected areas
ICL Dead Sea (Zin)	Dead Sea - Region, Israel	Extractive	0.55	Above ground	Terrestrial	Licensed mining area is adjacent to protected areas
ICL Iberia (Iberpotash) - Suria	Suria, Spain	Extractive & production	10.2	Above and below ground	Terrestrial	Serra de Castelltallat (PEIN in Xarxa Natura 2000); Wet area Pla Reguant, Serra de Castelltallat
ICL Iberia (Iberpotash) - Sallent	Sallent, Spain	Extractive & production	19.9	Above and below ground	Terrestrial	Serra de Castelltallat (PEIN in Xarxa Natura 2000); Wet area Pla Reguant, into Serra de Castelltallat
ICL UK (Boulby)	Boulby, Cleveland UK	Extractive & production	0.08	Above and below ground	Both maritime and terrestrial	Licensed mining area is adjacent to protected areas
ICL China YPH Haikou	Kunming, China	Extractive	0.287	Above ground	Terrestrial	No adjacent protected areas
ICL Rotem site	Negev Desert, Israel	Extractive & production	48	Above ground	Terrestrial	Licensed mining area is adjacent to protected areas
ICL Rotem Oron and Zin	Negev Desert, Israel	Extractive & production	130	Above ground	Terrestrial	Licensed mining area is adjacent to protected areas

* Natural England has designated various sections of surrounding woodlands as Ancient Woodlands; and part of the mining area is scheduled as a wetland Site of Special Scientific Interest (SSSI). The UK's National Park Authority has identified a number of designated conservation areas, including moorland, woods and coastal habitats within the mining area. There is also a SSSI with a designation of ancient fossils within ¼ mile of the site.

The refining process at ICL UK Boulby involves effluent disposal (mainly clay, silicates, salt and calcium sulphate) into the North Sea. This causes a slight smothering effect of silt on the local seabed. However, it is proved through annual benthic studies that no species are harmed by this effect. The River Tees, where ICL UK operates its terminal at Teesdock, is designated as a Site of Special Scientific Interest (SSSI) and a Special Protection Area (SPA), with certain sections also recognized as Ramsar wetlands of international importance.

ENVIRONMENT

Resource Management
 Climate Change & GHG Emissions
 Energy
 Water & Wastewater Management

Waste Management
 Air
 Circular Economy
Biodiversity, Conservation & Environmental Stewardship
 Product Stewardship & Lifecycle

SOCIAL

Environment, Health & Safety
 Our Global Security
 Our Cyber Security
 Our People & Culture

Our Diversity, Inclusion & Belonging
 Labor & Human Rights
 Our Responsible Supply Chain
 Communities & Social Investment

GOVERNANCE

Corporate Governance
 Sustainable Financing
 Enterprise Risk Management
 Taxation

Rehabilitated Areas

SITE	NAME OF HABITAT	LOCATION	AREA REHABILITATED	PROTECTED AREA TYPE	STATUS	SUCCESS APPROVED BY INDEPENDENT EXTERNAL PROFESSIONALS	PARTNERING WITH THIRD PARTIES
ICL UK (Boulby)	Wildflower Meadow	On site grassland paddocks, UK			Enhanced habitat for species such as bumble bee, butterfly and hover fly	Yes	Restoration done in conjunction with a third party expert.
ICL UK (Boulby)	Biodiversity Action Plan	Woodland owned by ICL UK (Boulby) and some site areas	0.0042km ²	National/ Regional park	Enhanced nesting areas for birds and bats. Nesting boxes constructed and installed by an employee with advice from a third party expert.	Yes	INCA
ICL Iberia (Iberpotash)	Pla Santa Cecilia into Costa de Pla de Calaf (restored habitat)	Vilafruns	The habitat is restored		This facility has become a stopping place and regular breeding ground for aquatic birds. A walkway was installed in this pond to facilitate the reproduction of amphibians (frogs, toads and newts).	Yes	The restoration was done by the environmental authorities. Currently, ICL is doing the control and maintenance.
ICL Rotem site	Negev Desert	Negev Desert	4.5 km ²	National/ Regional park	Rehabilitation while mining: including land reconstructing similar to original topography and redistributing the original topsoil.	Partly	All activity is done in cooperation with a third party - Israel Nature and Parks Authority.
ICL China YPH Haikou	Reclamation vegetation area	Haikou	2.37 km ²		Rehabilitating of mined areas including introduction of vegetation.	Partly	

ENVIRONMENT

- Resource Management
- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management

- Waste Management
- Air
- Circular Economy
- Biodiversity, Conservation & Environmental Stewardship**
- Product Stewardship & Lifecycle

SOCIAL

- Environment, Health & Safety
- Our Global Security
- Our Cyber Security
- Our People & Culture

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment

GOVERNANCE

- Corporate Governance
- Sustainable Financing
- Enterprise Risk Management
- Taxation

Conservation and Restoration Initiatives

ICL Boulby has been working with the Industry Nature Conservation Association (INCA) to monitor and manage the wildlife near the mine. ICL Boulby operates a Site Biodiversity Action Plan (Site BAP) to conserve key habitats and species at the site, with annual assistance from INCA. During 2024, hibernacula for amphibians and reptiles were constructed near to the site’s administration building, and the site’s tree planting program continued at the site entrance.

ICL Boulby has also engaged with the Tees Valley Combined Authority (TVCA) in supporting this organization’s goal of planting one million trees. Known as ‘Trees on Tees’, this is part of England’s



Community Forests, which is a national network that works with local communities and landowners to plant trees to improve the natural environment, protect communities from flooding, and improve access to green spaces in urban areas. An Environmental Impact Assessment (EIA) has been carried out and submitted to the Forestry Commission.

ICL Boulby also took on the responsibility for managing Whitecliff Wood in 2024, which had previously been managed by the Local Authority on ICL Boulby’s behalf. This is part of a complex of woodland, part of which is classed as ancient woodland. By definition, this area has been wooded continuously since at least 1600AD. Initial improvement works undertaken in 2024 involved improvements to pathways and steps in this area, thereby enhancing its social value.

ICL Iberia has been exploring different paths regarding the management of its mines, including participating in various programs that support sustainable management in the areas around its mining sites, such as maintenance and treatment of vegetation of the restored Vilafruns reservoir against the pine processionary moth using an atomizer, revegetation of depopulated areas to reduce erosion and the formation of landslides.

Moving forward, ICL Iberia plans to proceed with the demolition of an old power plant on the Cogulló salt

mountain and old water tanks outside the Vilafruns mine, followed by the revegetation of these areas.

ICL Dead Sea has been actively involved in a program led by the Israel Nature and Parks Authority (INPA), aimed at enhancing the biodiversity of the Dead Sea region by eliminating invasive species. ICL Dead Sea carried out a project to remove invasive plant species at the Sodom site, in collaboration with the INPA. Since then, vegetation planting has been carried out according to the project’s guidelines, with ongoing assessments to ensure that only native plants, which are not classified as invasive, are introduced. This ongoing effort, in line with the program’s framework, is part of our commitment to preserving the region’s biodiversity.

YPH prioritizes environmental sustainability and mine reclamation, achieving a reclamation rate of over 90%. By selecting tree species suited to local conditions and strategically arranging green landscape facilities, YPH enhances biodiversity and sustainability in its mining areas. The transformation of the Haikou Phosphate Mine into a ‘Forest Lake Ecological Park’ exemplifies its commitment to ecological restoration and sustainable land use. Read more in our [Resource Management chapter](#).

ENVIRONMENT

- Resource Management
- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management

- Waste Management
- Air
- Circular Economy
- Biodiversity, Conservation & Environmental Stewardship**
- Product Stewardship & Lifecycle

SOCIAL

- Environment, Health & Safety
- Our Global Security
- Our Cyber Security
- Our People & Culture

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment

GOVERNANCE

- Corporate Governance
- Sustainable Financing
- Enterprise Risk Management
- Taxation

Biodiversity Assessment and Studies

Ecology surveys conducted this year provided additional valuable insights into the species inhabiting the **ICL Boulby site**. A Great Crested Newt survey carried out in a reservoir on the site’s land confirmed the presence of a large population, with a peak count of 40 adults recorded. Work will be undertaken in early 2025 to enhance this area. This will involve a cut-back of overhanging trees to allow more light into the area. Aquatic plants that the newt population and other amphibians can use as part of their breeding processes will also be added.

A follow-up to 2023’s reptile survey observed mating behaviors of slow worms. Dark Bush Crickets have been identified within Mines Woods, possibly the first time this species has been recorded in this area of the country.

Survey work planned for Whitecliff Woods in 2025 includes remote camera trapping for mammals, an evening bat transect survey in the summer, and a veteran tree survey. Ancient woodland is classed as ecologically irreplaceable, and as such management of these areas needs to be carried out carefully to avoid damaging the sensitive balance within the woodland.

Further planned survey work elsewhere within the ICL Boulby footprint includes the continuation of the annual bat hibernation roost survey within a disused mineral line tunnel within Mines Wood, and an invertebrate survey with particular reference to the Small Pearl Bordered fritillary, in order to establish whether reintroduction of this species to the area has been successful.

These developments in the ICL Boulby site demonstrate our commitment to environmental conservation and preservation. The surveys conducted continue to provide crucial information that will inform future decisions regarding the management and maintenance of the site.

During 2023, **ICL Iberia** also undertook significant assessments and studies to protect and enhance biodiversity. These included conducting a third study of fauna in the Tordell Creek area, which identified footprints and traces of Otters (*Lutra lutra*) in the section closest to the Cardener.

Measures were also implemented to protect against erosion and enhance revegetation efforts, including the planting of trees and shrubs in various locations such as Rieral del Tordell, El Fusteret walk, and the El Salí area.

Furthermore, a 25-meter strip of forest around the facilities was cleared to prevent forest fires.

Over the last 8 years, **ICL Rotem** has participated in academic cooperative research with Ben Gurion University of the Negev, which is examining the ecological and biodiversity effectiveness of mine reclamation. The parameters being researched include soil chemistry, soil microbiology, vegetation growth potential, abundance, arthropod animals and remote sensing land analysis. Following the initial research

results and as part of the rehabilitation process, ICL Rotem is creating micro-topography to diversify the landscape. ICL Rotem also created a seed bank from seeds it collected from the field as part of our contribution to the rehabilitation and recovery of vegetation in reclaimed areas.



ENVIRONMENT

- Resource Management
- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management

- Waste Management
- Air
- Circular Economy
- Biodiversity, Conservation & Environmental Stewardship**
- Product Stewardship & Lifecycle

SOCIAL

- Environment, Health & Safety
- Our Global Security
- Our Cyber Security
- Our People & Culture

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment

GOVERNANCE

- Corporate Governance
- Sustainable Financing
- Enterprise Risk Management
- Taxation

Stakeholder Engagement and Community Involvement

In the UK, ICL sponsors community projects, including conservation efforts like the Barn Owls initiative by the East Cleveland Barn Owl Project. This project aims to address the decline in the barn owl population by providing safe nesting spaces through the installation of nesting boxes.

With ICL’s support, around 150 nest boxes have been installed in East Cleveland, contributing to the preservation of these birds. Additionally, approximately 100 nest boxes are located in other areas of Cleveland and North Yorkshire, furthering the project’s impact in protecting the barn owl population. Surveys conducted in 2024 confirmed that the bird boxes were being utilized, with barn owl chicks and kestrel eggs recorded.

Sodom Saltmarsh Lake, located south of ICL Dead Sea’s site, is a wet habitat within an arid environment, boasting rich biological diversity. Originally formed as a result of ICL Dead Sea’s excavation activities, this unique habitat has become an essential refuge for various species, including migratory birds. Over the years, the lake has maintained relatively good water quality, supported by a rise in groundwater in the excavated area. ICL Dead Sea has implemented monitoring measures using sensors to continuously assess water quality and ensure the lake’s stability. Additionally, vegetation has been introduced to enhance the habitat, attracting a wide range of bird species and establishing the lake as a vital nesting and resting site. As of 2023, we began implementing the expansion of the saltmarsh southward, including a birdwatcher’s hideout

and a new access road for a closer look at the lake. Steps have been taken to prepare a rehabilitation plan for the site, which includes expanding the lake southward and making the entire area accessible to the public.



ICL Dead Sea has collaborated with local stakeholders and the INPA to establish a bird observatory adjacent to the Sodom Saltmarsh lake. This initiative aims to facilitate birdwatching activities while minimizing disturbance to the surrounding wildlife. Birdwatchers may view the lake and its avian inhabitants using 24/7 cameras. In 2024, ICL Dead Sea has worked with local communities

to develop educational content on birdwatching around the Sodom Saltmarsh Lake. We created a dedicated bird guide featuring species that visit and nest in the lake. Birdwatching training sessions were held for guides at the Moshe Novomieski Potash Company Heritage Site Visitor Center and for interested community members, enabling them to lead tours for visitors. To enhance the experience, binoculars were purchased and are available at the visitor center for borrowing during guided birdwatching tours.

ICL Dead Sea also initiated a bird protection project to prevent bird electrocution from high-voltage power lines. In collaboration with the INPA, we identified high-risk power poles in areas with increased bird activity. Implementation of the project began in 2023 and will continue through 2025.

The Tze’elim stream alluvial fan in the south of Israel is one of the largest and most developed of all the surviving fans in the Dead Sea area, and therefore it is important to preserve it and to protect the biodiversity existing in this habitat. ICL reached an agreement with the Israeli environmental authorities and organizations according to which seven culverts were constructed above the excavated canal to allow flood waters to flow through the original flow channel without damaging the feeder canal, while maintaining the braided channel fan pattern.

The culverts serve as an ecological corridor by providing passageways for animals. We periodically review field data and make adjustments in accordance with the findings.



ENVIRONMENT

- Resource Management
- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management

- Waste Management
- Air
- Circular Economy
- Biodiversity, Conservation & Environmental Stewardship
- Product Stewardship & Lifecycle**

SOCIAL

- Environment, Health & Safety
- Our Global Security
- Our Cyber Security
- Our People & Culture

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment

GOVERNANCE

- Corporate Governance
- Sustainable Financing
- Enterprise Risk Management
- Taxation



Product Stewardship & Lifecycle



In their words: Why we do what we do

“Sustainability is my guiding purpose, brought to life through a deep commitment to product stewardship and a proactive approach from design to disposal of our products. By aligning our actions at ICL with strict environmental standards, we are paving the way for a future in which economic growth and ecological balance can coexist harmoniously.”

Julia Dempe,
VP, ICL Global HERA



ENVIRONMENT

- Resource Management
- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management

- Waste Management
- Air
- Circular Economy
- Biodiversity, Conservation & Environmental Stewardship
- Product Stewardship & Lifecycle**

SOCIAL

- Environment, Health & Safety
- Our Global Security
- Our Cyber Security
- Our People & Culture

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment

GOVERNANCE

- Corporate Governance
- Sustainable Financing
- Enterprise Risk Management
- Taxation

OUR APPROACH

Product stewardship is ingrained within ICL’s operational framework, spanning every stage of the lifecycle of our products, from raw material extraction and product development to production, operations and end-of-life management, utilizing safe and sustainable practices throughout the value chain.



Our product stewardship strategy and related policies and procedures ensure our production and use of safer products, while minimizing their environmental impact. We are aligned with industry best practices and adhere to Responsible Care® principles to ensure responsible chemical management.

We are also dedicated to providing guidelines and thorough training to our customers to encourage the safe, efficient and sustainable use of our products.

We comply with regulations, engaging with relevant regulators to register chemicals as required by law, and exploring safer alternatives utilizing ICL’s innovation capabilities to phase out substances of concern.

Guided by prevailing global sustainability trends and the framework of the UN’s SDGs, we systematically integrate environmental factors into our product development process using a ‘Sustainability Index’ framework that we developed internally to assess the environmental and health impacts of our products, as well as to establish tangible and measurable sustainability objectives.

Our commitment to reducing our environmental impact is manifested, among other things, by our measurement and management of the carbon footprint of our products.

As we progress in our sustainability journey, we are expanding our sustainable solutions portfolio and prioritizing products that contribute to the achievement of our goals which are directly linked with global challenges, such as securing food production and supplies (SDG 2 - Zero Hunger), providing support for climate mitigation and adaptation (SDG 13), promoting efficient use of water resources (SDG 6), promoting circularity in agricultural

systems and reducing the environmental impact of industrial processes. We aim to increase our revenue generated from sustainable solutions by continuously expanding our sustainable solutions portfolio and prioritizing products that contribute to these vital goals.



The IFA Industry Stewardship Champions label is awarded to fertilizer companies that have participated in all of IFA’s most recent Safety Performance, Environmental Performance and Energy Efficiency and CO₂ Emissions benchmarks and that are certified IFA Protect & Sustain. This label also applies to members who have valid international certifications that are the building blocks of Protect & Sustain (ISO, OHSAS and Responsible Care).

ICL is recognized as 2024 IFA Industry Stewardship Champions, ranking among 30 leading fertilizer companies.

ENVIRONMENT

- Resource Management
- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management

- Waste Management
- Air
- Circular Economy
- Biodiversity, Conservation & Environmental Stewardship
- Product Stewardship & Lifecycle**

SOCIAL

- Environment, Health & Safety
- Our Global Security
- Our Cyber Security
- Our People & Culture

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment

GOVERNANCE

- Corporate Governance
- Sustainable Financing
- Enterprise Risk Management
- Taxation

OUR GOALS

Our commitment to product stewardship reflects our dedication to industry-leading standards and practices, and to contributing to environmental sustainability while prioritizing the safety and well-being of our customers and the communities in which we operate.

We are also committed to continually investing in rigorous safety protocols, comprehensive training, and investment of resources to ensure the well-being of our employees, stakeholders and the environment, while complying with applicable regulations and active engaging with regulators, as needed.



Product Carbon Footprint

Our targets for 2024 included the development of a comprehensive strategic plan to cover future product carbon footprints (PCF) and to increase our PCF calculation of at least an additional 300 products. We achieved these targets.

For 2025, our goal is to continue to increase the number of our PCFs and to initiate the transition to an automated product sustainability platform to enhance the efficiency and scalability of our Life-Cycle Assessment (LCA) calculations by starting to integrate our major production plants into the automated platform.

This marks an important milestone in our journey towards improving our capabilities to achieve more robust and comprehensive PCFs and LCAs for our global product portfolio over the next years.

Increasing Revenue from Sustainable Products

We acknowledge the importance of creating sustainable products to meet the pressing need for environmental stewardship, and prioritize sustainability by integrating eco- friendly materials, optimizing resource use, and minimizing waste throughout our product development process.



By aligning with consumer demand for eco-friendly solutions, we aim to address the growing urgency to minimize environmental impact.

Accordingly, our executive management’s KPIs for 2024 - which we achieved - included increasing our revenue from sustainable products (based on the SASB approach), with related sales targets.

For 2025, we have established similar targets to increase our revenue from sustainable products.

ENVIRONMENT

- Resource Management
- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management

- Waste Management
- Air
- Circular Economy
- Biodiversity, Conservation & Environmental Stewardship
- Product Stewardship & Lifecycle**

SOCIAL

- Environment, Health & Safety
- Our Global Security
- Our Cyber Security
- Our People & Culture

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment

GOVERNANCE

- Corporate Governance
- Sustainable Financing
- Enterprise Risk Management
- Taxation

OUR PERFORMANCE

Product stewardship lies at the core of our commitment to sustainable practices and environmental responsibility. In this chapter, we explore a range of initiatives and strategies we have undertaken to ensure the safe and sustainable management of our products.

We prioritize environmental planning and risk assessment during the product development phase, while also fostering collaboration with our partners and stakeholders to promote responsible consumption and production patterns.

01 Innovation: Impact for a Sustainable Future

As part of our commitment to sustainable development, we integrate environmental, health and safety criteria with commercial and operational considerations when developing our new products. Potential products undergo comprehensive and rigorous testing using an internal Sustainability Index for product development. These criteria form the basis of the ICL Sustainability Index which assesses and grades each proposed product during its development process according to defined parameters.

According to our procedures, products are characterized by their potential hazard to humans and potential impact on the environment and are rated by defined parameters. Based on the results, changes

are incorporated into the development process. The objective is to develop the most sustainable products for their specific intended use. Products categorized as “no go” are discontinued during the development stage and are not commercialized. We constantly work on alternative replacements, and continuously check and update our current registrations.

ICL’s Sustainability Index methodology is implemented in the R&D units of our Industrial Products, Phosphate Solutions and Growing Solutions business divisions, with each division having specific variations to the index to match its respective product portfolio.

In the R&D unit of our Industrial Products division, the Sustainability Index was utilized during the development of Marquel, a bromine-based compound which helps to prevent about 90% of mercury emissions from coal-fired power plants – a major source of mercury emissions into the air. Another example of the Sustainability Index in use is our bromine-based battery for energy storage from green energy sources, which can reduce greenhouse gas emissions.

In our food business, the Sustainability Index contributed to introducing alternative proteins such as Plantible Foods, BEKAPLUS®, and ROVITARIS® products that reduce the amount of animal protein consumed, promoting more responsible consumption and production patterns. The Sustainability Index further contributed to the process of introducing

the use of SALONA®, a sodium-reduced mineral salt that promotes reduced sodium intake, as well as FruitMag™, a sustainable mineral-based treatment that uses MgO to enhance post-harvest strength in citrus fruit and promote more responsible consumption and production patterns.

Emerging Technologies

ICL does not engage in stem cell research. While we previously did not have activities in genetic engineering, we are currently exploring a project to develop a new strain of genetically modified pasture grass to reduce methane emissions from grazing cattle. The continuation of this project is uncertain. As we acknowledge nanotechnology risks, we are committed to support engagement with stakeholders on emerging technologies. Accordingly, our procedure on the methodology for ‘Research, Development, and Innovation Project Management’ requires conducting an examination with regulators, as the relevant stakeholder, as part of our development process. This ensures thorough consideration of potential risks and regulatory compliance throughout our innovation process.

ENVIRONMENT

- Resource Management
- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management

- Waste Management
- Air
- Circular Economy
- Biodiversity, Conservation & Environmental Stewardship
- Product Stewardship & Lifecycle**

SOCIAL

- Environment, Health & Safety
- Our Global Security
- Our Cyber Security
- Our People & Culture

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment

GOVERNANCE

- Corporate Governance
- Sustainable Financing
- Enterprise Risk Management
- Taxation

02 Global Chemical Regulations and Sustainability Initiatives

ICL allocates resources to investigate and gather sufficient data on its products to comprehensively assess their safety for human health and the environment.

ICL is careful to ensure that the chemical substances it produces and sells are handled in accordance with all applicable rules and regulations throughout their life cycle.

ICL prepares documentation containing information about products and provides proper guidance to its employees, contractors, customers and the public on the safe use of its chemicals and products.

ICL implements the European regulation for Registration, Evaluation, Authorization and Restriction of Chemicals (REACH) at all its operations and registers its chemicals as required by law.

ICL has submitted registration applications for all the chemicals relevant for its businesses in the EU (production and sale). Several substances are under evaluation by the authorities (European Chemicals Agency (ECHA) and Member State regulators), some of which have been listed as Substances of Very High Concern.

ICL has volunteered to lead and prepare joint dossiers for dozens of substances (acting as a Lead Registrant).

ICL utilizes data from toxicology, environmental fate, environmental toxicity studies and other relevant sources to classify chemicals and products according to the UN Global Harmonization System (GHS), a globally adopted classification and labeling system. All of ICL's relevant chemicals are classified in line with respective classification and labeling regulations. All (100%) of ICL products undergo hazard assessments and regulatory screening.

ICL performs detailed identification of all products and their constituents. As part of our Safety Data Sheets (SDS) procedure as well as the SDS creation process, the entire composition of a product is identified, reviewed, and assessed for hazards. This periodic assessment applies to all existing as well as new products and those under development.

ICL monitors all regulatory requirements in regard to respective chemical laws globally to comply in all countries in which ICL operates (in addition to REACH), such as TSCA regulations and requirements in the US or specific registration requirements in South Korea.

ICL provides its customers with SDS' for all relevant products which are available in dozens of languages and beyond compliance requirements for most countries. Moreover, we provide tailored safety training and resources to our employees and other stakeholders who are logistics personnel and distributors, emphasizing the critical importance of safe handling practices for hazardous substances.

The SDS lists regulatory information about each product and is periodically updated to remain in compliance with regulatory developments. In addition, product-specific regulatory information about registration/notification status is communicated to our relevant business segments and to our customers on a regular basis and upon request. In addition to REACH and the various chemical-specific limitations, the European Commission has introduced the Chemicals Strategy for Sustainability (CSS). CSS was launched in October 2020 to provide a new long-term strategy for chemical-related policies, in line with the aims of the EU Green Deal.

We are carefully monitoring developments related to CSS to prepare for upcoming regulatory requirements which may affect many of our products.

We disclose all regulatory registrations and uses of our substances with the recognition that some uses by our customers may not always be fully known to us. This includes both product and chemical



ENVIRONMENT

- Resource Management
- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management

- Waste Management
- Air
- Circular Economy
- Biodiversity, Conservation & Environmental Stewardship
- Product Stewardship & Lifecycle**

SOCIAL

- Environment, Health & Safety
- Our Global Security
- Our Cyber Security
- Our People & Culture

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment

GOVERNANCE

- Corporate Governance
- Sustainable Financing
- Enterprise Risk Management
- Taxation

registrations, with uses defined either by us or our clients, and publicly available as required for example by REACH and biocidal registrations under BPR.

To read more, please see sections on Hazardous Substances, Safety and Environmental Stewardship of Chemicals, and Limitation Regulation and Registration of our Products in “Item 4 - Information on the Company- B. BUSINESS OVERVIEW” of ICL’s 2024 [Annual Report](#).

03 Testing of Chemicals

As part of product licensing requirements in various countries, data must be submitted regarding the properties of registered substances and their effect on human health and the environment. Most of this data is collected through studies, including animal testing, and conclusions are then extrapolated to humans. Such studies and tests are conducted only when no alternative in vitro testing methods are available, and in certified laboratories which are subject to certain industry and regulatory accepted guidelines (as the OECD guidelines), ensuring the welfare of the animals as per any applicable legal requirements.

Due to increasing global awareness of animal welfare, the use of animals has been limited, at least for purposes of product development and licensing. As a result, methods are constantly being developed around the world, including the use of

computerized models for prediction, as well as experimental models in tissue cultures. Some of these models are even accepted by authorities as substitutes for studies on animals.

Over the years, ICL has worked to identify the most reliable and appropriate models that can provide data on the properties of substances under development.

These models have replaced some animal testing, at least in the initial stages of product development. To date, we have succeeded in identifying alternative methods relating to several properties, such as the immediate toxicity of substances and skin and eye irritations.

We are currently examining methods that could provide data on endocrine (hormonal) system disruption effects.



04 Phasing out substances and developing alternatives

Identification of products with toxicological/ environmental concerns is an ongoing process at ICL, in which regulatory inputs are communicated internally to take required measures and identify safer alternatives.

ICL’s innovation infrastructure is an integral part of discovering new alternatives and phasing out substances of concern.

ICL closely monitors regulatory developments related to its products and is compliant with all relevant regulatory decisions in each region, including restrictions and bans. We have a long-term plan to phase out all chemicals of concern, guided by regulatory requirements. ICL identifies relevant substances that are being phased out over time due to regulatory requirements and is developing sustainable alternatives to these substances.

As an example of our transition to sustainable alternatives, ICL’s VeriQuel R100 and VeriQuel F100 products will replace conventional flame retardants such as TCPP and TDCP.

These products offer reduced persistence, lower toxicity and potentially improved biodegradability. Additionally, they meet stringent regulatory standards, demonstrating our commitment to a safer and greener chemical landscape.

While we make efforts to develop products that

ENVIRONMENT

- Resource Management
- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management

- Waste Management
- Air
- Circular Economy
- Biodiversity, Conservation & Environmental Stewardship
- Product Stewardship & Lifecycle**

SOCIAL

- Environment, Health & Safety
- Our Global Security
- Our Cyber Security
- Our People & Culture

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment

GOVERNANCE

- Corporate Governance
- Sustainable Financing
- Enterprise Risk Management
- Taxation

are more sustainable, ICL collaborates with regulatory authorities to identify and evaluate substances of concern. Additionally, we have proactively identified substances of concern through comprehensive evaluation mechanisms and stringent selection criteria.

05 Chemical Safety Assessment

Chemical Safety Assessment (CSA) is a vital tool to evaluate the intrinsic hazards of substances, and it is essential for global registration processes. It draws upon comprehensive physical, chemical, toxicological, and environmental data generated by ICL’s scientific group.

Quantitative values like Occupational Exposure Limits (OELs) or Derived No-Effect Levels (DNELs) are established based on toxicological insights, aiming to prevent overexposure to hazardous chemicals for both employees and the public. These values have been established to prevent employees and the general public from overexposure to hazardous chemicals. Specifically, regulations of food additives are based on positive lists of proven safe substances. If a substance is not provided for, it cannot be used in food.

Adherence to food regulations involves rigorous scrutiny, ensuring that substances meet

positive lists of proven safe materials. ICL has responded to evolving regulations, such as the 2019 prohibition of aluminum-based additives in certain food categories. Consequently, we have reviewed product specifications, modifying indications for use to align with regulatory standards.

Furthermore, ongoing studies are conducted to identify and mitigate risks associated with substances, demonstrating our commitment to regulatory compliance and proactive risk management.

This includes discontinuation of certain products or restricting their use to specific applications. For example, DECA has been discontinued, and methyl bromide is produced on a limited scale, solely for container disinfection rather than as a soil treatment. As methyl bromide (used for soil fumigation) has been included in the list of controlled substances, ICL has significantly reduced its production (for soil fumigation applications) and has shut down one of its production facilities.



BromoQuel | The Next Level of Bromine Safety

BromoQuel® is a highly innovative bromine neutralization system that helps first response teams treat bromine leakage incidents quickly and safely to effectively minimize harmful bromine emissions.

Bromine safety is a top priority. In case of a bromine safety hazard, BromoQuel® allows emergency teams to operate from a safe distance using a variety of existing on-site extinguishing units, thus ensuring their safety.

BromoQuel® is very user-friendly and does not require any special skills. It is as simple to use as a regular extinguisher.

ENVIRONMENT

Resource Management
 Climate Change & GHG Emissions
 Energy
 Water & Wastewater Management

Waste Management
 Air
 Circular Economy
 Biodiversity, Conservation & Environmental Stewardship
Product Stewardship & Lifecycle

SOCIAL

Environment, Health & Safety
 Our Global Security
 Our Cyber Security
 Our People & Culture

Our Diversity, Inclusion & Belonging
 Labor & Human Rights
 Our Responsible Supply Chain
 Communities & Social Investment

GOVERNANCE

Corporate Governance
 Sustainable Financing
 Enterprise Risk Management
 Taxation

ICL Flame Retardants – Right for People, Right for the Planet, Right for Progress

Our new generation of polymers and reactive flame retardants are environmentally safe for daily use, boast a low carbon footprint and are focused on Circular Economy.

We work together with our customers to meet their needs and optimize their applications. We conduct rigorous evaluations of flame retardants for tailor- made industry applications. Through R&D and collaboration with our customers, we assess the right flame retardant for specific requirements, from the initial stages of product design.

Flame retardants are designed to delay the ignition of an actual flame, extending the time between smoldering and the start of a fire. This crucial delay provides valuable moments for fire suppression, allowing for the fire to be extinguished more effectively or giving individuals a greater chance to evacuate safely.

Bromine is used extensively in flame-retardants, and ICL is a leading supplier of bromine and bromine derivatives for these life-saving products. Magnesia and phosphorous are also used in flame-retardants and are manufactured by ICL.

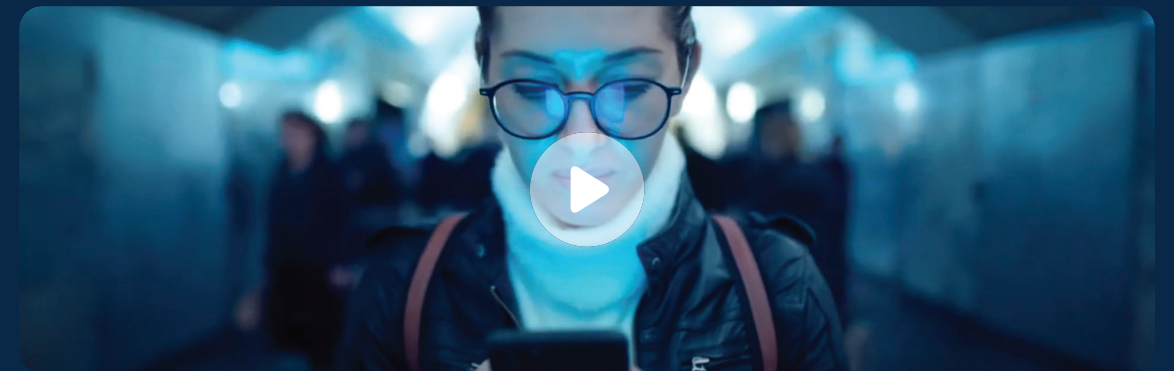
Our commitment to innovation drives us to continuously develop safe, cost-effective, and eco- friendly flame retardants. These products are tailored for various applications such as electronics, automotive, textiles, and construction materials. Our innovative solutions offer superior fire safety benefits without compromising environmental sustainability.

Reactive and Polymeric Flame Retardants – for safer and more sustainable solutions

Reactive and polymeric flame retardants are transforming fire safety technology. Unlike traditional small molecule flame retardants, these materials integrate themselves in the polymer matrix, ensuring long-term stability and minimizing exposure risks. By becoming an intrinsic part of the polymer structure, they offer enhanced durability and effectiveness.

ICL offers an extensive portfolio of flame-retardant solutions tailored for diverse materials, providing versatile options for various applications. These applications span from building materials to electronic goods and cutting-edge technologies such as electric vehicles and server farms. Leveraging its experienced R&D and using advanced artificial intelligence tools, ICL continues to innovate in the field of the reactive and polymeric solutions.

The integration of flame-retardants into host materials not only improves fire resistance but also contributes to a safer environment, promoting sustainability. Embracing these advanced flame retardants is a significant step towards a future where safety and sustainability go hand in hand.



ENVIRONMENT

- Resource Management
- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management

- Waste Management
- Air
- Circular Economy
- Biodiversity, Conservation & Environmental Stewardship
- Product Stewardship & Lifecycle**

SOCIAL

- Environment, Health & Safety
- Our Global Security
- Our Cyber Security
- Our People & Culture

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment

GOVERNANCE

- Corporate Governance
- Sustainable Financing
- Enterprise Risk Management
- Taxation

Health & Personal Care - Solutions for a new era of care



We develop a wide range of unique products for the health, personal care and pharma industries, based on high-purity minerals known for their therapeutic attributes, which are sourced predominantly from the Dead Sea.

Relying on our cutting-edge R&D expertise, we are able to respond to industry and consumer demands alike, and to craft high-quality solutions and pharma intermediates that are highly sustainable, contain extremely low lead and harmful metal content, and include all the necessary certificates for pharma, health and cosmetics, including the approval of the US Food and Drug Administration (FDA).

CareMag®



CareMag® is a series of products that give manufacturers the freedom to formulate aluminum-free deodorants, heavy metal-free face masks and lead-free diaper rash relief cream.

Our CareMag® product line is an innovative, natural-based magnesium derived from Dead Sea minerals.

Hypoallergenic, sustainable and highly reliable, CareMag® products help deodorant, face mask and diaper rash cream manufacturers adopt the natural way.

The products are 100% naturally based and approved by COSMOS, the Cosmetic Organic and Natural Standard which establishes certification requirements for cosmetic products in Europe and is the standard recognized globally by the cosmetics industry.



See [additional information](#) regarding our product portfolio for cosmetics.

ICL-IP - A Day in a life



See [additional information](#) regarding our Flame Retardants, analyzed by the our end-markets, polymers and chemistry, as well as the multiple applications offered by ICL.

ENVIRONMENT

- Resource Management
- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management

- Waste Management
- Air
- Circular Economy
- Biodiversity, Conservation & Environmental Stewardship
- Product Stewardship & Lifecycle**

SOCIAL

- Environment, Health & Safety
- Our Global Security
- Our Cyber Security
- Our People & Culture

GOVERNANCE

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment
- Corporate Governance
- Sustainable Financing
- Enterprise Risk Management
- Taxation

06 Leadership in knowledge sharing and safety

ICL provides guidelines and thorough training to its customers to promote the safe, efficient, and sustainable use of our products.

We require that all new Bromine customers, including operators of ISO- tanks, Goslars and cylinder users, complete a vendor request form focused on Bromine safety. The EHS unit evaluates these forms to determine whether an audit is necessary. Only after approval of both the request form and the audit will a new customer be added to the vendor list.

Existing customers undergo regular audits in accordance with ICL Global standards for ISO-tank and Goslar users. These audits thoroughly assess Bromine safety aspects related to receipt, storage, and usage.

All customers benefit from essential Bromine safety training which can be repeated, as required. Moreover, periodic safety training on Bromine is mandated and supplied for truck drivers transporting 1,600 liters or more of the substance, thereby enhancing transport safety.

Training sessions and audits are conducted at port and storage facilities across Europe to foster safety awareness and ensure proper handling and storage of Bromine ISO-tanks. These measures significantly enhance Bromine transport safety and contribute to overall safety improvement.

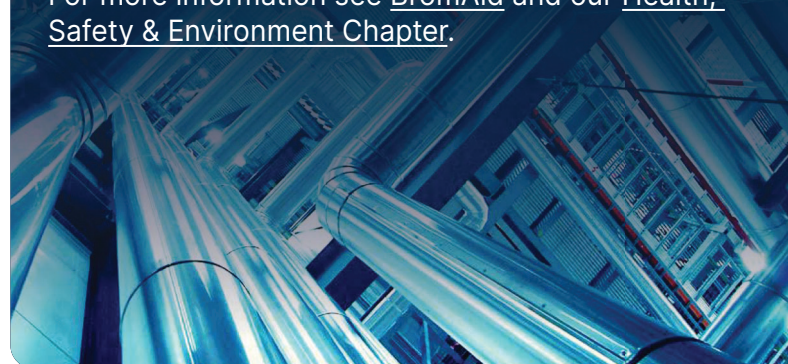


BromAid

ICL's approach to product stewardship and safety is exemplified through its subsidiary, ICL-IP Terneuzen's, prominent role in BromAid, a collaborative venture among Europe's top three bromine producers. Through BromAid, ICL spearheads the coordination of bromine safety knowledge and emergency response protocols across European transportation networks, aligning with its commitment to sustainable product stewardship.

This partnership also fosters collaborative efforts to enhance and standardize bromine safety innovation and training initiatives. Within the BromAid framework, emergency response responsibilities throughout Europe are distributed among participating companies, with each entity assuming responsibility for coordinating incidents within their respective countries.

For more information see [BromAid](#) and our [Health, Safety & Environment Chapter](#).



07 Product Carbon Footprints

As part of our commitment to reduce our environmental impact and create sustainable solutions, we have been actively measuring and managing the carbon footprint of our products (PCF) for several years. In 2024, we completed over 300 PCFs calculations, meeting our set target, and reaching above 1,300 calculations in total.

PCF is a focused form of LCA in which the analysis is targeted on assessing the impact of GHG emissions that can affect climate change.

The calculation incorporates energy, water and raw material inputs for each product. ICL's efforts to measure Product Carbon Footprints (PCFs) is aligned with our broader sustainability strategy to address climate change, minimize our environmental footprint and foster the development of innovative sustainable solutions. These initiatives also support emissions reductions across our broader value chain (Scope 3 GHG emissions), helping our customers and partners to advance their own climate goals.

As part of our PCF calculations, we prioritize the use of primary emission factors (EFs) provided by our suppliers. When primary data is not available, we rely on appropriate secondary EFs, to ensure accuracy and consistency.

Our carbon footprint assessments are supported and reviewed by external experts. These evaluations follow internationally recognized

ENVIRONMENT

- Resource Management
- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management

- Waste Management
- Air
- Circular Economy
- Biodiversity, Conservation & Environmental Stewardship
- Product Stewardship & Lifecycle**

SOCIAL

- Environment, Health & Safety
- Our Global Security
- Our Cyber Security
- Our People & Culture

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment

GOVERNANCE

- Corporate Governance
- Sustainable Financing
- Enterprise Risk Management
- Taxation

standards, including ISO 14040, ISO 14044, and ISO 14067. Unless specifically requested by customers, our assessments focus on emissions up to the factory gate and do not include packaging or transportation.

We are currently transitioning to an automated platform for LCA calculations to improve efficiency and scalability. Currently being implemented, the platform is tailored to our needs and built for industrial-scale chemical value chains, enabling standardized, accurate cradle-to-gate insights into our products' environmental impacts. It adheres to key standards, including ISO standards, the GHG Protocol Product Standard and the Together for Sustainability (TfS) PCF Guideline.

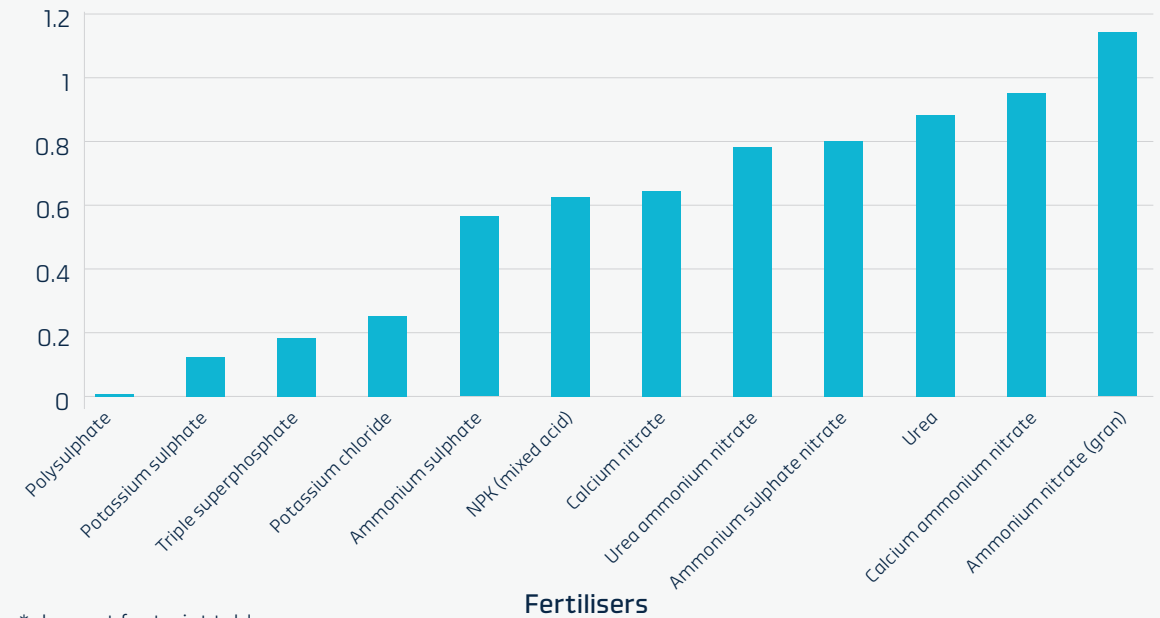
This data-driven automation supports our long-term objectives, including:

- Calculate PCFs and LCAs for a significant portion of our product portfolio globally.
- Support efforts to optimize operational efficiency and reduce time and resources spent on LCA processes.
- Enhance methodological consistency, improve data reliability, and assist with compliance as new regulations emerge.
- Strengthen Scope 3 assessments by integrating supplier-reported emissions data through a more structured and automated approach.
- Expand environmental assessments to include intermediates and finished products, exploring additional impact categories beyond carbon footprints.
- Facilitate data-sharing with customers and other stakeholders, possibly through established digital interfaces with value-chain partners.

The certifiable methodology provided by the platform enables third-party validation of the LCA process that aligns with our efforts to support our broader value chain, with valuable and credible data.

Polysulphate

Fertiliser production and delivery to storage facility
 (kg CO₂-eg.kg product)



* Lowest footprint table

Our Polysulphate product has one of the lowest carbon footprints when compared to alternatives, providing a simple way to reduce farming's impact on the environment.

Crop productivity and crop quality are the most well-known benefits of applying Polysulphate. Now the added benefit of low carbon footprint is set to make Polysulphate a fertilizer of choice for those farmers accounting for greenhouse gas emissions on their enterprise and aiming to lower their carbon footprint.

Polysulphate boasts the world's lowest carbon footprint among a broad spectrum of comparable fertilizers, standing at just 0.00029 kg CO₂e kg⁻¹ of product.

ENVIRONMENT

- Resource Management
- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management

- Waste Management
- Air
- Circular Economy
- Biodiversity, Conservation & Environmental Stewardship
- Product Stewardship & Lifecycle**

SOCIAL

- Environment, Health & Safety
- Our Global Security
- Our Cyber Security
- Our People & Culture

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment

GOVERNANCE

- Corporate Governance
- Sustainable Financing
- Enterprise Risk Management
- Taxation

08 ICL's Sustainable Products Portfolio

In alignment with our strategy, we evaluate and identify our products that are considered sustainable solutions.

Our approach to sustainable solutions for agriculture and nutrition aligns with [UN SDG2 \(Zero Hunger\)](#) which states that agriculture systems worldwide must become more productive and less wasteful. Sustainable agricultural practices and food systems, including both production and consumption, are part of a holistic and integrated perspective.

Land, healthy soil, water, and plant genetic resources are key inputs into food production. Their growing scarcity in many parts of the world makes it imperative to use and manage them sustainably. Boosting yields on existing agricultural land, including restoration of degraded land, through sustainable agricultural practices, can relieve the pressure to clear forests for agricultural production.

Wise management of scarce water through improved irrigation and storage technologies, combined with development of new drought-resistant crop varieties, can contribute to sustaining productivity in drylands.

In 2024, over 50% of our revenues came from sustainable solutions that support food security, enhanced productivity and sustainable agriculture. For example, our ICL Growing Solutions segment offers specialty fertilizers that allow for more

precise application of the critical foundations for plant development.

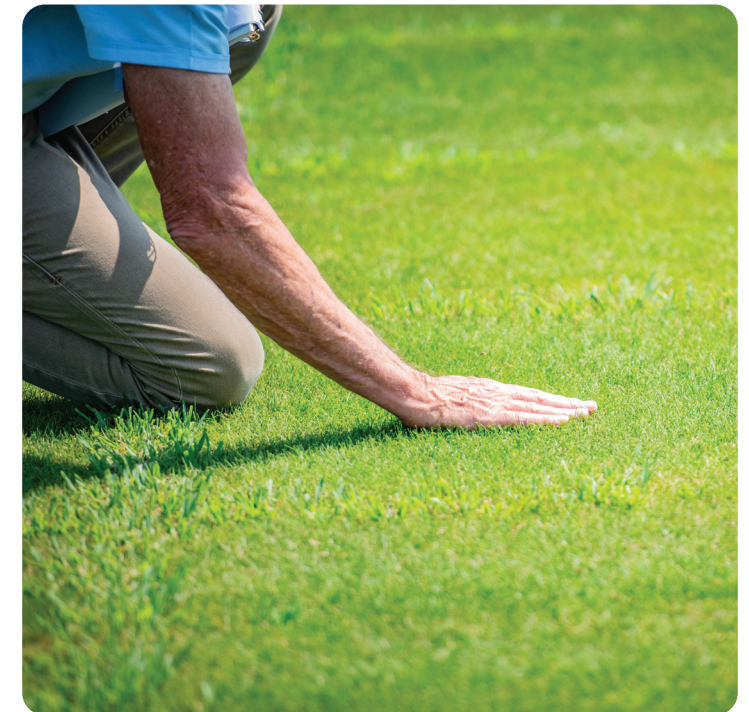
Our specialty fertilizers products include enhanced efficiency fertilizers, such as controlled release fertilizers (CRF), which allow for precise release of nutrients over time, and delayed or slow-release fertilizers (SRF), which ensure a gradual release of nutrients (nitrogen and potassium only).

Building on this portfolio, we are proud to introduce groundbreaking fertilizers derived from recycled phosphate that play a key role in contributing to a more sustainable agricultural future. Additionally, our portfolio includes organic fertilizers, micronutrients, bio-stimulants, adjuvants and other unique products that support resilient agriculture. For more information on our sustainable solutions, read our chapter on Food Security.

Our Growing Solutions (GS) segment contributed nearly 28% of ICL's revenues in 2024, with 73% of GS revenues classified as sustainable.

In addition, ICL has received Organic Certification for certain potash fertilizer (GMOP, standard and fine) from FiBL, ECOCERT and INTERECO, in compliance with EU Organic regulations. These certifications confirms that part of ICL-produced potash from the Dead Sea and Spain meets the highest standards of organic farming. These products contribute to combating hunger and malnutrition by providing sustainable agriculture and increased food security.

ICL also follows the SASB approach to track our range of products designed for use-phase efficiency. These products are designed to increase resource efficiency through their use, and demonstrate improvements in energy efficiency, reduction or elimination of GHG emissions, decreased raw material consumption, increased product longevity and/or reduced water consumption. After reviewing the SASB approach, we determined that approximately 27% of our revenues are currently derived from sales of products that enable use-phase efficiency.



ENVIRONMENT

- Resource Management
- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management

- Waste Management
- Air
- Circular Economy
- Biodiversity, Conservation & Environmental Stewardship
- Product Stewardship & Lifecycle**

SOCIAL

- Environment, Health & Safety
- Our Global Security
- Our Cyber Security
- Our People & Culture

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment

GOVERNANCE

- Corporate Governance
- Sustainable Financing
- Enterprise Risk Management
- Taxation

Green Label Certification for ICL Products

ICL Rotem has been awarded the prestigious Green Label certification for its MKP and MAP salt products following a comprehensive audit by the Standards Institution of Israel. The certification process included life cycle assessments and extensive compliance evaluations to meet the standard's stringent requirements. These salt products are widely used in various industries, including agriculture (fertigation), food and beverages, pharmaceuticals, flame retardants, and green building applications.

This certification marks a significant milestone in ICL's commitment to sustainability. It is recognized internationally and is aligned with the Global Ecolabelling Network (GEN), a nonprofit organization that sets the global benchmark for ecolabel excellence by distinguishing certified products from misleading environmental claims. The Green Label assures customers that the environmental footprint of our products has been rigorously assessed and minimized, providing verified environmental credentials, while maintaining the highest product quality and safety standards. Additionally, the Green Label promotes

the design, production, marketing, and use of products that reduce environmental impact or improve environmental performance across all stages of the product life cycle.

This certification demonstrates that our MKP and MAP products outperform competitors in terms of sustainability and environmental impact. It also reinforces our vision for a sustainable future. Moving forward, we are committed to expanding this recognition to additional ICL Rotem product lines.



Social

Environment,
Health & Safety

177

Our Global
Security

195

Our Cyber
Security

199

Our People
& Culture

204

Our Diversity,
Inclusion & Belonging

223

Labor &
Human Rights

232

Our Responsible
Supply Chain

239

Communities
& Social Investment

247

ENVIRONMENT

- Resource Management
- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management

- Waste Management
- Air
- Circular Economy
- Biodiversity, Conservation & Environmental Stewardship
- Product Stewardship & Lifecycle

SOCIAL

Environment, Health & Safety

- Our Global Security
- Our Cyber Security
- Our People & Culture

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment

GOVERNANCE

- Corporate Governance
- Sustainable Financing
- Enterprise Risk Management
- Taxation



Environment, Health and Safety



In their words: Why we do what we do

“From my experience gained over the years, I have seen that those companies that prioritize EHS not only protect their people and the environment, but also enhance their reliability and resilience, stimulate innovation and secure long-term success.”

Lior Eli, VP of Global Health, Safety & Environment



ENVIRONMENT

Resource Management
 Climate Change & GHG Emissions
 Energy
 Water & Wastewater Management

Waste Management
 Air
 Circular Economy
 Biodiversity, Conservation & Environmental Stewardship
 Product Stewardship & Lifecycle

SOCIAL

Environment, Health & Safety
 Our Global Security
 Our Cyber Security
 Our People & Culture

Our Diversity, Inclusion & Belonging
 Labor & Human Rights
 Our Responsible Supply Chain
 Communities & Social Investment

GOVERNANCE

Corporate Governance
 Sustainable Financing
 Enterprise Risk Management
 Taxation

OUR APPROACH



Worldwide Leader
 in Safe, Reliable Operations and Site Resilience

Anchored by our mission - Caring Every Day, Everywhere, for Your Safety, the safety and health of our people, as well as our visitors, contractors, and business partners are paramount to us at ICL.

We prioritize Health, Safety, and Environment (EHS), by emphasizing our dedication to the well-being of all our stakeholders. Our overarching objective is to proactively lead our industry in safe, reliable operations and site resilience by driving innovation and excellence in our health, safety, and environmental practices.

We continuously strive to improve by embracing evolving standards and technologies to ensure that we comply with the highest standards of safety and care across all aspects of our operations, recognizing the inherent risks of industrial production, particularly in our specialty minerals industry. We implement precautionary measures and engage in meticulous evaluations at each stage of our production process of products carrying potential environmental and health risks. We take action to enhance positive impacts while minimizing negative effects.

ICL's EHS strategy relies on four fundamental pillars, each crucial in guiding our strategic efforts to enhance EHS practices:

01 Human and Organizational Performance (HOP)

As part of our HOP framework, we recognize the inevitability of human error within operational environments, often signaling underlying organizational challenges. In response, HOP advocates for proactive measures such as leading indicators, minimizing repercussions and strategies to address incidents and near misses.

02 Process Safety Management (PSM)

The Process Safety Management (PSM) pillar integrates global risk assessments, PSM methodologies, and compliance with international directives. This pillar aims to enhance asset reliability, improve operational competency, fortify a positive work environment and prevent catastrophic and safety incidents.

03 Emergency and Crisis Management

All EHS risk and compliance processes across ICL's operations are supported by Emergency and Crises Management (EMS) Systems. This pillar's integration empowers employees to report issues and hazards and to receive updates on resolutions. The system aids in monitoring and analyzing operational performance, contributing to the mitigating hazards and reducing injury risks. Site managers play a pivotal role in implementing these programs and engaging in continuous activities to uphold EHS standards in all ICL operations.

04 Industry 4.0

The Industry 4.0 pillar places EHS innovation as its core strategy. Incorporating advanced technologies, such as AI and drones, we address EHS challenges while leveraging digitization to prevent, map, monitor, and report near-misses and accidents.

ENVIRONMENT

- Resource Management
- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management

- Waste Management
- Air
- Circular Economy
- Biodiversity, Conservation & Environmental Stewardship
- Product Stewardship & Lifecycle

SOCIAL

- Environment, Health & Safety**
- Our Global Security
- Our Cyber Security
- Our People & Culture

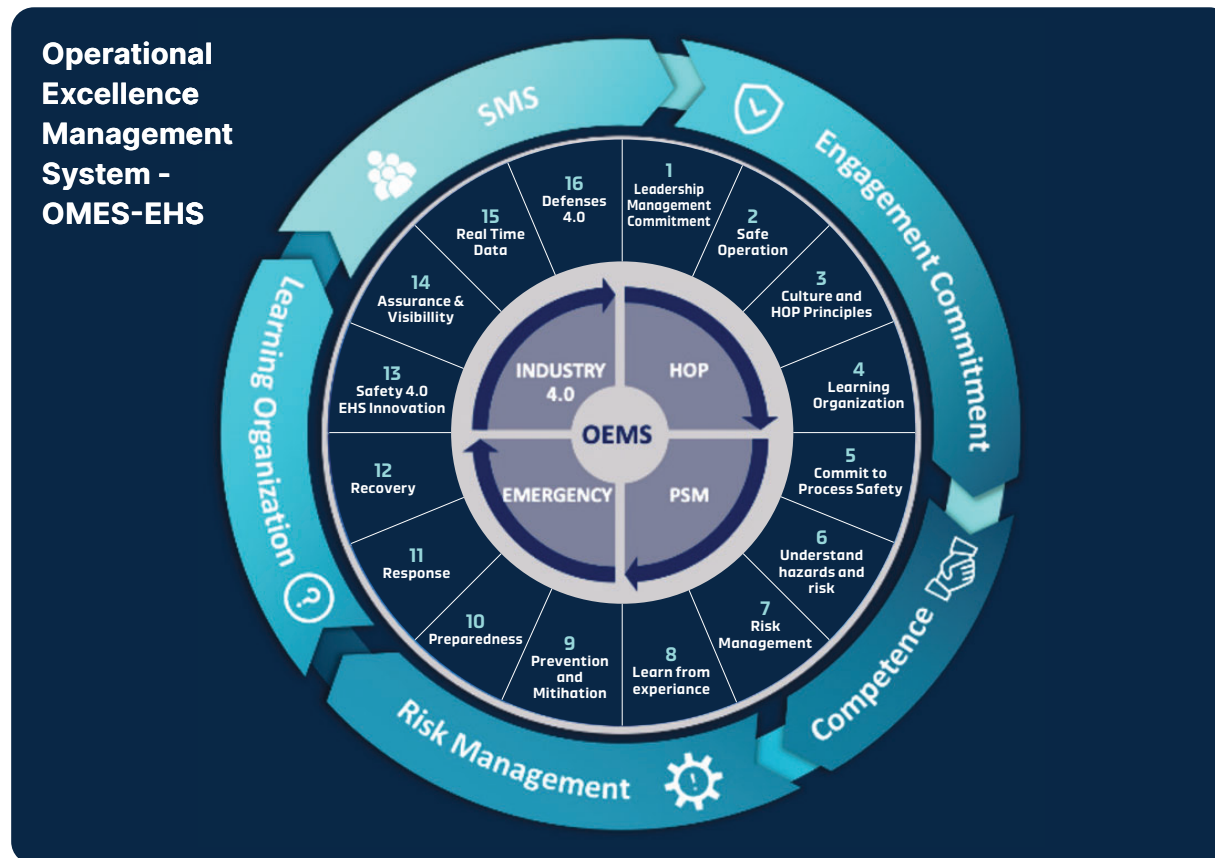
- Our Diversity, Inclusion & Belonging
- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment

GOVERNANCE

- Corporate Governance
- Sustainable Financing
- Enterprise Risk Management
- Taxation

These four pillars are complemented by five core principles that overarch ICL's Operational Excellence Management System (OMES-EHS), serving as the foundation of our approach to operational excellence, especially in safety and reliability:

- ESM System
- Risk Management
- Learning Organization
- Organizational Competence
- Engagement and Dedication



Accordingly, as part of our OMES-EHS, ICL prioritizes employee health and occupational hygiene, adopting 'Industrial Hygiene' principles for primary prevention. Beyond regulatory compliance, our commitment includes ongoing annual training programs, measuring annual EHS performance, risk assessments, and employing cutting-edge technologies to position ICL as an EHS leader.

As a Learning Organization, ICL conducts comprehensive safety training and certification control systems for everyone entering and working at our sites. Embracing a mindset of growth, we foster a well-organized learning process for proactive and reactive safety management, including tracking, corrective and preventive actions. Accident and near-miss analysis is routine at all ICL sites, with EHS committees on the site, region, and global level regularly conducting safety case studies and actions and learning teams that engage in safety coaching activities supported by our system.

In parallel, our commitment to health and safety extends to our transportation activities, by implementing rigorous measures to transport our wide range of products around the globe. Specifically, we implement multiple risk mitigation steps for our hazardous products. As a company that utilizes various methods of transportation, particularly transport by road, we integrate advanced technologies such as sensor coupling systems and distraction prevention systems to effectively reduce transport incidents.

For more information See our [EHS Management: Vision, Framework, and Innovation](#) | ICL.



ENVIRONMENT

- Resource Management
- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management

- Waste Management
- Air
- Circular Economy
- Biodiversity, Conservation & Environmental Stewardship
- Product Stewardship & Lifecycle

SOCIAL

Environment, Health & Safety

- Our Global Security
- Our Cyber Security
- Our People & Culture

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment

GOVERNANCE

- Corporate Governance
- Sustainable Financing
- Enterprise Risk Management
- Taxation

Governance and Performance Oversight

Our EHS practices are governed by our Board of Directors, which has tasked the CSC Committee with the explicit responsibility of overseeing and fulfilling commitments related to EHS. The GEC is responsible for overseeing ICL’s actions, policies and initiatives, ensuring that EHS related risks are appropriately addressed and managed. The GEC Sustainability Committee assists the GEC in monitoring, cross learning and knowledge sharing of EHS related matters.

ICL’s CEO is responsible for ICL’s EHS strategy while ICL’s Potash & EHS President, is an executive manager and member of ICL’s GEC forum, which is responsible for ICL’s overall EHS management and cascading it top-down. Further details on ICL’s EHS strategy can be found in the [Company’s EHS policy](#).

The implementation of ESG-based incentives and specific EHS KPIs for our senior management and which cascades down to the broader workforce, ensures that they are all held accountable for EHS outcomes. Executive compensation at ICL is directly tied to improvements in EHS management.

For comprehensive information on our overall ESG risks governance, see our chapter on [Corporate Governance](#).



OUR GOALS

Our Mission: Caring Every Day, Everywhere, for Your Safety.

To ensure we meet our commitments and goals, ICL has established annual safety targets for executive management and each site which are essential for driving continuous improvement in performance.

EHS KPIs are incorporated into executive success measures and financial performance-based benefits, ensuring alignment with our objectives. This integration also aligns with resource allocation and specific targets outlined in our annual working plans, facilitating comprehensive oversight and strategic planning. EHS related targets include reducing the incident rate (IR) and the Right to Operate measurement (RTO), obtaining relevant permits and licenses, conducting EHS compliance audits by third parties across ICL, EHS cross organization innovation initiatives, PSM improvement, ERM - EHS risks validation, site EHS reporting and sharing of lessons learned, and ensuring best in class practices within ICL's sites for EHS qualification for contractors.

Safety Commitment

ICL is committed to the safety of our employees, contractors, and visitors. This lies at the core of our leadership-driven business culture.

In 2024, ICL's IR target was set for an ambitious reduction of 12% compared to 2023. The target was met, and we achieved 16% reduction in the IR indicator* We are actively

enhancing our measures to meet our IR target. Over the years we continuously improve our performance.

Looking ahead, after carefully studying and implementing measures to ensure sustained progress, and setting an ambitious IR target of a 12% reduction for 2024 compared to 2023, for 2025 we have targeted a 2.5% reduction compared to 2024.

* Note that our IR target, as presented in the 2023 ESG report was updated after the report's publication to reflect a more ambitious goal, increasing from 5% to 12%.

Green Progress

In 2024, we achieved a notable 20% reduction in RTO* events compared to 2023, surpassing our target of a 5% reduction. We remain committed to continuously improving our environmental performance. For 2025, our targets and KPIs include a 2% reduction compared to 2024.

* Note that our RTO target, as presented in our 2023 ESG report, was updated after the report's publication, to reflect a more ambitious goal, increasing from 2.5% to 5%.

EHS Excellence

We are committed to achieving EHS excellence, ensuring strict compliance with all applicable laws, regulations, standards, and internal requirements. This commitment translates into regular EHS audits conducted across all our operational sites, assessing our impacts and compliance, conducted by external independent auditors, at least once every three years. In 2024, we met our

target of 335 EHS audits and conducted in excess of 500 EHS audits. Further additional proactive targets are included in the matrix table further below.

ISO Integration

We are committed to integrating EHS into our overall business strategy by aligning with the Guiding Principles of Responsible Care®, ISO 14001 & 45001 frameworks. We have set a challenging goal of securing ISO certifications for 100% of our production sites in the coming years. As of 2024, we are nearing our goal, demonstrating our ongoing dedication to safety and environmental stewardship.

Contractor Safety

We are committed to ensuring contractor safety through regular evaluations that assess performance against key safety criteria and identifying areas for improvement. As part of this effort, we have set a target to reduce our Incident Rate (IR) from 0.52 in 2024 to 0.51 in 2025.

According to our EHS Policy, to which our contractors are obligated to adhere, we ensure that all of our contractors engaged in our operations receive comprehensive training and guidance on risk management, proper usage of safety equipment, vehicle and tool safety, and adherence to safety regulations, and efficient work area organization. We are committed to conducting monthly assessments to monitor safety trends and promptly address any concerns regarding contractor safety.

ENVIRONMENT

- Resource Management
- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management

- Waste Management
- Air
- Circular Economy
- Biodiversity, Conservation & Environmental Stewardship
- Product Stewardship & Lifecycle

SOCIAL

- Environment, Health & Safety**
- Our Global Security
- Our Cyber Security
- Our People & Culture

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment

GOVERNANCE

- Corporate Governance
- Sustainable Financing
- Enterprise Risk Management
- Taxation

OUR PERFORMANCE

HOP

Our performance encompasses a spectrum of initiatives designed to enhance safety performance and operational efficiency, as well as proactive and reactive learning processes. We facilitate open discussions and knowledge-sharing sessions through roundtable forums involving multidisciplinary teams and stakeholders.

These engagements enable us to gather insights, identify potential risks, and collaboratively develop strategies to mitigate them. In 2024 388 roundtable discussions were held to facilitate learning and collaboration.

Furthermore, our commitment to safety extends to a meticulous examination of existing protections. Managers,

EHS professionals, and engineers conduct assessments and gap analysis to assess our PSM management systems with the support of an external consultants. Around 700 managers and employees have participated in these processes in the US, Europe, and Israel. We continuously assess the effectiveness of process, engineering, and technological safeguards, ensuring they remain robust and aligned with evolving operational requirements.

In 2024, this included conducting numerous peer audits across multiple countries, including the Netherlands, Germany, the UK, the US, Israel, Brazil and China, as well as approximately 535 internal audits. Furthermore, external audits were conducted by third-party, specialized EHS law firms across all our operations worldwide.

In addressing incidents and near misses, we adopt a proactive stance. Our teams promptly investigate near-miss incidents, leveraging the findings to prevent their recurrence. By treating each incident as an opportunity for learning and improvement, we proactively enhance our safety protocols.

Our learning processes in 2024 included the investigation of 94 accidents, 30 near-miss incidents, and 47 RTO incidents. Furthermore, 28 incidents involving contractors were analyzed, and 151 reactive learning sessions were conducted to address lessons learned. In total, 2,846 proactive learning sessions were held, engaging both employees and managers to continuously improve our operational safety and efficiency.

Moreover, we prioritize proactive observations to enhance behavioral safety practices and cultivate a culture of accountability.

Through these observations, we aim to raise awareness of safety protocols and promote consistent adherence to housekeeping standards. In 2024, we continued these efforts, conducting 433 managerial observations and identifying 55,861 hazards, which were reported for further action.

For more insights into our safety initiatives and performance metrics, please refer to the subsequent sections of this chapter.



ENVIRONMENT

- Resource Management
- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management

- Waste Management
- Air
- Circular Economy
- Biodiversity, Conservation & Environmental Stewardship
- Product Stewardship & Lifecycle

SOCIAL

- Environment, Health & Safety**
- Our Global Security
- Our Cyber Security
- Our People & Culture

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment

GOVERNANCE

- Corporate Governance
- Sustainable Financing
- Enterprise Risk Management
- Taxation

PSM (Process Safety Management)

We execute comprehensive risk assessment processes covering personal safety, process safety, and ERM. Utilizing methodologies such as the Center for Chemical Process Safety (CCPS) PSM approach, we ensure compliance with diverse regulations globally. Recently, Israel’s Ministry of Environmental Protection and Ministry of Labor adopted the Seveso risk assessment methodology and the OSHA PSM regulation. As our sites are located worldwide, we have adopted the CCPS PSM approach, incorporating 20 PSM elements to address various regulations.

The PSM pillar is a main component in ICL’s OEMS-EHS approach aiming to:

- Prevent catastrophic events
- Improve asset reliability/increase utilization
- Increase operational competency
- Continue strengthening our corporate culture to include a positive and safe work environment focused on operational discipline

In 2024, we hosted and participated in several PSM-related conferences and workshops worldwide, including conferences and HOP workshops conducted in the US, Brazil, Israel and the Netherlands. This included a crisis management conference with participation of suppliers in Israel. Approximately 1,200 managers and employees

participated in these global workshops and training sessions.

Implementation of PSM is an ongoing process. In 2024, we focused on communication, training, and adjustments to local procedures based on global standards of PSM elements. We continued to execute the gap analysis and maturity model for ICL’s sites and to establish a detailed work plan for sites that completed the analyses.

As part of our safety management process, in 2023 we developed a holistic global policy for ponds and tails management, based on regulations, best practices and global standards. The policy aims to ensure that all our tailing storage facilities and ponds are designed, constructed, operated, monitored, and decommissioned

to the highest standards in order to minimize risks to people and the environment. We continue to implement the policy, strengthening PSM foundations among ICL sites.

To support this implementation, in 2024, we held ongoing meetings with relevant sites concerning these risks. Quarterly risk management meetings were conducted to review specific risk cards and mitigation plans. In addition, Awe established a process to create a checklist to examine and implement these policies and procedures, alongside the formation of a Steering Committee and an Operational Committee. Field visits and inspections are also conducted to monitor the effectiveness of the implementation of these processes.



ENVIRONMENT

- Resource Management
- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management

- Waste Management
- Air
- Circular Economy
- Biodiversity, Conservation & Environmental Stewardship
- Product Stewardship & Lifecycle

SOCIAL

- Environment, Health & Safety**
- Our Global Security
- Our Cyber Security
- Our People & Culture

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment

GOVERNANCE

- Corporate Governance
- Sustainable Financing
- Enterprise Risk Management
- Taxation

Emergency, Crisis Management, and BCP


Leveraging new technology, ICL works to enhance resilience and mitigate potential crises.

ICL’s emergency event management methodology, supported by a dedicated mobile application, ensures swift response to critical situations. This unique module, developed specifically for ICL, is regularly practiced by first responders and regulatory officials, enabling effective crisis management. Regular emergency drills, including surprise drills, are part of annual work plans to test and improve readiness for events such as earthquakes, fires, and hazardous material leaks. ICL’s emergency teams, equipped with advanced equipment, are trained for complex rescue and evacuation scenarios, involving dozens of volunteers. A dedicated software tool allows real-time data reporting, facilitating prompt responses, especially in remote areas. Workshops and training sessions further equip teams with necessary skills, ensuring comprehensive preparedness to safeguard assets and activities in challenging situations.

Our Business Continuity Plan (BCP) encompasses various scenarios, prioritizes actions, and aligns closely with authorities and local communities.

Additionally, our emergency response plan is intricately synchronized with both authorities and the surrounding communities, fostering an environment of shared responsibility and collaboration. Furthermore, we proactively disseminate information regarding emergency response planning and conduct drills to ensure

We have instituted robust procedures for crisis communication with surrounding communities, reinforcing our commitment to transparency and effective engagement during emergencies.



In 2024, ICL conducted more than 1,000 emergency drills covering a wide range of scenarios, including extreme climate events like floods, heatwaves and other environmental hazards.

In 2024, 1007 emergency drills were conducted. A pilot system was executed for tracking lone workers in emergency situations — an application-based technology. In addition, we conducted 69 crisis management team drills – where each site carries at least 1 drill annually.

Furthermore, in 2024 drills were conducted based on a unique scenario with a focus on community considerations (including protected shelters and first aid training in the Bedouin sector) in collaboration with authorities and local communities.

We conduct annual workshops and training sessions to equip our teams with the necessary skills and knowledge

to handle various emergency and crisis scenarios effectively. In 2024, our managers and employees, including emergency response teams, received training on various identified emergency scenarios, including fires, hazardous material incidents, earthquakes, floods, security events, rescues and first aid scenarios (including the use of defibrillators), confined spaces, working at heights, and high-voltage electrical hazards. All of our Company sites are equipped with defibrillators, and training on their use is conducted regularly. The duration of the training varies depending on the site’s specific risks, with each team member receiving dozens of hours of training.



ENVIRONMENT

- Resource Management
- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management

- Waste Management
- Air
- Circular Economy
- Biodiversity, Conservation & Environmental Stewardship
- Product Stewardship & Lifecycle

SOCIAL

- Environment, Health & Safety**
- Our Global Security
- Our Cyber Security
- Our People & Culture

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment

GOVERNANCE

- Corporate Governance
- Sustainable Financing
- Enterprise Risk Management
- Taxation

Underground Mining Safety Program

We conduct underground mining operations operating both open-pit and underground mines. We implement safety measures to manage risks associated with our mining activities, including ground collapse, explosives, heat stress, fires, ventilation, methane pockets, and water infiltration. Our risk management program includes identification and mitigation strategies based on principles of PSM (Process Safety Management).

Additionally, we maintain a global mining forum that convenes quarterly, with the participation of around 30 managers who share knowledge, risks mitigation plans and initiatives to promote safety across all of our mining operations.

To protect geologists who map mining areas, we have developed advanced drone-based methods that assist them in their efforts to map and analyze risk levels of mining zones in order to prevent accidents. This work is conducted from a safe distance to avoid accidents.

Drones and robots enable us to inspect mining areas using technological tools that transmit data for review prior to geologists or miners entering the zone.

To address heat stress, we have implemented numerous measures, including monitoring temperature, using pilot wristbands that track vital signs and provide alerts as needed. Air conditioning has been installed in heavy machinery cabs to improve our miners' working conditions. We have also introduced technologies in our moving machinery to prevent injury, using unique lighting systems and AI.

Additionally, we have piloted advanced sensors for detecting ground shifts, preventing accidents caused by ground movement.

Industry 4.0 - Innovations in EHS

ICL integrates AI and cutting-edge technologies, deploying robotics, drones, and smart systems to elevate processes and enhance defenses.

Our utilization of advanced technology includes 'smart' systems for forklifts and trucks, deploying drones for confined space inspections thereby eliminating the need for human entry into hazardous environments, and implementing smart sensors. This commitment to technological innovation extends to real-time data management and analytics, providing actionable insights.

For instance, at our ICL Dead Sea, Deshanim and YPH sites, we have piloted the Captain's Eye system, an AI-based technology integrated into surrounding cameras. This system detects and alerts EHS and operations of hazardous situations such as the appearance of smoke, leakage, or the lack of protective equipment.

Additionally, we utilize a drone to inspect our Iberpotash underground mine, which enables us to scan the ceiling at different locations without requiring an employee to enter into a dangerous zone.

New technology enables ICL to increase its resilience, decrease human errors and prevent crises.

Implementing High-Tech Drones & Robotics in Safety Management



Key examples of our technology applications include:




CERES

A collaborative SaaS application for chemical emergency response, offering modeling, real-time risk assessment, threat assessment, situational awareness and decision support for incidents related to the release of hazardous material.

GoArc

A real-time EHS application incorporating modules for EHS and emergencies, that supports proactive activities, emergency preparedness, crisis management, and adherence to global OEMS methodology across all four pillars (HOP, PSM, Emergency, Industry 4.0). ICL has successfully implemented this unique platform which currently has over 8,300 users, a significant increase from 1,200 users in 2020.

Key Performance Highlights – 2024:

		
433	55,861	388
managerial observations	hazards reported for further action	roundtable learning sessions

Enablon

An integrated solution to support EHS management processes, featuring embedded modules to record events, learn processes, take corrective and preventative action, and manage change, permits and licenses, regulations, matrix and KPIs, risk and compliance, engineering and operations, and EHSQ and sustainability.



Occupational Health and Industrial Hygiene

Each site follows an annual plan designed to ensure its compliance with all relevant occupational health regulations. As part of this commitment, meticulous assessments, including industrial air monitoring plans, are conducted annually to align with local laws and authorities' mandates. This thorough monitoring encompasses chemicals classified as hazardous by relevant regulations, covering raw materials and production substances.

- ✓ In 2024, we conducted a semi-annual survey, compiling over 500 data points from various production sites. Furthermore, over 5,800 employees underwent required medical examinations in accordance with regulatory standards. Additionally, more than 800 health and hygiene surveys were conducted across our sites to assess and ensure a safe working environment for all our employees.
- ✓ The Company adheres strictly to occupational exposure limits, transparently communicated through ICL safety data sheets (SDSs) that accompany all relevant products and materials. In response to irregularities, ICL promptly enacts corrective actions, ranging from enhanced procedures and emission reduction through advanced machinery and technology to infrastructure enhancements and adjustments to Personal Protective Equipment (PPE).

ENVIRONMENT

- Resource Management
- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management

- Waste Management
- Air
- Circular Economy
- Biodiversity, Conservation & Environmental Stewardship
- Product Stewardship & Lifecycle

SOCIAL

- Environment, Health & Safety**
- Our Global Security
- Our Cyber Security
- Our People & Culture

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment

GOVERNANCE

- Corporate Governance
- Sustainable Financing
- Enterprise Risk Management
- Taxation

- To ensure a comprehensive health and risk assessment, ICL conducts industrial hygiene surveys, identifying necessary occupational health activities at all its production sites. These surveys, covering chemical and physical hazards as well as work routines, are a collaborative effort with relevant production and safety units and apply to both employees and contractors.
- Supported by the provision of appropriate PPE, ICL actively monitors noise levels, providing training to minimize exposure and implement noise reduction measures where feasible. Integral to ICL's continuous measurement and mitigation strategies are efforts to address factors such as radiation, vibration, and heat load.

- We place a strong emphasis on raising awareness and providing comprehensive health and safety training programs for our employees and contractors at all of our production sites. Training equips individuals to manage and mitigate specific health hazards relevant to their roles, with a focus on local regulations. Specialized units receive tailored training to address unique characteristics.
- We also ensure proper provision of, and training in the use of PPE. Periodic general medical checkups, consultation with occupational physicians, and health promotion programs further contribute to our employees' well-being, while regular medical checkups at dedicated centers are mandatory for employees and contractors exposed to health hazards. In addition,

- we conduct workshops at selected sites for our intermediate-level employees that focus on industrial hygiene, while senior-level staff and site management receive specialized lectures on occupational health. In 2024 approximately 2,500 managers and employees chose to participate in preventive health promotion screenings.
- Ergonomic surveys that we conduct at our sites drive improvements in working conditions and prevent musculoskeletal injuries. Corrective actions and the introduction of new technologies support better ergonomics and reduce manual handling risks.
- ICL prioritizes workforce health through various training programs covering topics like smoking prevention, vaccines, women's health, ergonomics, proper nutrition and more. These activities designed to foster awareness and cultivate a culture of health.
- We contractually bind the contractors with whom we engage to uphold measures that ensure the occupational health of their employees. This includes provisions for medical checkups, proper PPE, and mandatory safety training prior to commencing work at ICL sites. ICL actively conducts audits, reporting, and risk assessments related to health and safety for both our employees and contractors.

Despite challenges in data integration, we are dedicated to providing timely reports to our executive management, ensuring transparency and accountability in our efforts to maintain contractor safety standards.



ENVIRONMENT

- Resource Management
- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management

- Waste Management
- Air
- Circular Economy
- Biodiversity, Conservation & Environmental Stewardship
- Product Stewardship & Lifecycle

SOCIAL

- Environment, Health & Safety**
- Our Global Security
- Our Cyber Security
- Our People & Culture

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment

GOVERNANCE

- Corporate Governance
- Sustainable Financing
- Enterprise Risk Management
- Taxation

Organizational Competence and Learning Organization

Our well-structured learning process encompasses proactive and reactive safety management, featuring a streamlined workflow to track corrective and preventive actions, as well as analysis of accidents and near misses across all ICL sites.

Our 'ICL Champions', managers from our sites around the world and our Global EHS unit were trained to coach and support learning processes in order to mitigate and find different defenses', lead HOP processes to prevent accidents and to introduce missing safety defenses.

In parallel, our learning processes involve numerous learning forums for a wide range of managers across various disciplines, creating a culture of accountability and shared responsibility, ensuring that safety and health are prioritized at every level of our organization.

Approximately 1,000 of our managers participate in the forum annually, with several sharing specific success stories or lessons learned. We are refining our EHS management practices and integrating the HOP methodology. Our goal is to focus our managers on prevention efforts. Throughout the year, thousands of managers and employees participate in various forums.

For example, our **Monthly Global Learning Forum** brings together a diverse group of managers and employees, while technical forums such as our **Enabelon Forum** and **Goarc Forum** address specific technical challenges and solutions. We also organize specialized forums such as our **Underground Mining Forum**, which discusses best practices in safety and operations, and a **Laboratories Forum**, which focuses on laboratory safety standards. Further EHS regional forums, such as our **Regional Management Forums** in Israel, Europe, the US, Brazil, and China, allow for localized discussions tailored to specific regional needs. Additionally, our **PSM Forum** and **Global HOP Forum with Champions** provide a platform for managers to collaborate and improve safety practices across operations. We also have specialized forums like the **Health Promotion & Smoking Prevention Forum**, which focus on improving employee well-being.

These learning processes are reinforced by specialized teams engaged in safety coaching programs guided by trained ICL managers. In 2024 we conducted approximately 350 coaching sessions, in which studying incidents, near miss, RTO events, reactive learning and contractors' incidents were analyzed. The entire process is underpinned

by our system, illustrating our holistic commitment to ensuring a safe and healthy working environment.

All employees are mandated to undergo comprehensive training in relevant safety processes and procedures for their roles.

In our knowledge-sharing initiatives, ICL leverages Yammer, a collaborative platform promoting connection and engagement across the Company, including EHS managers. This platform fosters the exchange of ideas, tools, and techniques, contributing to a culture of continuous learning.

This systematic approach facilitates an eco-system of enhancing the creation of a safer working environment.



In 2024, we successfully completed safety training for **99%** of our employees that are required to undergo annual safety training.

As part of our organizational culture, we conduct a monthly learning forum led by the ICL VP EHS. In these global meetings, participants, including EHS, operations and site managers, learn from their peers' reactive and proactive learning processes. The forum serves as a platform for sharing new insights on EHS management improvement processes and the principles of the HOP philosophy.

ENVIRONMENT

- Resource Management
- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management

- Waste Management
- Air
- Circular Economy
- Biodiversity, Conservation & Environmental Stewardship
- Product Stewardship & Lifecycle

SOCIAL

- Environment, Health & Safety**
- Our Global Security
- Our Cyber Security
- Our People & Culture

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment

GOVERNANCE

- Corporate Governance
- Sustainable Financing
- Enterprise Risk Management
- Taxation

Safe Transportation

Operating on a global scale with a diverse range of products, including hazardous ones, we implement rigorous measures to mitigate risks and prevent transportation incidents, including during emergencies.

Our focus on road transportation is paramount, and includes our enforcement of strict driver safety rules, including consequences for repeated violations. As part of our commitment to safety and environmental responsibility, we are transitioning our logistics fleet in Israel to advanced Euro 6 trucks to enhance efficiency and minimize air pollution through urea-additive technology. Embracing innovation, we have also integrated cutting-edge technologies to further reduce the risk and impact of transport incidents.

In 2024, we continued to focus on providing comprehensive safety training to our drivers throughout the year. Among these initiatives, we provided e-learning courses to our drivers on road safety and the transportation of hazardous materials, particularly emphasizing safety during emergency situations. In addition, we conducted specialized training programs on ergonomics for truck drivers and safety protocols for hazardous material transportation.

In total, we offered more than 3,000 hours of driver safety training in 2024, ensuring that our drivers are

well-equipped to maintain safety and prevent incidents on the road.

This year, we made substantial investments in technology to further ensure safe transportation. We installed a Dead Zone Detection System and Coupling Harness Detection System for Truck Trailers in approximately 50% of our fleet, with plans to equip all new vehicles with these systems. Additionally, Speed limiters have been applied across the entire fleet, while Leak Detection Systems were installed in relevant vehicles, such as fiber tankers, to monitor and prevent leaks. Furthermore, the Qustar System, which includes alerts for driving speed, driver behavior analysis, driving hour compliance, and roll-over warnings, continues to assist in improving driving practices.

ICL also deployed the Server One system to reduce driver distraction, Lane Departure Warning Systems were added to all vehicles to ensure lane discipline, and dash cameras were installed in every vehicle to analyze incidents and improve learning processes across the Company.

Furthermore, ICL has taken specific measures such as installing leak detection systems in its ammonia and bromine iso-tanks, with ongoing trials for bromine iso-tanks detectors.



ENVIRONMENT

- Resource Management
- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management

- Waste Management
- Air
- Circular Economy
- Biodiversity, Conservation & Environmental Stewardship
- Product Stewardship & Lifecycle

SOCIAL

- Environment, Health & Safety**
- Our Global Security
- Our Cyber Security
- Our People & Culture

GOVERNANCE

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment
- Corporate Governance
- Sustainable Financing
- Enterprise Risk Management
- Taxation



BromAid

Three Bromine manufacturers, including ICL Industrial Products, through its subsidiary, ICL-IP Terneuzen's, Lanxess and Albemarle Europe Sprland, have created a website - BromAid which describes the emergency services that the companies provide for incidents at Bromine customers' premises and during road, rail, or marine transport.

The site also includes a Safety Handbook that provides information and guidance to both Bromine users and trained response personnel. It includes information on Bromine properties and guidance for actions required at the scene of an incident.

Each participating company maintains a system to receive emergency messages 24/7, and to relay those messages to the appropriate company officials, ensuring that expert advice can be provided quickly and, if necessary, a trained team of specialists will be sent to deal with an incident.



Recognition

ICL sites actively recognize and reward both direct and its contractors' employees who contribute to promoting a safety culture.

To further enhance our EHS performance and integrate it into the organizational culture, we have established a quarterly and annual EHS Awards Program.

The criteria for these awards are based on adding value to one or more of the following areas: EHS culture, innovation in EHS, EHS processes improvement, and emergency readiness. Throughout 2024, almost 60 nominations were received from all units and sites.

From these, 12 exceptional quarterly winners were selected, and from among them, a dedicated committee selected two annual winners. Each nominee has made an invaluable contribution to fostering the EHS culture at ICL and to champion initiatives focused on innovation, ergonomic solutions, contribution to the environment, emergency preparedness, and personal commitment.

Among the annual awardees, the Lawrence site in the US (specializing in phosphate specialties) and the Iberpotash site in Spain (which produces potash) have been recognized for fostering an EHS culture and introducing innovative safety measures.

The Lawrence site successfully implemented comprehensive site-wide secondary containment upgrades, significantly enhancing spill containment capabilities, eliminating safety hazards, and promoting operational efficiency. These upgrades included

replacing the secondary containments with a chemical-resistant brick veneer, making tripping and ergonomic improvements, and removing process error traps. Collectively, these enhancements minimize both the likelihood and impact of hazardous material spills.

The Iberpotash site faced a significant challenge with water consumption nearing its annual limit and a 25% reduction in concession due to drought. To overcome this and support the expected increase in potash production, a dedicated water management team reduced water consumption by about 54% through innovative solutions, ensuring compliance with restrictions, re-utilizing water streams and mitigating drought-related risks.



ENVIRONMENT

- Resource Management
- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management

- Waste Management
- Air
- Circular Economy
- Biodiversity, Conservation & Environmental Stewardship
- Product Stewardship & Lifecycle

SOCIAL

- Environment, Health & Safety**
- Our Global Security
- Our Cyber Security
- Our People & Culture

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment

GOVERNANCE

- Corporate Governance
- Sustainable Financing
- Enterprise Risk Management
- Taxation



Safety and Health Commitments in Labor and Contractor Agreements

Labor Agreements

Safety and health considerations are embedded in our various labor agreements with specific topics covered, including personal protective equipment, joint management-employee health and safety committees, employee representation in health and safety processes, training and education on health and safety, complaint mechanisms, periodic inspections, and enforcement.

Contractor Agreements

Similar to our labor agreements, EHS is a cornerstone of all our agreements with our contractors at ICL. These agreements include provisions for meeting legal requirements, such as medical examinations as mandated by law, professional training and licenses, provision of personal protective equipment, and standard work equipment. We have implemented a binding standard for compliance with legal provisions, ensuring that EHS remains a top priority in all contractor engagements. Additionally, contractors are expected to adhere to our supplier code of conduct, which outlines obligations for compliance with applicable laws and regulations pertaining to environmental, health, and safety practices.



ENVIRONMENT

- Resource Management
- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management

- Waste Management
- Air
- Circular Economy
- Biodiversity, Conservation & Environmental Stewardship
- Product Stewardship & Lifecycle

SOCIAL

- Environment, Health & Safety**
- Our Global Security
- Our Cyber Security
- Our People & Culture

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment

GOVERNANCE

- Corporate Governance
- Sustainable Financing
- Enterprise Risk Management
- Taxation

Safety Matrix

Each year, leading and lagging EHS indicators are identified and tracked for each business unit, providing clear targets for improvement by our executives, site managers and EHS managers.

These targets guide our efforts towards enhancing environmental sustainability and workplace safety. Moreover, our executives' short-term compensation is directly linked to their performance meeting these EHS targets, reinforcing ICL's commitment to prioritizing EHS outcomes at every level of our operation.

For additional information regarding ICL's ESG targets, see our [EHS policy](#), and regarding ICL's compensation philosophy and practices, see [ICL's 2024 Annual Report pp.236 & 242](#).

EHS Lagging Indicators

Throughout 2024, ICL employees collectively completed millions of working hours, contributing to an Incident Rate (IR) of 0.59.

Based on the actions outlined above, including conducting internal and external compliance audits, fostering a learning organization, training and workshops, adding protections, and integrating technologies and applications for EHS management, we have successfully met our ambitious target and maintained our trend of reducing our incidence rate.

Furthermore, we have implemented targeted interventions to address identified issues and to bolster

our safety awareness and practices. While progress is evident, particularly in our overall global performance trends, we acknowledge the need for continued efforts to ensure that all of our sites meet our stringent safety standards.

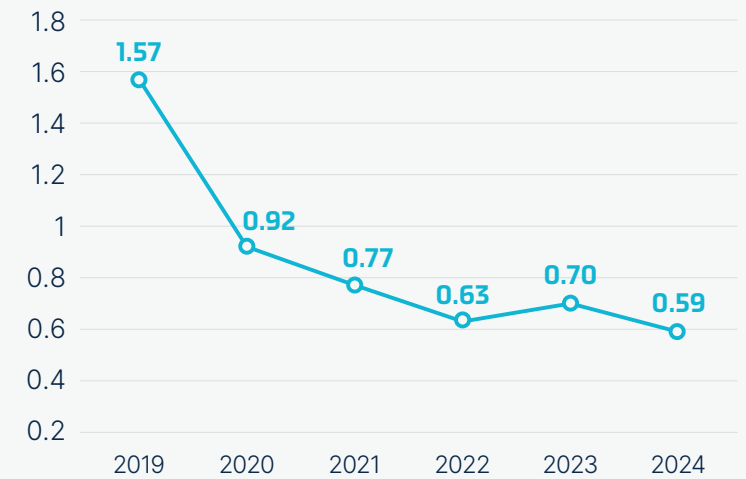
RTO (Right To Operate Index) is an indicator that we developed to measure our environmental non-compliance on our part. Our RTO performance has been improving steadily over the past few years.

This positive trend is attributed to our proactive measures, including the implementation of additional controls, engineering safeguards, and the integration of enhanced procedures and advanced technologies as detailed in this chapter.

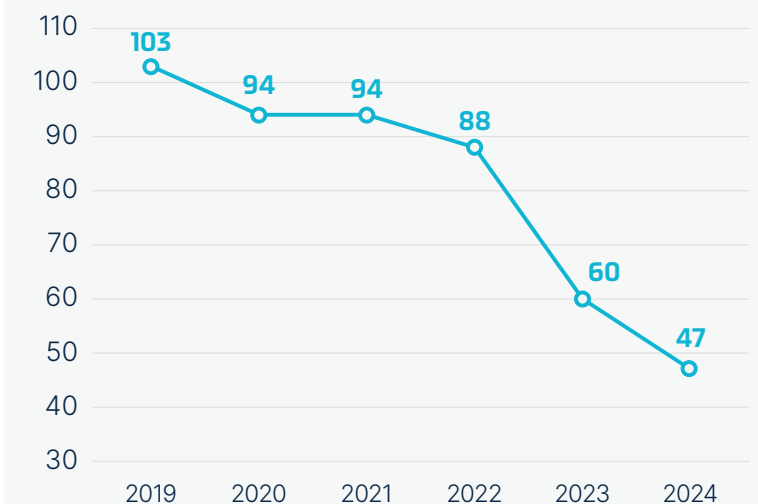
These efforts have resulted in our reduced environmental impact and fewer incidents. Furthermore, we have conducted targeted actions to minimize environmental incidents, emphasizing engineering protections, awareness campaigns, and process improvements.



IR Trend



RTO Trend



ENVIRONMENT

Resource Management
 Climate Change & GHG Emissions
 Energy
 Water & Wastewater Management

Waste Management
 Air
 Circular Economy
 Biodiversity, Conservation & Environmental Stewardship
 Product Stewardship & Lifecycle

SOCIAL

Environment, Health & Safety
 Our Global Security
 Our Cyber Security
 Our People & Culture

Our Diversity, Inclusion & Belonging
 Labor & Human Rights
 Our Responsible Supply Chain
 Communities & Social Investment

GOVERNANCE

Corporate Governance
 Sustainable Financing
 Enterprise Risk Management
 Taxation

	2020	2021	2022	2023	2024
RTO	94	94	89	60	48
LTIR*	—	0.62	0.54	0.60	0.52
IR Rate - Direct employees*	0.92	0.77	0.62	0.70	0.59
SI Rate - Direct employees	27.26	26.38	17.73	24.28	18.32
Accidents – Direct Employees	39	78	69	77	66
Accidents – Contractor Employees	16	46	51	46	28
Fatalities – Direct Employees	0	0	1	2	0
Fatalities – Contractor Employees	2	0	0	0	1**
*** Transportation Incidents	0	0	1	0	0

* The LTIR, is calculated according to the GRI guidance as the total number of work hours of all employees in the Company, based on a factor of 200,000, multiplied by the total number of accidents and divided by the total number of hours worked. The IR index considers our total workforce, excluding corporate employees, as a stringent index that focuses on operational activities. Our IR (Injury Rate) and SI (Severity Index) are calculated based on a factor of 200,000, multiplied by the total number of accidents and divided by the total number of hours worked. The SI methodology assumes that the number of absent days correlates with the severity of the safety event.

** Regrettably, despite our ongoing efforts, we experienced one fatal incident in 2024 involving a contractor working at our ICL Rotem site in Israel. We remain committed to learning from this unfortunate incident and taking all necessary measures to prevent such tragedies in the future. The safety and well-being of our employees and contractors will always remain our top priority.

*** Transport incidents are those that occurred during the transport of materials to or from ICL sites. No transport incidents, as defined by SASB RT-CH- 540a.2, occurred during 2024.

SASB Indicators	2022	2023	2024
Total Recordable Incident Rate - Direct Employees (TRIR) [SASB]	1.19	1.10	1.09
Total Recordable Incident Rate - Contract Employees (TRIR) [SASB]	1.82	1.45	0.95
Fatality Rate - Direct Employees [SASB]	0.009	0.018	0
Fatality Rate - Contract Employees [SASB]	0	0	0.01
Process Safety Incidents Count (PSIC) [SASB]	18	11	7
Process Safety Total Incident Rate (PSTIR) [SASB]	0.16	0.10	0.07
Process Safety Incident Severity Rate (PSISR) [SASB]	0.94	4.92	2.61

	2021 Actual vs. Planned	2022 Actual vs. Planned	2023 Actual vs. Planned	2024 Actual vs. Planned
PSM Risk Assessment	226 vs. 198	438 vs. 280	564 vs. 265	458 vs. 259
EHS Audits	392 vs. 375	465 vs. 325	480 vs. 295	535 vs. 335
Job Safety Analysis (JSA)	930 vs. 667	1519 vs. 900	1780 vs. 1018	2131 vs. 912
Emergency Drills	636 vs. 267	526 vs. 228	966 vs. 348	1007 vs. 293
Crisis Management Team Drills	66 vs. 55	62 vs. 52	58 vs. 53	69 vs. 54
Proactive Learning	1855 vs. 1046	3043 vs. 763	3313 vs. 807	2846 vs. 870
Engineering & Technological Defenses	346 vs. 224	885 vs. 318	1853 vs. 842	1448 vs. 785
Valid Permits & Licenses	99% vs. 99%	99% vs. 99%	98% vs. 99%*	99% vs. 99%
Hazard Recognition Indicator (HRI)	3.26 vs. 2.87	0.52 vs. 0.48	0.52 vs. 0.20	0.45 vs. 0.2
Near Miss Reports	2819 vs. 1335	2619 vs. 1080	1856 vs. 1133	2421 vs. 1198
EHS Training Programs	95% vs. 95%	97% vs. 95%	98% vs. 95%	99% vs. 95%

* Due to Gaza war

Due to our persistent dedication to EHS excellence, our recent initiatives have led to significant enhancements in control measures and safety exercises, resulting in notable improvements across our operations.

EHS Leading Indicators

We focus on proactive leading indicators to create a strong safety culture and to prevent the occurrence of EHS-related events. We perform several crisis and emergency drills annually at each of our sites to ensure personnel preparedness.

We also perform EHS external audits and other assessments across all our operational sites in accordance with leading frameworks and directives in all regions in which we operate, including the EU Seveso Directive, OSHA PSM regulation, UK HSE control of major accidents, and other relevant guidelines. These assessments are conducted annually at all of our ICL operations, and include ICL's contractors.



ACC awards

Seven of ICL's US sites were recognized by the American Chemistry Council for their safety and environmental performance and received Facility Safety Excellence Awards.

Additionally, together with external EHS audits, we conduct annual internal EHS compliance and impact

audits across all of our operational sites to ensure our comprehensive adherence to safety and environmental standards. Moreover, we have implemented an Environmental Management System (EMS) across all of our operations. 96% of our operational sites are ISO certified and meet the rigorous standard of ISO 14001, surpassing regulatory requirements.

The remaining 4% of our sites actively operate according to EMS principles and are in the process of obtaining certification to meet our ambitious commitment.

Regarding energy consumption, all of our major sites follow the Energy ISO standard, demonstrating our commitment to sustainable practices. Additionally, our food and pharma production sites hold certifications in GMP/Q7 or other relevant standards specific to the food and pharmaceutical industries.

Our non-industrial locations, such as office buildings, adhere to safety management systems as required by law, impacting approximately 14% of our employees.

ICL's EHS Certification for Operation Assurance

We are committed to actively supporting and adhering to a range of initiatives and quality management systems aimed at optimizing efficiency, enhancing performance and mitigating risks within the realm of EHS. Across all of our production sites, we have embraced the ISO 45001 occupational health and safety management system, exceeding regulatory requirements.

		2020	2021	2022	2023	2024
ISO 14001, or an equivalent standard for environmental management	% of operations certified	93%	84%	81%	96%	96%
OHSAS 18001/ISO45001, or an equivalent standard for safety	% of operations sites certified	91%	81%	81%	99%	99%
ISO 9001, or an equivalent standard for quality	% of operations certified	94%	94%	92%	98%	98%
Energy management-ISO 50001	% of energy consumption	90%	90%	76%	88%	88%

* The percentage is for the relevant sites.

% of ICL Production Sites with ISO Certification (or EQ.)



ENVIRONMENT

- Resource Management
- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management

- Waste Management
- Air
- Circular Economy
- Biodiversity, Conservation & Environmental Stewardship
- Product Stewardship & Lifecycle

SOCIAL

- Environment, Health & Safety
- Our Global Security**
- Our Cyber Security
- Our People & Culture

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment

GOVERNANCE

- Corporate Governance
- Sustainable Financing
- Enterprise Risk Management
- Taxation



Our Global Security

In their words: Why we do what we do

“For me, security is a fundamental gatekeeper in any company or organization, both during routine periods and in times of an emergency, protecting against threats such as war, terrorism, criminal activity and public disorder. My top priority is to protect our employees' lives as well as those who visit our sites. In parallel, security plays a key role in safeguarding our assets and ensuring our operational continuity, allowing us to function effectively even in challenging situations.”

Oz Chen,
VP, Global Security
and IL Administration



OUR APPROACH

The physical security of our sites and our people is a top priority for ICL. We operate numerous mining and chemical production sites, many of which contain potentially hazardous materials and equipment. In light of this, we invest significant efforts and resources to ensure the security of our sites, as well as the security of our employees and neighboring communities. Our security framework is sustained by a comprehensive security policy based on internal procedures and methodologies that focus mainly on the following:



Keeping our people safe and secure



The physical security of our sites and assets



Maintaining continuity of operations



Providing emergency assistance

This policy incorporates relevant local and international laws and regulations, ensuring compliance and adherence to best practices. Moreover, we conduct our security operations in close collaboration with local security forces in the various areas of our operations. Accordingly, we have established a standardized security protocol across all of our operations that exceed industry standards, including transportation and travel security protocols.

We conduct regular security assessments worldwide to assess our preparedness. These assessments, led by our regional security teams or our security headquarters, allow us to identify and mitigate potential risks proactively.

Our security department operates in synergy with other key functions within ICL, and it is part of ICL's Gatekeepers Forum. Read more on the Gatekeepers Forum in our chapter on [Corporate Governance](#). We maintain seamless cooperation with HR on recruitment procedures and collaborate closely with legal, compliance, internal audit, SOX, ERM, and cyber-security functions on investigations and integrity matters. Additionally, to ensure a coordinated response in the event of an emergency, the security function serves as a central hub for disseminating information and providing support to ICL companies worldwide.

All ICL plants and facilities are categorized into three levels of sensitivity, based on their criticality and

susceptibility to damage. This classification informs tailored security plans for each site, with event reporting and management streamlined through a unified global system. ICL's security managers, positioned as EHSS (Environment, Health, Safety, and Security) representatives, are strategically located across our sites around the world, providing local and global support.



ENVIRONMENT

- Resource Management
- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management

- Waste Management
- Air
 - Circular Economy
 - Biodiversity, Conservation & Environmental Stewardship
 - Product Stewardship & Lifecycle

SOCIAL

- Environment, Health & Safety
- Our Global Security**
- Our Cyber Security
- Our People & Culture

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment

GOVERNANCE

- Corporate Governance
- Sustainable Financing
- Enterprise Risk Management
- Taxation

OUR GOALS

ICL is determined to continuously improve its security measures to ensure the safety of our employees, visitors, and assets across all of our operations. Our objectives for optimal security across all sites include:



Protecting lives, preventing injuries, and minimizing damages



Safeguarding assets and maintaining the functional and financial continuity of operations



Preventing disruptions



Assisting in emergency situations in the communities in which we operate

OUR PERFORMANCE

ICL has prioritized the enhancement of security measures across its operations in recent years, emphasizing both technological upgrades and policy enhancements. Additionally, we operate a professional and extensive security system encompassing physical, technological, and human security components. This comprehensive system aims to prevent and minimize terrorist and criminal incidents, as well as aid in emergencies.

In response to evolving security challenges, ICL has implemented a series of pivotal improvements in our plant security:

01 Technological Systems

Advanced security systems, including peripheral cameras, motion detectors, radar, and access control mechanisms, have been deployed to bolster our defenses.

02 Control Centers

Upgraded security control centers have been established at our plants, equipped with continuous monitoring capabilities, with some operating 24/7.

03 Procedural Enhancements

Control procedures, periodic security surveys, and rigorous security checks at facility entrances have been implemented to enhance our overall security posture.



04 Information Security Integration

Integration of information security protocols and interfaces with the Cyber Information and Security Center (CISC) has strengthened our ability to respond to security incidents and cyber threats effectively.

05 Physical and Technological Protection

Measures to protect server rooms within both our business and production networks have been implemented to mitigate potential risks.

ENVIRONMENT

- Resource Management
- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management

- Waste Management
 Air
 Circular Economy
 Biodiversity, Conservation & Environmental Stewardship
 Product Stewardship & Lifecycle

SOCIAL

- Environment, Health & Safety
- Our Global Security**
- Our Cyber Security
- Our People & Culture

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment

GOVERNANCE

- Corporate Governance
- Sustainable Financing
- Enterprise Risk Management
- Taxation

06 Emergency Preparedness

Annual security emergency drills are conducted across all our operations, complemented by comprehensive training sessions. These exercises, held once a year at each site, ensure that our dedicated security emergency response teams are always prepared to respond swiftly to any security threats or incidents.

ICL maintains emergency teams qualified to perform a broad range of first responder roles for natural disasters and other emergency scenarios. Dozens of volunteers are actively involved. The teams are equipped with advanced equipment and practice

highly complex rescue and evacuation scenarios.

For more information on emergency preparedness and response, see our chapter on [Health, Safety & Environment](#).

07 Security Training and Competency

In the past five years, ICL initiated 14 technological security projects and 8 security risk assessments.

In Israel, 95% of our security personnel undergo annual training on investigative risk assessment as part of mandatory training requirements. Additionally, our security teams receive professional

training three times a year at security schools authorized by the law. These trainings also include instruction on the legal responsibilities of security personnel and the protection of individual rights, including procedures related to detention authority, use of force, and search powers.

08 Transparent and Accessible Communication

We maintain transparent and accessible communication to our diverse stakeholders, including employees, suppliers, customers, and shareholders in light of the prevailing security situation in Israel.

Global Security and Crisis Management

In response to recent geopolitical developments, particularly the war in Gaza, significant adjustments have been made to enhance our security measures, both locally and internationally.

Enhanced Security Measures in Israel

In Israel, security protocols have been reinforced in alignment with directives from the Israeli Police. This includes the expansion of the security infrastructure, establishment of rapid response teams, and enhancements of protective measures. In 2024, at our Dead Sea Works site in Israel, we implemented significant measures to enhance security along the border with Jordan. These efforts were undertaken in close cooperation with the Israel Defense Forces

(IDF) and included the deployment of advanced technological solutions such as drones and radar systems. Furthermore, we strengthened patrol and security operations in the area to ensure comprehensive coverage and swift response capabilities.

In 2023, we significantly strengthened our security forces with the establishment of emergency response teams. These teams consist of employee volunteers who are part of our security and response infrastructure. In times of crisis, they play an integral role in maintaining security, while during regular operations, they continue their usual duties, undergoing continuous training to ensure their capability and readiness. These personnel are specifically deployed across our production facilities, contributing to the safety and stability of operations.

Enhanced Global Security Measures

We have also intensified security responses at our international sites. This includes the distribution of security guidelines, increased security personnel, briefings for regional security coordinators, and targeted training for specific employee groups. We maintain ongoing communication with Israeli embassies and security agencies worldwide, including the Ministry of Foreign Affairs and the National Security Council (NSC).

In addition, we have adapted our security measures for maritime transport and the global supply chain in response to the heightened threat from Houthi forces in the Red Sea. This involved close coordination with shipping companies, the Israeli Navy, and regional partners to ensure the safety and continuity of operations across all levels of the supply chain.

ENVIRONMENT

- Resource Management
- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management

- Waste Management
- Air
- Circular Economy
- Biodiversity, Conservation & Environmental Stewardship
- Product Stewardship & Lifecycle

SOCIAL

- Environment, Health & Safety
- Our Global Security
- Our Cyber Security**
- Our People & Culture

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment

GOVERNANCE

- Corporate Governance
- Sustainable Financing
- Enterprise Risk Management
- Taxation



Our Cyber Security



In their words: Why we do what we do

“Cybercrime poses a significant threat to Western industry and to business competitiveness competition. Our role regarding cybersecurity at ICL is to remain vigilant and to be prepared to respond swiftly and professionally to protect the Company's assets. I consider this a personal calling”

Deto Hasson,
VP, Chief Information Security Officer



ENVIRONMENT

- Resource Management
- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management

- Waste Management
- Air
- Circular Economy
- Biodiversity, Conservation & Environmental Stewardship
- Product Stewardship & Lifecycle

SOCIAL

- Environment, Health & Safety
- Our Global Security
- Our Cyber Security**
- Our People & Culture

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment

GOVERNANCE

- Corporate Governance
- Sustainable Financing
- Enterprise Risk Management
- Taxation

OUR APPROACH

Our global cybersecurity strategy includes adherence to industry standards such as the NIST Cybersecurity Framework. This strategy is built upon three essential pillars:



Plants and Operational Security

Ensuring robust security measures across our facilities and operations.



Critical Assets and Data Protection

Safeguarding vital assets and sensitive data.



Fraud Prevention

Implementing measures to prevent fraudulent activities.

These pillars serve as a framework for assessing cybersecurity risks, identifying threats and managing incidents. We recognize that our reliance on services, applications, and products from third-party vendors and service providers introduces additional complexities. While we diligently examine and onboard these third parties, our ability to fully monitor or control their cybersecurity practices remains limited. Consequently, we cannot guarantee the detection, prevention, or mitigation of weaknesses, compromises, or failures in their information systems, software, networks, or other assets.

ICL, with its global headquarters in Israel, is a critical part of Israel's national infrastructure. As such, and with the geopolitical context in which we operate, we closely cooperate with Israel's National Cyber Emergency Response Team (National CERT), and other government authorities to safeguard our critical facilities. Our cybersecurity efforts also extend globally, including cyber drills and training.

The nature of the hazardous materials we manage also demands specific attention to safeguarding assets and data, ensuring both compliance and security in an ever-evolving landscape. When we do discover any compromise or failure by a third-party vendor or service provider, we take prompt action to mitigate our

risk. This may include terminating their connection to our information systems and networks as necessary. Vigilance and proactive risk management are crucial in this dynamic landscape of digital security.

Defensive AI, AI-driven detection, employee cybersecurity culture, layered defenses, and vigilant monitoring are essential cybersecurity objectives to safeguard against AI-enhanced attacks. Embracing AI for protection allows us to remain resilient in the face of evolving threats, although complete immunity may not be guaranteed.



ENVIRONMENT

Resource Management
 Climate Change & GHG Emissions
 Energy
 Water & Wastewater Management

Waste Management
 Air
 Circular Economy
 Biodiversity, Conservation & Environmental Stewardship
 Product Stewardship & Lifecycle

SOCIAL

Environment, Health & Safety
 Our Global Security
Our Cyber Security
 Our People & Culture

Our Diversity, Inclusion & Belonging
 Labor & Human Rights
 Our Responsible Supply Chain
 Communities & Social Investment

GOVERNANCE

Corporate Governance
 Sustainable Financing
 Enterprise Risk Management
 Taxation

Cybersecurity Governance

Cybersecurity risk management is an integral part of our overall enterprise risk management program, which is overseen by our Board of Directors. As part of its enterprise risk management efforts, at least once a year, the Board and senior management members meet with ICL's VP, Chief Information Security Officer ("CISO") and the EVP, Global Information Technology to review and discuss ICL's information security strategies and efforts, our monitoring and proactive activities, our current status and new cyber technology.

As part of its oversight responsibilities, the CISO provides to the Board annual updates, on a range of critical topics:

Cybersecurity

Insights into our ongoing efforts to safeguard against cyber threats.

Data Privacy

Measures to protect sensitive information.

Risk Management Processes

Strategies for identifying, assessing, and mitigating risks.

Third-Party Assessments

Evaluations of our cybersecurity programs by external parties.

Programs Updates

Any enhancements or modifications to our cybersecurity initiatives.

Mitigation Strategies

Actions taken to address vulnerabilities.

Other Cybersecurity Developments

Relevant industry trends and emerging practices.

ICL's senior management plays an integral role in our governance framework, actively managing cyber risks, staying informed about emerging threats, and utilizing dedicated professionals for effective risk management. Other lines of action also include our management undergoing periodic training and practical drills in cybersecurity approximately every 18 months.

These exercises are designed to simulate real-world cyberattacks, allowing our management to enhance their skills and preparedness in handling potential threats. The results and conclusions are presented to our management and Board.

In 2024 Board's session included a review of cyber activities from 2020 to 2024 as well as strategic planning for the upcoming year. The Board also received updates from the recent cybersecurity drill, including findings and recommendations from the external company that conducted the exercise. Such drills and reviews are conducted on an ongoing basis.

In addition, certain cybersecurity elements are embedded in our Fraud Prevention Compliance Program. Read more on the Prevention Program In [our Corporate Governance chapter](#).

ICL's CISO is a member of ICL's Gatekeepers Forum, and maintains regular communication with its members, through including meetings with our CRO (Chief Risk Office) and the Global Risk Management Director on a quarterly basis. Read more on the gatekeeper's forum In [our Corporate Governance chapter](#).

ENVIRONMENT

Resource Management
 Climate Change & GHG Emissions
 Energy
 Water & Wastewater Management

Waste Management
 Air
 Circular Economy
 Biodiversity, Conservation & Environmental Stewardship
 Product Stewardship & Lifecycle

SOCIAL

Environment, Health & Safety
 Our Global Security
Our Cyber Security
 Our People & Culture

Our Diversity, Inclusion & Belonging
 Labor & Human Rights
 Our Responsible Supply Chain
 Communities & Social Investment

GOVERNANCE

Corporate Governance
 Sustainable Financing
 Enterprise Risk Management
 Taxation

OUR GOALS

We are committed to:



Asset and Business Security

Safeguarding critical assets, ensuring that our business functions seamlessly.

Proactively taking measures to prevent unauthorized access, minimize risks, and maintain the integrity of your operations.



Private Data Protection

Taking care of employee, contractor, and customer data.

Conducting regular audits and leading robust encryption and access controls, to ensure that sensitive information remains confidential.



Committing to agility and security

Ensuring that our solutions enable swift movement while maintaining a robust security posture.

Despite our efforts and investment in many resources over the years to improve the reliability of our cybersecurity programs and to prevent cybersecurity incidents, complete protection in the field of cybersecurity cannot be guaranteed.

To the best of our knowledge and belief, we have not experienced a material cybersecurity incident. For further information about our cybersecurity policies and measures, see [“Item 16K — Cybersecurity” of ICL’s 2024 Annual Report](#).



ENVIRONMENT

- Resource Management
- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management

- Waste Management
- Air
- Circular Economy
- Biodiversity, Conservation & Environmental Stewardship
- Product Stewardship & Lifecycle

SOCIAL

- Environment, Health & Safety
- Our Global Security
- Our Cyber Security**
- Our People & Culture

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment

GOVERNANCE

- Corporate Governance
- Sustainable Financing
- Enterprise Risk Management
- Taxation

OUR PERFORMANCE

As cyberattacks evolve and become more sophisticated, ICL has strengthened its overall resilience, including its prevention, monitoring, mitigation, and remediation efforts. As part of such efforts, ICL routinely reviews, reinforces, and tests its cybersecurity processes and procedures, including its Cyber business continuity plans, through exercises in the areas of cybersecurity and implementing measures to ensure continuous of operation.

The outcome of such exercises is an important part of a feedback process designed to improve ICL's cybersecurity posture and culture and raise the level of cybersecurity awareness and preparedness of certain key personnel. ICL also retains cybersecurity intelligence services, as well as the services of a security operations center that operates 24 hours a day, as part of our incident management process. We also conduct internal and third-party risk assessments of our information systems and networks in cooperation with several leading Israeli and international companies in the field of cybersecurity. As of 2019, we conduct Cyber Maturity surveys approximately every 18 months in cooperation with leading international consulting firms, last one was conducted in 2024 with positive results. In addition, we conduct ongoing penetration tests, the last of which also took place in 2024.

ICL is also part of the critical national infrastructure of Israel, and as such, we continuously monitor communications from and cooperate with Israel's National

Cyber Emergency Response Team ("National CERT"), which is part of the Israel National Cyber Directorate, as well as Israel's Ministry of Energy and Ministry of Environmental Protection, for the purpose of protecting our two critical plants from a variety of risks, including cybersecurity risks.

Our internal auditor performs several audits each year on our cybersecurity compliance with ICL's policies and regulations. Other lines of action include our management undergoing periodic training and practical drills in cybersecurity approximately every 18 months. In 2024 we conducted the last cyber drill and a penetration test (PT). The PT assessed ICL's cyber defense readiness, and its duration was more than 3 months, simulating real-world situations. Lessons learned from the exercise were implemented into our ongoing cybersecurity strategy. These exercises are designed to simulate real-world cyberattacks, allowing our management to enhance their skills and preparedness in handling potential threats. During 2024, ICL introduced two new computer base training, one for its overall workforce and the other dedicated for the production sites employees.

In an effort to effectively prevent, detect, and respond to cybersecurity threats and incidents, our Global IT team employs a multi-layered cybersecurity risk management program supervised by our CISO, whose team is responsible for leading enterprise-wide cybersecurity strategy, policy, architecture and processes.

Their responsibilities encompass:

- 01 Threat identification and assessment:** continuously evaluating material cybersecurity threats and incidents.
- 02 Risk monitoring:** establishing processes to detect, prevent, and monitor potential cybersecurity risks.
- 03 Mitigation and remediation:** implementing measures to address vulnerabilities.
- 04 Program maintenance:** ensuring the ongoing effectiveness of our cybersecurity initiatives.

Our experienced CISO has served in the role of ICL's CISO for 6 years and has significant expertise in cybersecurity technology, including serving in key leadership positions, such as Head of the National CERT and Chief Executive Officer of a cyber strategic consulting company. As part of ICL's incident response processes, our CISO has a direct line of communication with our CEO and provides updates on certain cybersecurity threats and incidents to the Board of Directors, as required, based on our management's assessment of risk.

ENVIRONMENT

- Resource Management
- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management

- Waste Management
- Air
- Circular Economy
- Biodiversity, Conservation & Environmental Stewardship
- Product Stewardship & Lifecycle

SOCIAL

- Environment, Health & Safety
- Our Global Security
- Our Cyber Security
- Our People & Culture**

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment

GOVERNANCE

- Corporate Governance
- Sustainable Financing
- Enterprise Risk Management
- Taxation



Our People & Culture



In their words: Why we do what we do

“For me, our people are the heart of ICL. They are the driving force behind our success and the ones who bring our values to life. As we move forward on our sustainability journey, their leadership, passion, and resilience continue to inspire me. We are leading by example, inspiring through action, and succeeding with integrity.”

Hagit Holtzman,
VP, ICL Growing Solutions HRBP



OUR APPROACH

At ICL, we acknowledge that our people are fundamental to our success. Our culture, values, and purpose unify our employees around the world. We strive to unite our employees towards the common goal of creating impactful solutions for humanity’s greatest sustainability challenges. Our Code of Conduct encompasses everything we do and defines our culture of ethical excellence. It constitutes our ‘North Star’ for doing the right thing, in the right way, every day. We foster a culture that prioritizes integrity, ethical conduct, transparency and accountability in all aspects of our business practices, and we are committed to making a positive impact in the worlds of food, agriculture and industrial products for the purpose of advancing humanity for a sustainable future. Read more about our Code of Conduct and ethical practices in our chapter on [Corporate Governance](#).

At ICL, we acknowledge that our people are fundamental to our success. Our culture, values, and purpose unify our employees around the world.

Our strategic focus on people and culture in 2024 included the following aspirations: Employer of Choice; Leadership; Learning; Innovation; Winning Spirit; Employee Experience and Wellbeing.



Employer of Choice: ICL ranks among the best places to work in 2024

We believe that engaged and effective employees are key to our success. In 2019, we launched our Employer of Choice (EoC) strategy, with the goal of being a favorable place to work in every region in which we operate. To measure our progress and define specific action plans to achieve our goal, we conduct a periodic EoC survey. The survey is confidential and offers employees the opportunity to express themselves freely and give their opinion on a range of important topics associated with their work at ICL.

The results of this periodic survey enable us to assess our strengths as well as areas of opportunity. To guarantee the highest level of confidentiality, the responses are processed by an external company. After receiving the results, we initiate a structured and methodical process led by executive management to address areas of opportunity with concrete action plans. We send communications and conduct various workshops to share the results of the survey with all our employees on a global as well as local and site level. Employees are encouraged to collaborate and contribute to the action plans to create a positive impact.



Leadership: Investing in our future leaders

In 2019 we embarked on our leadership development journey, with the goal of creating a culture of leadership for all. We began with the development of a leadership model, which includes the following leadership values: Care, Grow, Dare, and Winning Spirit. **Care** is about doing the right thing, by going the extra mile and genuinely considering all the elements of our people, business, and their alignment with ICL’s guiding principles. **Grow** is about developing ourselves, our people, and our company so we can thrive and reach new heights. **Dare** is about stepping out of our comfort zones and stretching ourselves to innovate and proactively shape our reality. **Winning Spirit** is the energy and mindset that propels us to execute with excellence and determination.

Our leadership model reflects our culture and values. It has helped us to align our behavior and translate aspirations into action. The model is designed in the shape of ICL’s logo to reflect that our leadership model is at the heart of who we are as a company.



ENVIRONMENT

- Resource Management
- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management

- Waste Management
- Air
- Circular Economy
- Biodiversity, Conservation & Environmental Stewardship
- Product Stewardship & Lifecycle

SOCIAL

- Environment, Health & Safety
- Our Global Security
- Our Cyber Security
- Our People & Culture**

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment

GOVERNANCE

- Corporate Governance
- Sustainable Financing
- Enterprise Risk Management
- Taxation

Human Capital Development and Talent Management

We aim to attract, develop, and retain a diverse workforce through holistic and integrated talent management processes. We believe in empowering employees to grow and develop. Our approach to employee development is personalized – it includes ongoing dialogue regarding performance, understanding career aspirations, access to an advanced digital learning experience platform, an internal portal to explore job opportunities, and more.



Learning: Towards a skills-based organization

Due to the level of disruption and change that we face, learning and skill development have become more critical than ever. We believe in encouraging and enabling continuous lifelong learning and empowering individuals through self-directed, personalized learning. With a skills-based approach to learning and development, employees are better positioned to build a well-rounded skillset that will contribute to their overall professional growth and success.

We encourage employees to drive their development and achieve their career aspirations, which in turn drives our overall success.

Winning 2024 Annual Theme

In 2024, ICL embraced the theme of the Year of Winning, a testament to our commitment to excellence. This annual theme is a strategic initiative aimed at leveraging ICL's unique resources, innovative approach, and exceptional human capital. By declaring 2024 as the Year of Winning, ICL sought to elevate its achievements and reach new milestones, through well-defined objectives that were embedded into various business units. We implemented a variety of initiatives, including campaigns, contests, and lectures, designed to engage and inform employees, fostering a culture of continuous improvement and excellence.



By focusing on winning, ICL reinforced its dedication to being the best it can be in every endeavor, encouraging employees to strive for excellence and embrace innovative solutions. The initiatives carried out throughout the year were not only about achieving immediate goals, but also about embedding a winning mindset within the organization. This approach ensured that every team member was aligned with the Company's strategic objectives, driving ICL towards sustained success and growth.

The Year of Winning theme directly supported ICL's business strategy by enhancing employee engagement and motivation. By involving employees in various activities and recognizing their contributions, ICL fostered a sense of ownership and pride among our people. This, in turn, translated into higher productivity, better customer service, and innovative solutions, all of which are critical to ICL's long-term success. The theme of winning, therefore, was not just about celebrating victories but also about building a resilient and forward-thinking organization poised to tackle future challenges.

ENVIRONMENT

- Resource Management
- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management

- Waste Management
- Air
- Circular Economy
- Biodiversity, Conservation & Environmental Stewardship
- Product Stewardship & Lifecycle

SOCIAL

- Environment, Health & Safety
- Our Global Security
- Our Cyber Security
- Our People & Culture**

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment

GOVERNANCE

- Corporate Governance
- Sustainable Financing
- Enterprise Risk Management
- Taxation

big **BIG: Groundbreaking innovation by ICL's employees**

ICL was founded on a culture of innovation, evolving from a pioneering dream to a respected global enterprise. Over the years, ICL has accumulated expertise by developing and marketing many innovative products and solutions. ICL's biggest asset has always been our people. We continue to innovate and develop new production processes, applications, formulations, and products for diverse markets.

In January 2020, we launched BIG, our internal Business Innovation for Growth acceleration program. BIG enables us to harness the collective knowledge, expertise, and creativity of our employees. The program was founded on three core principles: enhancing ideation, accelerating execution, and improving collaboration. BIG has become an integral part of ICL's culture. It exemplifies our commitment to a sustainable future by harnessing the power of our collective intelligence and bringing every innovative idea from our talented workforce to its full potential.

Employee Experience and Wellbeing

In today's business environment, characterized by accelerating turbulence and disruption, employee experience and wellbeing have become more important than ever. We define Employee Experience (EX) broadly, referring to the overall journey an employee has with the Company, encompassing all interactions and touchpoints from the initial recruitment phase to their departure or retirement. It is a holistic approach that considers the physical, cultural, technological, and social aspects of our workplace.

The goal of focusing on employee experience is to create a positive, meaningful, and productive environment for employees throughout their tenure with the organization. Furthermore, we are dedicated to supporting the overall health and wellbeing of our employees. We believe that wellbeing goes beyond health. It's a holistic concept that encompasses various aspects of life, including physical, mental, social, and emotional wellbeing. We believe that initiatives that address overall health, wellness, and flexibility contribute to a healthy and inclusive workplace.



OUR GOALS

01 Employer of Choice

We aim to retain our position as an Employer of Choice (EoC), with employee engagement and enablement scores in the top quartile of high-performing organization benchmarks.

We drive accountability for EoC results via measurable goals. More specifically, each member of executive management commits to specific action plans and Key Performance Indicators (KPIs). Our goal is to continue to be recognized by international organizations as a great place to work in regions with large ICL sites.

02 Leadership: Investing in our future leaders

In alignment with our vision to create a culture of leadership for all, we are continuing our significant investment in our people's leadership development.

03 Human Capital Development and Talent Management

Our goal is to drive holistic and integrated talent management processes to strengthen our position as an EoC. In 2024 we achieved our objective to continue developing middle management across the organization and broadened the scope of our managerial layers. We remain committed to talent development and succession planning and have set our 2025 KPIs accordingly.

04 Learning: Towards a skills-based organization

Our goal is to ensure learning is accessible and personalized for all employees. In 2024, we achieved our objectives by enhancing employee access - both locally and globally - to diverse learning opportunities across the organization while strengthening our learning culture.

05 Winning 2024 Annual Theme

In 2024, we set clear objectives as part of our Year of Winning initiative. This initiative fostered a culture of excellence through targeted goals embedded across business units, and by engaging our employees through campaigns, contests and lectures.

06 BIG: Groundbreaking innovation by ICL's employees

In 2024, each of our divisions committed to increase their BIG Index (description below) by 20% and the Global Functions by 15%. This target was met, and for most divisions, even far exceeded their goals. In 2025, each division will commit to increase their BIG Index by 20% and their Global Functions by 15%.

07 Employee Experience and Wellbeing

Our mission is to continuously enhance employee service processes, adapting them to our evolving organization and generational changes. Each year, we focus on a specific area for improvement and work diligently on its development. In 2024, our efforts centered on refining the onboarding program to deliver a professional, well-monitored, and technologically advanced experience. Additionally, we aimed to improve the candidate experience by upgrading the career site and optimizing sourcing processes in recruitment. In the well-being domain, we continued to enhance and develop sports and health programs under our BeWell@ICL brand.



OUR PERFORMANCE

Employee engagement and enablement

Our EoC internal surveys consistently show that our employees are proud to work at ICL, are advocates of our products and services, are engaged and motivated, and would recommend ICL as a good place to work. Our overall average engagement scores are above high performing as well as manufacturing and hi-tech norms.

In 2024, we transitioned our employee survey from an annual format to a 18-month format to allow more time to develop and implement meaningful improvements based on employee feedback. The next EoC survey will occur in June 2025. Employee feedback is collected annually by additional means including local employee surveys (at the site or country level), townhalls and round tables, ERG Groups and performance management cycles.

Our EoC surveys measure employee engagement and enablement. While engagement measures the degree of employee motivation and willingness to work, enablement measures the degree an employee's skills and abilities are fully utilized, as well as tools and support to achieve performance.

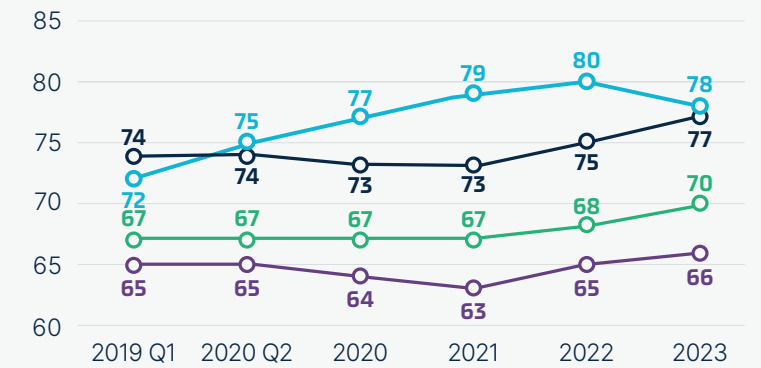
We are very proud of our high response rates, with 85% participation in 2023. The employee engagement index remained high at 78%. The engagement index measures how motivated and committed our employees are to the

Company, and how willing they are to put in extra effort for the good of the organization. In terms of benchmark comparisons, we consistently score well above the high-tech industry norm and the manufacturing industry norm. In addition, we scored slightly above the high performing norm (i.e., the average survey scores from 50 top performing organizations). Similarly to previous years, most employees are proud to work at ICL (84%). Our engagement score decreased by two percentage points compared to 2022 (80%).

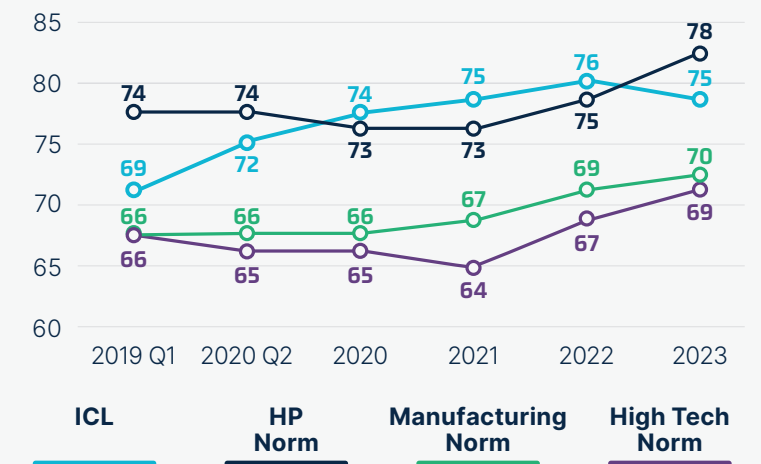
In 2023, our employees reported that the level of employee enablement was 75%. This score is above the industry benchmark and the high-tech benchmark, but not above high performing organizations. ICL employees also reported that their jobs make good use of their skills and abilities (80%). Our enablement score decreased by one percentage point compared to 2022 (76%).



Engagement index



Enablement index



ICL saw continued improvement from 2019 to 2022. Scores remain high in 2023, despite a slight decline.

ENVIRONMENT

- Resource Management
- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management

- Waste Management
- Air
- Circular Economy
- Biodiversity, Conservation & Environmental Stewardship
- Product Stewardship & Lifecycle

SOCIAL

- Environment, Health & Safety
- Our Global Security
- Our Cyber Security
- Our People & Culture**

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment

GOVERNANCE

- Corporate Governance
- Sustainable Financing
- Enterprise Risk Management
- Taxation

THINGS THAT MAKE US PROUD

Global recognition as a great place to work

We are proud that ICL receives global acknowledgement as a great place to work. The following global recognition and awards are a testament to our admirable employees and work culture:

In 2024, ICL was recognized once again by the prestigious Coface BDI Best Companies to Work for in Israel. We ranked 16th among all Israeli companies, 1st among all industrial companies, and 2nd amongst the top 35 companies traded on the Tel Aviv Stock Exchange. In 2025 we improved our ranking and reached the 15th place, maintaining our leading position as 1st among all industrial companies.

This survey-based ranking measures the views of Israeli employees and managers, as well as peers, regarding their current and preferred places of work and considers the investment in human capital.

In 2024, ICL was acknowledged as St. Louis Post-Dispatch's Top Workplaces to work for the third consecutive year.

This achievement is very meaningful because only 169 companies made it to this prestigious list and the results are based solely on employee feedback. The survey is conducted by Energage and measures 15 drivers of engaged cultures that are critical to the success of an organization.

In 2024, ICL was ranked by the Great Place To Work (GPTW) Brazil in the Top 20 of the Best Agro Companies 2024, in the Large Agribusiness Companies category for the second consecutive year.

ICL also received the Great Places to Work Industry Seal, as it was ranked 36th among Brazil's largest companies in the country's large industrial sector. It was also recognized by GPTW as a Top-7 company for its dedication to mental health, following an assessment that includes scoring on an emotional well-being index and a strategic evaluation of topics such as burnout risk, leadership styles, innovation potential, and more.

For 2023, ICL América do Sul received the prestigious "Agro+ Integrity Seal" for the fourth time which is valid for 2024 (Read more in our chapter on [Corporate Governance](#)).



 **Leadership: Investing in our future leaders**

We have progressively evolved our leadership development efforts to meet the growing complexity and demands of our organization. Starting with the integration of a unified leadership model across all development offerings, we have laid a strong foundation for consistent leadership practices. Building on this, we introduced tailored programs for executive management, while continuing to expand professional and specialized tracks - such as Shavit, which focuses on engineering leadership.

Recognizing the pivotal role of middle management, we have further invested in their growth through dedicated initiatives like the Rise program. Across all levels, our goal remains clear: to design leadership development experiences that equip and support leaders in navigating an era defined by rapid change and disruption.

In 2024, we continued with the 'Rise-Beyond' follow-up program offerings for all middle management participants. We offered two mandatory e-Learning for all middle and executive managers, the first being AI introduction and orientation while the second is exclusiveness program training.

In 2025, the 'Rise beyond' program was expanded to target additional development opportunities for our mid-level management including MentorMe and ShadowMe, talent exposure initiatives, designed to enable managers to expand their leadership skills through knowledge sharing and learning from others.

During 2024, we extended our offering for low-middle management utilizing the 'Managers for Growth' program in Israel and Brazil. The program aimed to help participants realize their managerial potential, develop key leadership skills, and navigate a dynamic, complex environment while fostering collaboration and knowledge sharing within ICL's management community.

ICL Masters

In 2024, we launched our new 'Masters' program. 12 content experts from various ICL sites in Israel have been trained and equipped to become Masters in Training. These professionals bring a wealth of knowledge and experience in their respective fields, ensuring top-notch training sessions. Our Masters expertise is available as an internal and external offering to all relevant stakeholders.



Human Capital Development and Talent Management

Performance Management

Our performance management process leverages Objectives and Key Results (OKRs) to support collaborative goal setting with measurable results, create alignment, track progress, and encourage continuous dialogue about performance and development throughout the year. Most permanent employees participate in annual and ongoing, formal performance reviews via SuccessFactors, unless they are excluded due to labor agreement limitations or phased into the process due to a merger or acquisition.

Talent Management and Succession Planning

Our succession planning process enables us to identify key roles within ICL, increase visibility to talent, link talent to key positions, and build development plans to accelerate successor readiness. The talent management and succession planning journey began by identifying key positions and potential successors for executive level roles within the Company. As we continue our journey, we have broadened the scope to deeper layers of the organization. In 2024, we broadened the scope of our talent management and succession planning to additional managerial levels.

Furthermore, building upon the impactful Rise program (read more in our chapter on Leadership), in 2024, we provided additional development opportunities via our Rise Beyond program that will continue into 2025.

Talent Acquisition

ICL is undergoing a multi-year transformation of its Talent Acquisition (TA) function, aiming to build a world-class capability. Following a comprehensive assessment of the TA landscape, we developed a strategic roadmap focused on enhancing our operating model, integrating advanced technologies—including AI solutions—and strengthening both our talent pipeline and employer brand. As part of this transformation, we've implemented key initiatives such as expanding the use of SuccessFactors across regions, improving data capabilities for better KPI tracking and decision-making, and launching targeted efforts to elevate employer branding, candidate experience, and succession planning in critical areas.

In 2024, we implemented our new operation model in Brazil, using the SF recruiting model and a new TA BI dashboard was launched.

In addition, a new AI sourcing platform was launched globally (excluding EU sites) which was targeted to increase our talent pipeline and reduce hiring costs.



Learning: Towards a skills-based organization

ICL offers a wide range of learning programs both online and in person to meet the diverse needs of our employees. Our learning offerings are divided to 4 pillars: (1) mandatory training to all employees (such as safety, compliance, sustainability, etc.) (2) leadership development programs, mandatory to the relevant populations (see Leadership section), (3) professional training (mandatory offerings to all relevant employees, based on business needs), (4) personal development training offered to all our employees and participation in which is voluntary, according to employee preferences (this includes computer skills, AI training, cultural training, time management etc.).

Learning at ICL includes mandatory and professional qualification training; local and on-the-job training; global programs; and learning via our digital platform. Our learning communication platform is called MyCampus@ICL. This digital platform includes information about our learning offerings and a calendar overview of the various global, regional, and local learning offerings. In addition, our Learning Management System (LMS) includes all mandatory training and open enrollment training.

We have implemented an internal digital learning experience platform called WeGrow@ICL. The platform includes open source, curated learning content that is powered by artificial intelligence and aims to support continuous learning and skill development. The platform provides personalized content recommendations,

allowing users to select from ICL-endorsed content or create their own development plans. In addition, the skills profile feature provides real-time insights about our workforce including role-based skills, personal skills, and Company-wide skills. Managers can view their team’s activity, giving them insights into their evolving skills and interests. WeGrow@ICL enables our employees to ‘learn in the flow of work’ as well as upskill, reskill, and redefine their roles to better align with future needs.

WeGrow@ICL	2021	2022	2023	2024
Active users	1,079	1,963	2,468	2,005

In 2024, the average recorded learning items (e.g., course, video, podcast) per employee was 10.8. The average learning hours per employee was 46.5 hours. We have 3,000 licenses for WeGrow@ICL, of which 2,005 are active users. Of the active users, 986 different skills have been selected 60,514 times. Within the WeGrow@ICL system, 21,637 items have been ‘completed’ by employees (self-selection). In addition, we have various professional academies such as Agronomy, Innovation, Operational Excellence, Sales, Human and Organizational Performance (HOP) and more.

One example of our professional academies is the Agronomy academy. Our Ag-community includes about 500 agronomy professionals, with various positions in the Company, various levels of academic education, and varying levels of experience. The Agronomy academy on MyCampus enables learners to take a deep dive

and learn about ICL’s portfolio. In addition, we created a pathway in WeGrow@ICL that enables new hires a smoother onboarding process. The pathway includes recommendations regarding scheduling meetings with key partners and structured mentoring by their direct manager.

In addition to the internal learning tools that are available to us, we enrich the Ag-community with the latest advances in the world of agronomy from external sources. This includes webinars with guest speakers, global conferences, academic courses and lectures, and much more.

This year, in collaboration with senior members of ICL’s US-based engineering staff, we created the first ever Engineering University program in the US!

The purpose of the Engineering University is to:

- Help highly experienced engineers share their knowledge and experience in a structured way with less experienced engineers who are newer to their field.
- Encourage networking and team building within engineering functions and departments across the region.
- Invest in a pipeline of future leaders for ICL.
- Foster a learning culture within the organization.

Winning 2024 Annual Theme

In 2024, in alignment with the Paris Olympic Games, ICL declared a theme of the Year of Winning, Several “Winning” goals were set for ICL and its business units, including, among others, reduction of safety incidents, optimization of production, promoting sustainability and ESG and execution of the business plans.

During 2024, we implemented a variety of initiatives and events, at the local, regional and global levels. The most impactful of them include:

- 01 ICL Top Goals Winning Competition 2024:** offering employees the chance to win a once-in-a-lifetime reward experience by presenting significant contributions to ICL’s top business goals. Winners were awarded trips to the 2024 Paris Olympics and the 2025 Carnival in Brazil.
- 02 Winning Torch Relay:** An Olympic-style torch relay where employees ran to raise funds for social causes. The relay started at the Dead Sea in Israel and traveled through various countries, symbolizing ICL’s sense of belonging, connection and commitment.
- 03 Dedicated Organizational Learning and Development Days (IL, NL, US):** days dedicated to exploration of practical tools for driving the organization forward and emphasizing the importance of personal development.

ENVIRONMENT

- Resource Management
- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management

- Waste Management
- Air
- Circular Economy
- Biodiversity, Conservation & Environmental Stewardship
- Product Stewardship & Lifecycle

SOCIAL

- Environment, Health & Safety
- Our Global Security
- Our Cyber Security
- Our People & Culture**

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment

GOVERNANCE

- Corporate Governance
- Sustainable Financing
- Enterprise Risk Management
- Taxation

By engaging employees in various activities and recognizing their contributions, we strengthen our employees' sense of ownership and pride, leading to higher productivity, better customer service, and innovation. The Year of Winning directly supported our business strategy by enhancing engagement and motivation while fostering a culture of continuous improvement and excellence. Beyond achieving immediate goals, this initiative embedded a winning mindset across the organization, reinforcing resilience and readiness for future challenges.

big **BIG: Groundbreaking innovation by ICL's employees**

The power of our BIG platform enables each of our 12,500 employees around the world to participate in the innovation process and transform their ideas into reality. Employees can submit their ideas during periodic 'BIG Challenge' campaigns or on an ongoing basis. Submissions vary widely, including ideas for new products and applications, process optimization, new business models, and more. Once ideas are submitted, they are carefully evaluated by a diverse team of experts, and the most promising ideas are rapidly converted into projects. Our platform also serves as a focused portfolio management tool, allowing senior executives to monitor the progress of our innovation pipeline, react to challenges and provide resources to accelerate execution.

BIG facilitates innovation in an organized and systematic manner, allocating resources and expertise, and quantifying progress via a unique and comprehensive method called the BIG Index. The BIG Index encompasses various key parameters, such as levels of engagement (i.e., total visits to the site, unique visitors, votes, comments), monitoring ideas, time to completion, probability of success, expected operating income contribution, and development cost. These parameters serve as the foundation for evaluating each project.

The BIG index works like a compass that reveals our current position and bearing in relation to our target.

To enable full transparency and performance accountability we have a BIG Business Intelligence (BI) dashboard to easily monitor performance (e.g., KPI status, ideation trends by country or unit, idea expiration, top 10 projects, acceleration/deceleration impact analysis). In addition, we conduct quarterly council meetings during which each of our divisions presents their main activities, BIG Index progress, as well as winning ideas and projects to BIG council participants and our executive management members. On average we have generated about 350-400 new ideas per quarter. In addition, we present quarterly winners and our overall progress as a company.



To promote innovation leadership within ICL, we launched an Innovation Leadership Program (ILP) – an academic certification program in partnership with the prestigious Lahav Executive Education from Tel-Aviv University. It is a three-month comprehensive specialist management course to equip participants with essential professional tools and training to effectively lead and manage innovation. Graduates are appointed as BIG Deputies and Captains or serve as BIG ambassadors, creating an impactful BIG innovation leadership community. We had 61 ILP graduates in 2024 and plan to continue this program in the upcoming years.

BIG also has an annual theme to further strengthen ICL’s Annual Theme. BIG’s theme was the ‘BIG Gold Hunt Challenge’.

The goal of the BIG Gold Hunt was to drive disruptive innovation that will enhance ICL’s business strategy and offerings as well as increase exposure to BIG globally. Each division was required to engage in at least two Ideation campaigns focused on strategic topics, and four Ideation Labs, each using a unique methodology (e.g. AI, Biomimicry, Futures Thinking & Creative Thinking). Hundreds of employees experienced the ideation labs. 361 Gold Hunt ideas were submitted, 17 were selected for the final presentation and four ideas were chosen as winners.

big has become an integral part of ICL’s business and culture.

BIG has further embedded a culture of innovation throughout the Company and significantly contributed to its bottom line by generating new revenue. Further, BIG has inspired original thinking and problem-solving across ICL, fostered collaboration, and connected employees with leaders through regular mentorship, support, and recognition. The program has created an effective process to accelerate the assessment and execution of ideas generated by ICL employees from around the world. Many of these ideas might not have been realized or funded as projects by senior management without BIG. BIG enables our employees to collaborate and work to solve some of humanity’s biggest problems. The results are tangible and impressive.

Since its launch in 2020, BIG has generated remarkable achievements including 9,571 new idea submissions. Of the new idea submissions, 3,541 have turned into funded projects and 2,792 projects have been completed.



2024 was a record-breaking year across all BIG metrics and all KPIs were fully met

in numbers:

2,202 ideas were submitted
 (10% increase from 2023)

916 new projects were launched
 (5% increase from 2023)

833 projects were completed
 (32% increase from 2023)

One of the most innovative BIG ideas of 2023 included the development of a groundbreaking, cost efficient, and sustainable industrial textile recycling process that is based on ICL minerals. The application of molten salt hydrates for post-consumer textile recycling leads to a reduction in emissions and water use. Another innovative BIG idea was the development of a C-103 treatment process. Applying an analytical calculation to C-103 off-spec materials resulted in innovative combinations between off-spec badges of different characteristics and ratios, leading to double the high-quality products available for sale.

In early 2024, ICL received an unprecedented recognition from the **Harvard Business School** for its outstanding innovation efforts and achievements, with the release of a two- part case study. The case study was written by world renowned innovation and leadership researcher and thought leader, Professor Linda Hill. The case study titled “From “BIG” ideas to sustainable impact at ICL Group” was published in March 2024. It describes and analyzes the uniqueness of ICL’s BIG Accelerator Program as well as the broader innovation ecosystem and culture at ICL (e.g., industry 4.0 operational innovation, open innovation, ICL Planet Start-up Hub, ICL’s pioneering digital agriculture start-up Agmatix).

BIG has created a sustainable employee driven growth engine, enabled a cultural transformation, and delivered outstanding financial impact. We are extremely proud of our BIG accomplishments, of our global team’s passion and dedication, and our employee driven innovation. We’re committed to further developing BIG and continuously pushing the boundaries of innovation.



Employee Experience and Wellbeing

Employee Experience

In 2023 we established an Employee Experience (EX) Center of Excellence (CoE). The EX CoE is responsible for setting guiding principles for EX, collaborating with key stakeholders to develop initiatives that positively impact EX, and strategically communicate about those initiatives. The CoE enables us to shift from a siloed experience to a more integrated, holistic approach across the organization.

In 2024, we focused on one of the most impactful moments for employees—the onboarding process. We designed and launched a new global onboarding framework that aligns with international standards while allowing for local customization. A global application was selected and tailored to meet ICL’s needs, and in 2025, we will expand its implementation and usage.

Additionally, we upgraded our corporate career site to align with best practices, enhancing its design and functionality. The refreshed platform showcases ICL as a global, innovative organization, highlights exciting career opportunities, and improves the experience for both employees and candidates from the very first interaction. In addition, we developed and implemented global handover guidelines to improve the transfer of organizational knowledge, processes, and expertise. These guidelines are designed to preserve internal knowledge and enhance the onboarding experience

for new employees. We will continue to prioritize our efforts according to projected impact and actionable change. The results of our EoC survey provide us with valuable information regarding employee engagement and enablement that will help us to improve the overall employee experience. In addition, we are evaluating the integration of Artificial Intelligence technologies (AI) into our people practices to simplify processes, automate workflows, innovate, and improve the overall employee experience.

BeWell@ICL

ICL’s BeWell@ICL wellness program is designed to promote overall wellbeing and includes a wide range of wellness activities that can be personalized and are geared at creating positive change, replacing old habits with healthier ones. BeWell@ICL emphasizes the importance of exercise for our overall wellbeing and offers opportunities for a more active way of life, such as running groups, sponsored participation in running events, cycling events, a virtual health app, hikes and activities for families, and more.

ICL offers diverse wellbeing benefits to employees’ collective agreements or through personal plans. In countries with many employees, we have wellbeing and benefits programs that are tailored to local needs.

The diverse activities we offer to employees include lectures and workshops, podcasts, group activities and personal plans on health, nutrition, stress relief, ergonomics, mindfulness, and much more. We have

ENVIRONMENT

- Resource Management
- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management

- Waste Management
- Air
- Circular Economy
- Biodiversity, Conservation & Environmental Stewardship
- Product Stewardship & Lifecycle

SOCIAL

- Environment, Health & Safety
- Our Global Security
- Our Cyber Security
- Our People & Culture**

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment

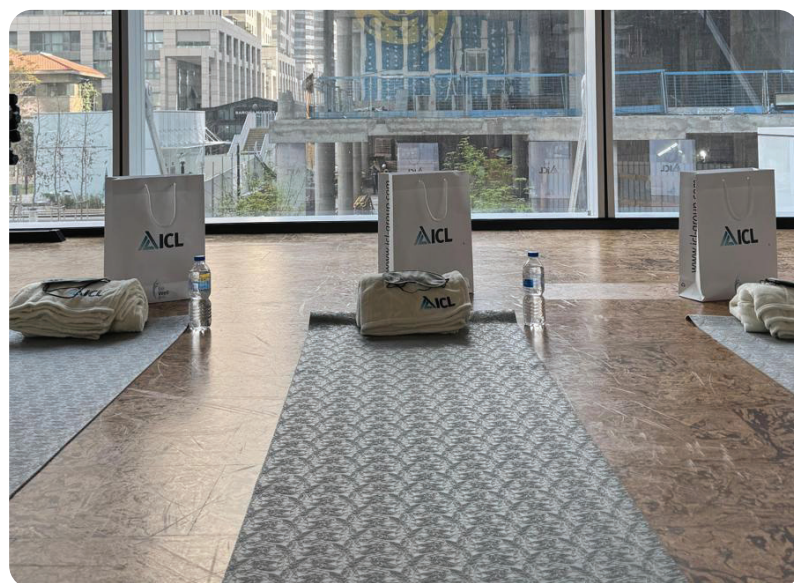
GOVERNANCE

- Corporate Governance
- Sustainable Financing
- Enterprise Risk Management
- Taxation

also introduced **“Pause to Power Up”** global workshops during worktime, offering mindfulness, meditation, chair yoga, breathing techniques and additional sessions to increase and improve employee wellbeing.

For example, in Israel we have an internal team of professional social workers to support managers, employees, and their families. In addition, employees can receive anonymous and confidential support from psychologists and other trained professionals through an external service.

In the Netherlands, several wellbeing lectures were held on a variety of topics, from breathing techniques to nutrition and healthy habits. In Spain, our employees participate in organized walks, bicycle rides and additional sport activities.



People Metrics

Number of employees by country

At the end of 2024, ICL had 12,349 permanent employees globally. This represents a decrease of 201 employees compared to the previous year. The main variations were in Europe (-94) and South America (-57).

The total number of temporary employees in 2024 was 718, representing a decrease of 82 temporary employees from the previous year.

Country	2020	2021	2022	2023	2024
🇮🇱 Israel	4,401	4,462	4,534	4,548	4,507
🇨🇳 China	2,048	1,977	1,999	1,984	1,938
🇪🇸 Spain	868	872	940	918	879
🇺🇸 USA	716	772	830	820	853
🇩🇪 Germany	697	670	717	704	686
🇬🇧 UK	670	676	715	705	693
🇳🇱 Netherlands	584	578	612	580	557
🇧🇷 Brazil	259	1,644	1,711	1,637	1,580
🇫🇷 France	117	122	127	126	124
🌐 All other	426	496	548	528	533
Permanent employees	10,786	12,269	12,733	12,550	12,349
Temporary employees	912	964	886	800	718
Total headcount	11,698	13,233	13,619	13,350	13,067

ENVIRONMENT

- Resource Management
- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management

- Waste Management
- Air
- Circular Economy
- Biodiversity, Conservation & Environmental Stewardship
- Product Stewardship & Lifecycle

SOCIAL

- Environment, Health & Safety
- Our Global Security
- Our Cyber Security
- Our People & Culture**

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment

GOVERNANCE

- Corporate Governance
- Sustainable Financing
- Enterprise Risk Management
- Taxation

Full-time and part-time employees

Full-time and part-time employees in 2024 by gender and country:

Country	Full-time employees		Part-time employees	
	Female	Male	Female	Male
Israel	733	3,767	3	3
China	469	1,469	-	-
Brazil	401	1,179	-	-
Spain	98	769	10	2
United States	217	631	3	2
United Kingdom	58	624	5	6
Germany	89	543	43	10
Netherlands	109	391	-	-
Austria	30	106	8	3
All other	115	387	40	26
Total	2,319	9,866	112	52

Number of employees by gender

	December 2024	2024 Average
Male	9,919	9,952
Female	2,430	2,435
Total	12,349	12,387

Number of employees in countries with 50 or more employees

	December 2024	2024 Average
Male	9,816	9,850
Female	2,369	2,374
Total	12,185	12,224

Number of employees by gender and region

Region	Female		Male	
	Dec 2024	2024 Average	Dec 2024	2024 Average
APAC	503	509	1,624	1,624
Europe	558	569	2,700	2,718
Israel	736	740	3,771	3,785
North America	220	208	633	602
South America	413	409	1,191	1,223
Total	2,430	2,435	9,919	9,952

Number of employees by reporting period

Quarter	Q1 2024	Q2 2024	Q3 2024	Q4 2024
Female	2,422	2,435	2,442	2,442
Male	10,020	9,931	9,916	9,939
Total	12,442	12,366	12,358	12,381

ENVIRONMENT

- Resource Management
- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management

- Waste Management
- Air
- Circular Economy
- Biodiversity, Conservation & Environmental Stewardship
- Product Stewardship & Lifecycle

SOCIAL

- Environment, Health & Safety
- Our Global Security
- Our Cyber Security
- Our People & Culture**

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment

GOVERNANCE

- Corporate Governance
- Sustainable Financing
- Enterprise Risk Management
- Taxation

Employee turnover

The employee turnover rate is calculated as the number of permanent employee terminations at the end of the year divided by the employee headcount. The overall employee turnover rate in 2024 was similar to previous years at 8.9%.

Terminations	2021	2022	2023	2024
Israel	246	241	186	224
North America	144	121	131	140
South America	154	262	239	255
Europe	354	282	369	360
Asia Pacific	149	139	132	119
Total Terminations	1,047	1,046	1,057	1,098
Employee headcount	12,269	12,733	12,550	12,349
Turnover rate	8.5%	8.2%	8.4%	8.9%

Number of employees by contract type

The percent of ICL employees that are employed under collective labor agreements is 72% (excluding YPH). These employees are mainly from Israel, Brazil, the Netherlands, Spain, and Germany. Senior employees in special positions and members of management are usually employed under personal agreements.

	CLA	Non-CLA
2024 Total (without YPH)	7,650	2,988
Percent	72%	28%

Employees covered by collective bargaining agreements

The percentage of employees covered by collective bargaining agreements varies by country.

Countries within EEA	2021		2022		2023		2024	
Austria	136	6.0%	130	5.3%	145	6.1%	147	6.2%
France	119	5.2%	127	5.2%	125	5.3%	124	5.2%
Germany	548	24.0%	593	24.1%	591	25.0%	582	24.5%
Netherlands	157	6.9%	170	6.9%	143	6.1%	174	7.3%
Spain	769	33.7%	836	34.0%	797	33.8%	771	32.4%
United Kingdom	552	24.2%	600	24.4%	560	23.7%	580	24.4%
Total	2,281	100%	2,456	100%	2,361	100%	2,378	100%

Regions	2021		2022		2023		2024	
Europe	2281	37.4%	2456	31.8%	2,361	31.0%	2,378	31.3%
Israel	3297	54.0%	3291	42.6%	3,358	44.1%	3,371	44.4%
North America	248	4.0%	254	3.3%	252	3.3%	253	3.3%
South America	280	4.6%	1,722	22.3%	1,650	21.6%	1,594	21.0%
Total*	6,106	100%	7,723	100%	7,621	100%	7,596	100%

* Note: The total of employees by region does not include APAC.

Employees at top management level

The number of employees at the top management level of ICL (T100) in 2024 was 111.

	Headcount	Percentage
Top management	111	0.9%

ENVIRONMENT

- Resource Management
- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management

- Waste Management
- Air
- Circular Economy
- Biodiversity, Conservation & Environmental Stewardship
- Product Stewardship & Lifecycle

SOCIAL

- Environment, Health & Safety
- Our Global Security
- Our Cyber Security
- Our People & Culture**

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment

GOVERNANCE

- Corporate Governance
- Sustainable Financing
- Enterprise Risk Management
- Taxation

Employees at top management level by gender

	2019	2020	2021	2022	2023	2024
Women in workforce	18.6%	18.6%	19.2%	19.4%	19.5%	19.7%
Women in top management	14.0%	17.0%	21.0%	23.4%	25.4%	25.2%

2024	
Percentage of women’s total promotions (from total promotions)	23.7%
Percentage of new hires that are women	25.3%
Percentage of women attrition	11.4%

Employees by age group

Most of ICL’s employees are between 30 and 50 years old.

Age Group	Headcount	Percentage
Under 30	988	8%
30-50	5,834	47.2%
Over 50	3,777	30.6%

Parental leave

We are committed to promoting the physical, financial, and emotional wellbeing of our employees and their families. The ability to take time off work to care for a newborn, enables parents to bond with their child and establish a healthy family dynamic. This can lead to improved mental health for parents and better outcomes for children. Parental leave can also help to reduce gender inequality in the workplace, as women are often the primary caregivers and can be disproportionately impacted by the absence of such policies. By providing parental leave, ICL retains talented employees who might otherwise leave the workforce, while also improving morale and commitment. Additionally, it can help attract individuals who place a high value on work-life balance and family-friendly policies. Ultimately, parental leave is an investment in both employee well-being as well as our long-term success.

The number of employees that took parental leave in 2024 was 77, of which 74% were female and 26% were male. Of those that took parental leave, 7 employees left ICL within 12 months from the end of their leave.

	2022	2023	2024
Male	25%	13%	26%
Female	75%	87%	74%

ENVIRONMENT

- Resource Management
- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management

- Waste Management
- Air
- Circular Economy
- Biodiversity, Conservation & Environmental Stewardship
- Product Stewardship & Lifecycle

SOCIAL

- Environment, Health & Safety
- Our Global Security
- Our Cyber Security
- Our People & Culture**

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment

GOVERNANCE

- Corporate Governance
- Sustainable Financing
- Enterprise Risk Management
- Taxation

Employees participating in the performance management process

Below is a table with the number of employees who participated in the performance management and career development review process since implementing SuccessFactors.

Year	2016	2017	2018	2019	2020	2021	2022	2023	2024
No. of employees	670	1,716	1,764	2,165	6,060	6,342	6,842	7,142	7,143

Performance management by employee level

Below is a table with the number of employees who participated in the performance management and career development review process by work level. In 2024, the participation rate for levels 15 and above was close to 95%.

Employee work level	2023			2024		
	Total ICL HC	Total Performance Management participation	% Participation	Total ICL HC	Total Performance Management participation	% Participation
11	484	332	69%	497	332	67%
12	4,193	2,109	50%	4,408	2,032	50%
13	1,989	1,192	60%	1,981	1,220	62%
14	1,421	917	65%	1,363	977	72%
15	1,257	1,132	90%	1,249	1,128	90%
16	815	786	96%	804	777	97%
17	369	361	98%	370	363	98%
18	158	155	98%	174	170	98%
19	72	70	97%	65	65	100%
20	17	17	100%	18	18	100%
21	11	10	91%	11	11	100%
22	2	2	100%	2	2	100%
23	1	1	100%	1	1	100%
Digital	94	29	31%	78	29	37%
Not Applicable	438	23	5%	544	18	3%
Total	11,321	7,136	63%	11,205	7,143	64%

ENVIRONMENT

- Resource Management
- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management

- Waste Management
- Air
- Circular Economy
- Biodiversity, Conservation & Environmental Stewardship
- Product Stewardship & Lifecycle

SOCIAL

- Environment, Health & Safety
- Our Global Security
- Our Cyber Security
- Our People & Culture**

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment

GOVERNANCE

- Corporate Governance
- Sustainable Financing
- Enterprise Risk Management
- Taxation

Adequate wages by country

We believe that workers deserve fair wages and we are committed to paying all our employees adequate and fair wages. Our Total Rewards methodologies include periodic internal comparisons to ensure equity and fairness as well as external market analyses to assess equity and competitiveness in relation to similar jobs within relevant markets.

We conducted an internal analysis via our regional Total Rewards, to assess the payment of adequate wages by country. We used the definition of ‘minimum wage’ established by the Directive (EU) 2022/2041 on adequate minimum wages in the European Union. In addition, our internal periodic supporting analysis included a comparison to cost-of-living wage benchmarks, using tools such as the ‘IDH Roadmap on Living Wages’, among others. Based on our analysis, we have confirmed that ICL pays adequate wages by country.



Gender pay gap

As an operations, and mining oriented organization, many of our operational roles are filled by men. These roles often include shift and on-call premiums, which increase total compensation in positions predominantly held by men.

ICL’s 2024 gender pay gap analysis covered ~8,600 employees across global locations. The analysis is conducted at a country level, based on ICL’s Global Work Leveling System (11–19), where groups with less than an 8% gender representation difference are excluded.

The 2024 gender pay analysis reflects a weighted average gap across countries and work levels, which stands at 2.69%. This figure indicates that men earn slightly more than women on average within the same level and country. This indicator is one of several initiatives supporting ICL’s ongoing efforts to promote pay equity and inclusion across its workforce.

Work level	Count of Employee	Percent
11	123	1.4%
12	3,209	-1.0%
13	1,716	5.9%
14	1,201	6.2%
15	1,099	2.7%
16	689	3.8%
17	333	4.6%
18	138	8.1%
19	51	2.5%
Total	8,559	2.69%

ENVIRONMENT

- Resource Management
- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management

- Waste Management
- Air
- Circular Economy
- Biodiversity, Conservation & Environmental Stewardship
- Product Stewardship & Lifecycle

SOCIAL

- Environment, Health & Safety
- Our Global Security
- Our Cyber Security
- Our People & Culture

Our Diversity, Inclusion & Belonging

- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment

GOVERNANCE

- Corporate Governance
- Sustainable Financing
- Enterprise Risk Management
- Taxation



Our Diversity, Inclusion & Belonging



In their words: Why we do what we do

“Be yourself! Diversity brings fresh innovative perspectives, inclusion ensures everyone’s voice is heard, and belonging creates an environment where every employee can contribute authentically.”

Els Duffhues,
 Global Diversity, Inclusion and Belonging officer



OUR APPROACH

Diversity, Inclusion, and Belonging (DIB) is an integral part of our overall vision of doing the right thing, in the right way, every day, and is key to ICL’s success, contributes DIB to innovation, better decision-increased, employee engagement, and overall business success. They also play a crucial role in maintaining our positive reputation, ensuring our legal compliance, and enhancing our global competitiveness. A diverse workforce brings together individuals with unique perspectives, experiences, and ideas, fostering creativity and driving organizational growth.

ICL’s definition of Diversity, Inclusion and Belonging



Diversity at ICL means understanding, accepting, and valuing differences between people including those of different ethnicity, nationality, religion, gender, age, disability, sexual orientation, and those with differences in education, personality, life experience and knowledgebase.



Inclusion at ICL means welcoming and embracing colleagues who look, act, and think differently; it means a collaborative, supportive and respectful environment that increases the participation and contribution of all employees. Inclusion is ICL’s attempt to welcome and acknowledge what makes each of its employees unique. Inclusion is how ICL guards against blind spots.



Belonging is a human need. At ICL, we understand that we are compelled to belong in our own unique way. The compelling need to belong has a light side, which is connected to how we unlock our authentic selves, lean in, and highly engage.

At ICL, we work together to create an inclusive atmosphere, where we can proudly and genuinely say that we celebrate our diversity. **We are a company in which every employee has a true feeling of belonging.**

ENVIRONMENT

Resource Management
 Climate Change & GHG Emissions
 Energy
 Water & Wastewater Management

Waste Management
 Air
 Circular Economy
 Biodiversity, Conservation & Environmental Stewardship
 Product Stewardship & Lifecycle

SOCIAL

Environment, Health & Safety
 Our Global Security
 Our Cyber Security
 Our People & Culture


Our Diversity, Inclusion & Belonging

Labor & Human Rights
 Our Responsible Supply Chain
 Communities & Social Investment


GOVERNANCE

Corporate Governance
 Sustainable Financing
 Enterprise Risk Management
 Taxation


ICL's DIB approach through its comprehensive 5-pillar strategy.




Pillar 1 is to take a stand.
 Executives play a critical role in supporting Diversity, Inclusion and Belonging in the workplace. Our senior management is responsible for setting the tone and direction of ICL's culture, policies and practices. ICL's senior management demonstrate their contribution and personal commitment by leading by example, thereby sending the message that DIB work is valued, critical, and essential for our success.




Pillar 2 is to hold up a mirror.
 This pillar stresses transparency and data in our diversity efforts, fostering accountability to employees, customers, and stakeholders. By publicly reporting diversity metrics, ICL can make informed decisions about where to allocate resources, which programs to implement, and how to address specific challenges faced by underrepresented groups.



Pillar 3 is our educational pillar, understanding by learning.
 Learning about diversity and inclusion helps individuals develop a deeper awareness and understanding of the various dimensions of diversity, including race, gender, ethnicity, sexual orientation, age, abilities, and more. This knowledge is essential for promoting an inclusive culture, mitigating biases, enhancing communication and collaboration, complying with legal standards, fostering innovation, understanding diverse markets, and developing effective leaders in an increasingly diverse and interconnected world.



Pillar 4 is called support from within, which is about the valued opinion and contribution of employees through Employee Resource Groups (ERGs), that are part of our comprehensive diversity and inclusion strategy. Our ERGs create a sense of community and belonging by connecting people in a social and professional way, encouraging interaction between employees and offering professional development opportunities.



Pillar 5 focuses on celebrating our global and local differences, recognizing and appreciating the contributions of individuals and teams towards our organization's DIB goals. This fosters a sense of value and pride, enhancing employee motivation and morale. By providing positive reinforcement, we underscore our commitment to valuing diversity and creating an inclusive workplace.

In summary, our 5-pillar strategy sets the stage for a workplace that celebrates diversity and establishes ICL as a leader in fostering an inclusive culture where every individual can authentically feel that they belong.

ENVIRONMENT

- Resource Management
- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management

- Waste Management
- Air
- Circular Economy
- Biodiversity, Conservation & Environmental Stewardship
- Product Stewardship & Lifecycle

SOCIAL

- Environment, Health & Safety
- Our Global Security
- Our Cyber Security
- Our People & Culture

Our Diversity, Inclusion & Belonging

- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment

GOVERNANCE

- Corporate Governance
- Sustainable Financing
- Enterprise Risk Management
- Taxation

DIB Governance

Our DIB governance is part of our entire ESG risks and opportunities management governance system. For information regarding our ESG risk governance framework, see our [Corporate Governance chapter](#). Particularly, our Board, in collaboration with its Climate, Sustainability, and Community Relations (CSC) Committee, oversees our DIB strategy and initiatives to uphold our goals. The CSC Committee is chaired by Dr. Miriam Haran, who was appointed as the designated board member for DIB purposes. Dr. Haran, with her extensive experience in organizational leadership and governance, provides valuable guidance in steering our DIB efforts at the board level.

Additionally, our appointed dedicated Global ICL DIB Officer, reports to the GEC and to the GEC Sustainability Committee. The Global DIB Officer works closely with stakeholders across the organization to drive meaningful change and ensure that DIB are integrated into all aspects of our operations.

Our governance structure ensures robust oversight and accountability in our DIB initiatives. The CSC Committee, under Dr. Haran’s leadership, provides strategic direction and monitors the implementation of our DIB initiatives, while the Global DIB Officer spearheads operational efforts to enact meaningful change.

Furthermore, we established a [Diversity and Inclusion \(D&I\) policy](#), as well as a [Global Anti-Harassment and Anti- Discrimination Policy](#), and a global labor laws compliance program. These policies serve as guiding principles, shaping our commitment to creating an environment where diversity is celebrated, inclusion is embraced, and every individual feels valued and respected.



ENVIRONMENT

- Resource Management
- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management

- Waste Management
- Air
 - Circular Economy
 - Biodiversity, Conservation & Environmental Stewardship
 - Product Stewardship & Lifecycle

SOCIAL

- Environment, Health & Safety
- Our Global Security
- Our Cyber Security
- Our People & Culture

Our Diversity, Inclusion & Belonging

- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment

GOVERNANCE

- Corporate Governance
- Sustainable Financing
- Enterprise Risk Management
- Taxation

OUR GOALS

ICL is dedicated to becoming a more diverse, inclusive, and attentive organization.

As part of our journey, ICL is publicly committed to quantitative diversity targets, to be reached by the end of 2030 regarding women at ICL:



KPI	2024	2026	2028	2030
Women in Senior management (T100)	25%	27%	30%	33%

Board of Directors



We commit to increasing female representation in our Board of Directors to **45%** by the end of 2028.

ICL's annual short term incentive plans for its executive officers embed KPIs to promote DIB in several categories. The relevant KPIs for 2024 were successfully met.

We are committed to promoting gender diversity within our recent financial engagements. For example, as part of a \$250M Sustainability-Linked Loan (SLL) initiated in 2021, ICL established a target of attaining 25% representation of women in senior management by 2024. This target was met.

This commitment was reinforced with the introduction of a \$1.55B Sustainability-Linked Revolving Credit Facility Sustainability-Linked RCF in 2023, wherein we emphasized the enhancement of women's presence in ICL's senior management through carefully aligned Key Performance Indicators (KPIs). Read more on our Sustainable Financing in our [Corporate Governance chapter](#).

We further commit to initiatives such as adopting the UN Women's Empowerment Principles, participating in the United Nations Global Compact, engaging with Bloomberg's Gender Reporting Framework, and prioritizing continuous learning and development in diversity and inclusion at ICL, as detailed below.



* Note: Diversity, Inclusion and Belonging is expressed in % of women as gender is the only characteristic we can measure globally. Progress for women is progress for everyone.

ENVIRONMENT

- Resource Management
- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management

- Waste Management
- Air
- Circular Economy
- Biodiversity, Conservation & Environmental Stewardship
- Product Stewardship & Lifecycle

SOCIAL

- Environment, Health & Safety
- Our Global Security
- Our Cyber Security
- Our People & Culture

Our Diversity, Inclusion & Belonging

- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment

GOVERNANCE

- Corporate Governance
- Sustainable Financing
- Enterprise Risk Management
- Taxation

OUR PERFORMANCE

Women in Management

Over the past five years, ICL has made consistent improvement in increasing the representation of women in senior management, rising from 7% in 2018 to 25% by the end of 2024. Looking ahead, ICL has set a new goal for 2030: achieving 33% representation of women in senior management. In addition, the percentage of woman on our Board of Directors by the end of 2024 was 33.33%.

With our Rise Leadership Development program, ICL invested in middle management worldwide. For this program all employees from the relevant job architecture levels were invited without exceptions. To this group of 500+ persons, additional female talent from other (lower) levels were added. for more information on Rise program – read more in [Our People & Culture chapter](#).



Employer of Choice

To ensure the effectiveness of our initiatives, a set of questions focused on DIB is integrated into our periodical global Employer of Choice (EoC) survey, conducted by a third party. See our [People and Culture chapter](#). On average, 80% of ICL employees respond positively to DIB related questions. The highest score in the 2023 EoC survey was for the statement: “In my work environment, everyone is treated fairly regardless of personal background or characteristics,” with an 83% agreement rate, surpassing the manufacturing benchmark by 7%. The next EoC Survey is conducted during May – June 2025.



United Nations Global Compact

We have been a proud and active member of the UN Global Compact initiative since 2021. We firmly believe in the significance of long-term business, and the United Global Compact guides us in doing business right for all. Participating as an early adaptor in the initiative, ICL periodically responds to the UN Global Compact questionnaire and communicates our progress regarding ESG topics. Based on this best practices questionnaire, ICL is committed to continuously, intentionally, and progressively improve on issues considered, reported, and rated by the UN Global Compact.

Endorsing Gender Equality

To advance its commitment to gender equality, ICL actively monitors and implements specific Diversity KPIs and has set short and long term quantitative goals (see our goals above).

In accordance with ICL’s ESG strategy and to reflect our commitment, ESG performance targets, including, diversity and gender equality improvement, have been integrated into the incentive plan for all executive officers. The enhancement of diversity and gender equality is also incorporated into ICL’s executive management compensation, aligning with our commitment to fostering an inclusive workplace.

ENVIRONMENT

- Resource Management
- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management

- Waste Management
- Air
 - Circular Economy
 - Biodiversity, Conservation & Environmental Stewardship
 - Product Stewardship & Lifecycle

SOCIAL

- Environment, Health & Safety
- Our Global Security
- Our Cyber Security
- Our People & Culture

Our Diversity, Inclusion & Belonging

- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment

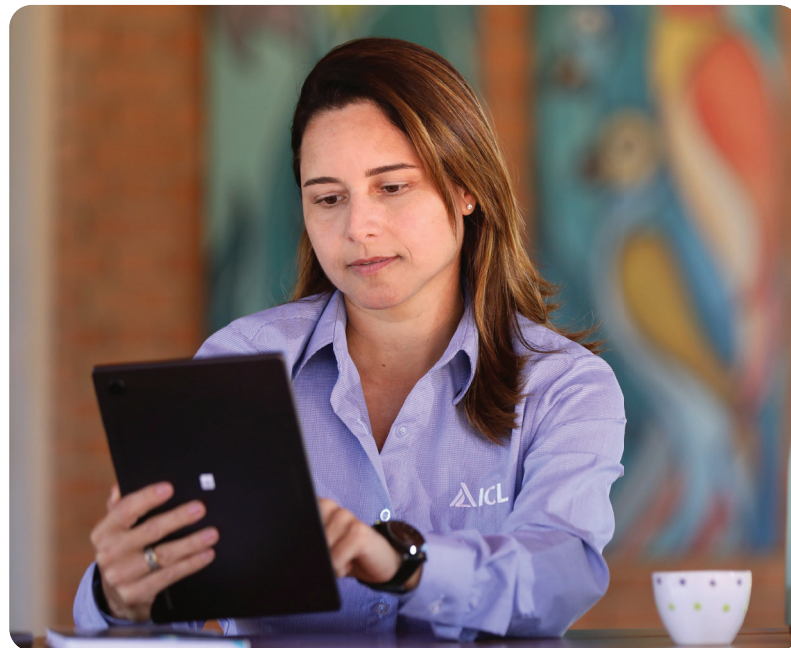
GOVERNANCE

- Corporate Governance
- Sustainable Financing
- Enterprise Risk Management
- Taxation

Understanding by Learning

Our dedication to learning and development in diversity and inclusion is demonstrated through various initiatives, reflecting our commitment to creating a more inclusive environment.

We prioritize ongoing training programs, leadership development to instill diversity and inclusion principles in our organizational leadership, and the establishment of employee resource groups or affinity groups based on different dimensions of diversity. These actions underscore our overarching commitment to fostering connection, shared experiences, and active contribution to a more inclusive workplace.



Country Navigator - Cultural Intelligence Tool

In its ongoing effort to incorporate DIB initiatives throughout the Company, ICL introduced the “Country Navigator”, a cultural intelligence tool that fosters collaboration and effective teamwork in multi-cultural settings.

The Country Navigator tool is a key component of ICL’s Employer of Choice enablers, reinforcing our D&I commitment.

The tool empowers employees to collaborate more effectively across **countries, cultures, and borders**. In 2024, **874 employees** completed their **personal cultural profile**, gaining deeper insights into their own work style and cultural preferences. Through **interactive assignments and facilitated workshops**, they explored how their profile compares to those of their colleagues, fostering greater understanding and teamwork across diverse backgrounds.

To enhance awareness of hiring and employing diverse workforce, ICL provides training for managers to improve their understanding and awareness of unconscious bias. Additionally, the learning and development team is dedicated to achieving a gender- balanced group of participants in various management development courses.

In 2024, ICL provided over 35 open enrollment opportunities, ranging from roundtable discussions to guest lectures. Topics included negotiation strategies



for women, inclusive leadership, effective cross-cultural collaboration, psychological safety, unconscious bias, allyship, leadership skills for women, and understanding privilege.

Utilizing WeGrow, our contemporary open-source skill-based learning platform, we observed that ‘Inclusive Leadership’, ‘Empathy’ and ‘Authentic Leadership’ ranked among the top 10 popular skills, accumulating a total of approximately 16,000 viewed items (including articles, e-learnings, podcasts, and videos) with approximately 22,000 completed items. For more information on WeGrow – [read Our People and Culture chapter](#).

She Impacts Awards

Celebrating the Women Shaping the Future!

As part of our **Winning Year** initiative and in recognition of the **She Impacts Employee Resource Groups**, we are proud to introduce the **Anat Tal-Ktalav She Impacts Awards**.

These awards celebrate the exceptional leadership of women across ICL's global organization. **They are dedicated to the memory of Anat Tal-Ktalav**, the first woman to serve as President of ICL's Industrial Products division, **whose legacy of business excellence and social impact continues to inspire us all.**

Through these awards, we aim to **empower women to aspire to greatness** and become role models in their fields.

We invited employees to **nominate women** at ICL who exemplify **leadership, drive meaningful change, and inspire their peers**. While the awards highlight the achievements of women, they also celebrate the broader values of **leadership and excellence** that inspire us all, regardless of gender.

This is an opportunity to **recognize the remarkable women** who lead by example, push boundaries,

and encourage us to reach new heights in our professional and personal growth.

More than 900 nominations were received, a testament to the incredible talent within ICL.

The winners have been announced following International Women's Day 2025 - ten outstanding women who embody the highest standards of professional excellence and leadership.



ENVIRONMENT

- Resource Management
- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management

- Waste Management
- Air
 - Circular Economy
 - Biodiversity, Conservation & Environmental Stewardship
 - Product Stewardship & Lifecycle

SOCIAL

- Environment, Health & Safety
- Our Global Security
- Our Cyber Security
- Our People & Culture

Our Diversity, Inclusion & Belonging

- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment

GOVERNANCE

- Corporate Governance
- Sustainable Financing
- Enterprise Risk Management
- Taxation

Strengthening Diverse Voices

Over 130 ICL employees globally are actively involved in Employee Resource Groups (ERGs), including our 100 DIB Ambassadors at ICL, as well as more specific groups like She Impacts on Female Leadership and BIPOC for Black, Indigenous and People of Color.

These ERGs play a crucial role in amplifying organization-wide initiatives, working collaboratively in small groups to realize ideas related to diversity, inclusion, and belonging across various platforms.

ICL proactively adapts its recruiting procedures to better accommodate talent from diverse backgrounds. Local managers are attuned to these changes and are prepared to adjust their hiring practices accordingly.

In addition, ICL extends its minority outreach programs by collaborating with various local and national non-profit organizations and associations, reinforcing its commitment to fostering a workplace that values diversity and provides equal opportunities for all.



Diversity, Inclusion, and Belonging (DIB) at ICL: 2024 Highlights

In 2024, ICL celebrated **#InspireInclusion** globally during International Women’s Day (#IWD), with employees worldwide participating in the “Strike the Pose” campaign, raising \$18,000 for charity. The success of IWD sparked a series of 12 guest lectures and roundtable discussions, leading to the launch of new initiatives, including the **#InspireInclusion Leadership series**.

Throughout the year, **DIB** was woven into key events like **Global ESG Week** and leadership programs such as **Rise**, supporting leadership development across the organization. ICL’s global **DIB@ICL ambassadors** also shared their personal experiences on **ICL’s Life page on LinkedIn** under **#DIBatICL**, further fostering engagement and understanding.

What We Do: Initiatives and Learning

DIB@ICL ambassadors created impactful content, ensuring the continuation of inclusion efforts throughout 2024. This included the release of six mandatory e-learning modules, addressing essential topics like **leading inclusive meetings, psychological safety, inclusive language, bias awareness**, and more. The modules, released every two months, provided practical tools for employees to apply in their everyday work, receiving an average rating of 4.3 out of 5.

Additionally, responding to employee feedback, ICL launched the **EXclusion Project**. This initiative invites employees to anonymously share their personal experiences with exclusion, empowering the organization to address and correct these issues. It has received overwhelming support, with participants rating it **5 out of 5**.

Through these combined efforts, ICL continues to champion a culture of inclusion and belonging, ensuring that everyone at ICL feels empowered to contribute and thrive.



ENVIRONMENT

- Resource Management
- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management

- Waste Management
- Air
- Circular Economy
- Biodiversity, Conservation & Environmental Stewardship
- Product Stewardship & Lifecycle

SOCIAL

- Environment, Health & Safety
- Our Global Security
- Our Cyber Security
- Our People & Culture

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights**
- Our Responsible Supply Chain
- Communities & Social Investment

GOVERNANCE

- Corporate Governance
- Sustainable Financing
- Enterprise Risk Management
- Taxation



Labor & Human Rights



In their words: Why we do what we do

“Protecting human rights is not just a compliance issue – it is the right thing to do, a moral obligation and imperative. Personally, it is about ensuring that every person touched by our work feels seen, heard, respected and valued. At ICL, this commitment is a part of who we are.”

Cherieke Doek,
Global Compliance Program Management
& Head of Compliance Europe



ENVIRONMENT

- Resource Management
- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management

- Waste Management
- Air
- Circular Economy
- Biodiversity, Conservation & Environmental Stewardship
- Product Stewardship & Lifecycle

SOCIAL

- Environment, Health & Safety
- Our Global Security
- Our Cyber Security
- Our People & Culture

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights**
- Our Responsible Supply Chain
- Communities & Social Investment

GOVERNANCE

- Corporate Governance
- Sustainable Financing
- Enterprise Risk Management
- Taxation

OUR APPROACH

By embracing the UN Sustainable Development Goals as ICL's guiding principles and implementing them in everything we do, ICL aligns itself with employee and human rights as a core principle of our business operations.


We are committed to fair labor and responsible employment practices and to fostering equal opportunities for all individuals throughout our workforce, among job applicants and across our value chain. This commitment is reflected in our policies, procedures, and the decisions we make every day.

We dedicate resources to guaranteeing compliance with relevant labor laws and regulations, across all regions where we operate. We work to meet legal requirements

and exceed them, contributing to a workplace environment that prioritizes the well-being and rights of our employees. Read more on employee experience and development in our chapter on [People and Culture](#).

We support and promote the dignity and rights of all people, including our employees, contractors, partners, customers, suppliers and the local communities where we operate. Acquisitions, operations and business relations created in developing countries require ICL to emphasize compliance with human rights practices. In support of its commitment to maintain and advocate for human rights, ICL has adopted and codified internationally recognized human rights standards in its own [Human Rights Policy](#), including commitment to the UN's Universal Declaration of Human Rights, the UN Guiding Principles and the ILO

Declaration on employee experience and Fundamental Principles and Rights at Work.



ICL has committed and shown its dedication to human rights by integrating the ten principles of the UN Global Compact into our culture, strategy and operations.

To ensure we uphold these principles, we assess and address potential negative impacts on human rights. This includes regular assessments, training, engagement with stakeholders, monitoring, and maintaining transparency. We take additional measures to ensure compliance, such as operating an independent 'Speak Up' line, screening for human rights violations and human trafficking as part of our third-party due diligence, and assessing suppliers for human rights considerations. Through these efforts, we strive to contribute positively to the well-being of all those impacted by our operations. For more information see our chapter on [Corporate Governance](#).

Read more about our Diversity, Inclusion and Belonging vision and practices in our chapter on [DIB](#).



ENVIRONMENT

- Resource Management
- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management

- Waste Management
- Air
- Circular Economy
- Biodiversity, Conservation & Environmental Stewardship
- Product Stewardship & Lifecycle

SOCIAL

- Environment, Health & Safety
- Our Global Security
- Our Cyber Security
- Our People & Culture

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights**
- Our Responsible Supply Chain
- Communities & Social Investment

GOVERNANCE

- Corporate Governance
- Sustainable Financing
- Enterprise Risk Management
- Taxation

Doing the right thing, taking responsibility for our actions and treating others with the utmost respect are central tenets of ICL's culture.

ICL's Code of Conduct describes our guiding principles that provide direction to our employees to do the right thing, in the right way, every day.

As an integral part of our corporate culture, ICL's Code of Conduct highlights our commitment to respect everyone's freedom and human rights as a cornerstone within our pursuit for a more equitable and inclusive world, free of discrimination and harassment. The virtues outlined in our Code of Conduct are the core principals of our Human Rights Policy and our pledge to conduct our business in a manner that respects the human rights of our employees, partners, and people in the communities where we operate.

All ICL employees and business partners working on behalf of ICL must adhere to our human rights principles: employment is freely chosen; no inhumane treatment; no discrimination; freedom of association and collective bargaining; safe working conditions; no child labor; fair wages, benefits and reasonable hours; and regular employment.



THIS IS OUR CODE OF CONDUCT

Show more >

OUR GOALS

We are committed to respecting and protecting human rights, upholding fair labor principles and to lawful employment practices across ICL and throughout our supply chain, in all regions and areas of activity. We are dedicated to assessing and mitigating human rights impacts and labor conditions, and to conducting human rights risk evaluations. We commit to correcting negative effects and monitoring and disclosing our impacts and progress.

Accordingly, labor and human rights-related KPIs are measured and are included in our executive compensation incentives for purposes of on-going improvement.



ENVIRONMENT

- Resource Management
- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management

- Waste Management
- Air
- Circular Economy
- Biodiversity, Conservation & Environmental Stewardship
- Product Stewardship & Lifecycle

SOCIAL

- Environment, Health & Safety
- Our Global Security
- Our Cyber Security
- Our People & Culture

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights**
- Our Responsible Supply Chain
- Communities & Social Investment

GOVERNANCE

- Corporate Governance
- Sustainable Financing
- Enterprise Risk Management
- Taxation

OUR PERFORMANCE

Fair and Responsible Employment

ICL is committed to engaging in fair labor practices and providing equal opportunities to all employees and job candidates. This commitment is embedded in ICL's policies, procedures, and practices. ICL strives to hire the best individuals by identifying high quality candidates with diversified backgrounds, and by promoting and developing talent from within ICL.

While employment terms may vary across the diverse markets in which we operate, ICL ensures that all employees receive competitive wages. We allocate significant resources to ensure that our company and

employees comply with applicable laws and regulations, including labor laws, in all regions where we operate.

To uphold lawful and respectful employment practices, ICL has established a Global Labor Compliance Procedure that outlines guidelines and processes to be followed by all ICL companies worldwide.

This procedure facilitates effective monitoring, enforcement, and corrective action regarding compliance with labor laws. It ensures consistent and ethical employment practices across our global operations, with respect to freedom of association, privacy, working hours, compensation, collective bargaining, safe working conditions, employment discrimination, forced labor, compulsory labor and child labor. ICL also prohibits all forms of discrimination. Additionally, the procedure includes provisions for dedicated training on relevant laws and regulations to further enhance understanding and compliance.

Our employees are employed according to employment terms prevalent in the countries in which they are employed.

We maintain a zero-tolerance policy regarding forced labor and child labor. ICL has taken multiple measures to



effectively prevent child labor and forced labor. These include monitoring all operations and suppliers that are at risk of violating freedom of association or collective labor agreements and by performing multiple random audits. Following a due diligence assessment, no ICL site was identified as having a heightened risk profile for possible child or forced labor. ICL strictly prohibits the employment of individuals under the age of 21 in its operational sites globally, except for limited and safety-monitored apprenticeship programs (operated at some operational sites globally) in which participating students may be as young as 16. All apprenticeship programs are regulated (and encouraged) by local authorities and adhere to all applicable labor and employment laws.



Anti-Harassment and Anti-Discrimination

ICL is dedicated to creating a caring and safe workplace for all employees and contractors, with zero tolerance for harassment (including sexual harassment), or discrimination of any kind.

To facilitate this commitment, ICL updates and maintains robust anti-harassment policies in all regions where it operates. We prohibit harassment based on race, color, religion, gender, sexual orientation (i.e. LGBTQ), national origin, age, disability, veteran status, and any other legally protected characteristic of an individual. ICL strictly complies with the anti-harassment laws of all countries and territories in which it operates. Relevant mandatory trainings are regularly conducted, focusing on and promoting our 'Speak Up' culture.

In 2024, ICL actively promoted the use of the Speak Up line across the entire organization, facilitating access in a variety of ways to accommodate all employees, contractors and third parties, resulting in a significant year-on-year engagement in the "Speak Up" line, including activities like awareness-raising lectures and discussions. Updated Speak Up information is included as a standard element in all policy and procedures documentation.

In Europe, in-person (or live) Speak Up workshops were organized for corporate as well as operational and mining site employees, discussing challenging workplace scenarios in the context of speaking up. Handout cards with a QR code to access our Speak Up line from any

device were distributed among employees with no or limited computer access.

Based on the feedback from the Speak Up workshops, in 2025 we will launch Listen Up workshops for managers discussing conflict resolution. For more information on our Speak Up reports, see our [Corporate Governance chapter](#).

In 2024, Speak Up reports continued to serve as a critical channel for raising concerns, including related to harassment and discrimination. All reports are investigated and addressed in accordance with ICL policies and local law. Monitoring of remediation implementation is conducted routinely. Key lessons learned from compliance-related incidents are analyzed to strengthen our policies, procedures, and practices. To further build trust and transparency within the organization, reporting statistics, anonymized key observations, and remediation actions are shared with employees through dedicated communications. For more information on our Speak Up reports, see our Corporate Governance chapter.

In 2020, ICL was the first, and currently is the only industrial company in Israel certified with the voluntary Israeli Code for employers against sexual harassment in the workplace.

This code is an operative tool for creating a clear and orderly process for preventing and resolving sexual harassment. This voluntary code establishes a higher standard than the Israeli law against sexual harassment. In 2023, the Israeli Standards Institution of Israel, following an additional audit, re-certified ICL

with the voluntary code until 2026. The audit included interviews with employees, sexual harassment prevention supervisors, and HR managers in several sites.



ENVIRONMENT

- Resource Management
- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management

- Waste Management
- Air
- Circular Economy
- Biodiversity, Conservation & Environmental Stewardship
- Product Stewardship & Lifecycle

SOCIAL

- Environment, Health & Safety
- Our Global Security
- Our Cyber Security
- Our People & Culture

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights**
- Our Responsible Supply Chain
- Communities & Social Investment

GOVERNANCE

- Corporate Governance
- Sustainable Financing
- Enterprise Risk Management
- Taxation

Collective Labor Agreements

ICL places great value on its positive relationships with employees and the organizations that represent them, recognizing the importance of the freedom to unionize and engage in collective bargaining. Currently, approximately 75% of ICL employees are covered by collective labor agreements, with primary coverage in Israel, Brazil, China, Germany, the UK, Spain, and the Netherlands.

We are confident in the protection of our employees' rights to exercise freedom of association and collective bargaining across all our operational sites worldwide. In 2024 new collective labor agreements were successfully concluded in the Netherlands, Israel, Spain, France and Germany. In 2024, no employee raised any specific concerns regarding their ability to exercise these rights. Non-CLA employees have their working conditions and terms of employment outlined in individual employment contracts and ICL's employee handbook. This handbook aligns with external market standards, ensuring competitiveness and fairness. It serves as a comprehensive guide detailing Company policies, procedures, and employment conditions.

While these employees are not directly covered by CLAs, ICL partially bases their working conditions and terms of employment on those outlined in the CLA. This approach ensures that we maintain consistency and competitiveness in our employment terms.

Fair Employment for Contract Workers

ICL attributes great importance to fair working conditions for all its employees. These include contract workers who are not considered Company's employees but who work at ICL's sites. ICL operates in collaboration with numerous contractors who contribute their expertise across various facets of our operations. Contractors, integral to our activities, work within our premises and are obligated to uphold employment standards, respect their legal rights, and treat their workers with respect, courtesy, and fairness, as detailed among others, in the [ICL Code of Conduct](#) and [our Business Partner Code of Conduct](#).

Contractor engagement usually relates to types of work requiring specific expertise, such as security, packing, maintenance, catering, cleaning, etc.

To ensure compliance with our standards, dedicated site-specific procedures are implemented by site managers and overseen by ICL's HR and ICL's Global Procurement Organization (GPO). This procedure ensures uniform enforcement across all ICL sites, and promotes

fairness and consistency in our approach to contractor management on an ongoing basis.

In the event of an occurrence related to a contract worker, the primary responsibility for their well-being, safety and working conditions rests with the site's managers. HR, procurement and other relevant functions provide support, as required. ICL continues to audit contract employees' working conditions according to the procedure, ensuring contract workers are provided with the highest standard of care. An external auditor is engaged in the process and the procedure also requires the contractor's auditor to conduct an internal examination of the employment conditions of the contractor's employees and to submit a semi-annual report. Audit findings, including details regarding deficiencies, their scale, and a request to rectify such deficiencies are conveyed to the contractor.

Our 'Speak Up' line is equally accessible to all contractor workers.



ENVIRONMENT

- Resource Management
- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management

- Waste Management
- Air
- Circular Economy
- Biodiversity, Conservation & Environmental Stewardship
- Product Stewardship & Lifecycle

SOCIAL

- Environment, Health & Safety
- Our Global Security
- Our Cyber Security
- Our People & Culture

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights**
- Our Responsible Supply Chain
- Communities & Social Investment

GOVERNANCE

- Corporate Governance
- Sustainable Financing
- Enterprise Risk Management
- Taxation

ICL Suppliers

With connections to around 16,000 active suppliers worldwide, ICL prioritizes compliance with environmental, human rights, and labor laws, along with business ethics standards. To reinforce this commitment, we recently updated ICL's Supplier Code of Conduct, and our [Business Partner Code of Conduct](#) that we are launching includes expanded expectations regarding human rights, responsible employment practices, environmental protection, and ethical conduct.

Mandatory for all suppliers and contractors, this code ensures adherence to the UN Guiding Principles for the protection of employees' basic human rights.

We provide instructions to ICL procurement professionals on utilizing ICL's Codes of Conduct.

ICL assesses supplier sustainability performance using EcoVadis Supplier Sustainability Assessment tools and the Together for Sustainability (TfS) initiative. This process proactively assesses suppliers regarding four main pillars; environmental responsibility, labor and human rights, business ethics and sustainable procurement. ICL actively engages suppliers to address any results impacting these pillars. In addition, ICL diminishes the risk of human rights violations by monitoring suppliers and performing random audits. Currently, ICL has over 1,141 validated TfS and EcoVadis suppliers.

Read more information in our [Responsible Supply Chain chapter](#).

Human Rights Assessments

ICL takes steps to identify, prevent and mitigate threats or violations to human rights, and conducts audits regularly to assess and improve our organizational policies and practices.

ICL has adopted a multi-year compliance strategy on human rights compliance, including evaluation of the implementation of its human rights policy and monitoring mitigation recommendations. As part of this strategy and subsequent to surveys and due diligence assessments conducted during 2022 and 2023, in 2024 we conducted a human rights impact assessment among our employees.

The assessment included topics related directly to employee rights on Speak Up, health and safety in the workplace, harassment and discrimination, freedom of association, privacy, fair labor and wages, benefits and reasonable working hours. The data yielded from the assessment revealed no major findings and provided insights for opportunities to further improve locally or companywide.

ICL welcomed the opportunities and developed tailored resolutions and a monitoring mechanism to verify the implementation thereof. For purposes of disclosure and transparency, summarized results of the employee human rights impact assessment are made available to the organization. ICL is committed to perform a form of human rights assessment on an annual basis.

ICL's compliance function establishes annual plans to monitor and audit various compliance and ethical programs, including Anti-Bribery & Corruption, Fraud Prevention, Data Privacy, Competition, Conflict of Interest,

International Trade, Anti-Money Laundering, Anti-Harassment & Discrimination, Labor, and Human Rights.

Some of these audits are conducted using AI tools. Following the audits' findings, remediation actions are conducted and monitored.

Additionally, our internal auditors address aspects of ethical standards through annual audits conducted at our ICL sites.

These audits are part of dedicated reviews of processes such as sales and marketing, procurement and supply chain, and contractor supervision. Moreover, at least once every three years, the internal audit function conducts a dedicated audit focusing on various ethical standards, such as the Code of Conduct, anti-bribery and corruption, and anti-harassment and discrimination.



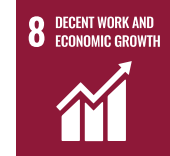
Training

We provide annual training to employees regarding ethical behavior pursuant to ICL's Code of Conduct, including training addressing the protection of human rights, anti-harassment and discrimination, freedom of association and more.

In 2024, 98% of our employees underwent Code of Conduct training.



Our Responsible Supply Chain



In their words: Why we do what we do

“ I believe that sustainability can only thrive when we work together. That’s why we personally invite our suppliers to engage in the EV assessment or TfS audits, as collaboration is key to achieving real impact”

Heinrich Berger
 VP, ICL Global Raw Materials Procurement



ENVIRONMENT

- Resource Management
- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management

- Waste Management
- Air
- Circular Economy
- Biodiversity, Conservation & Environmental Stewardship
- Product Stewardship & Lifecycle

SOCIAL

- Environment, Health & Safety
- Our Global Security
- Our Cyber Security
- Our People & Culture

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights
- Our Responsible Supply Chain**
- Communities & Social Investment

GOVERNANCE

- Corporate Governance
- Sustainable Financing
- Enterprise Risk Management
- Taxation

OUR APPROACH

As a major global supplier and purchaser of diverse raw materials and services, ICL recognizes the complexity of its value chain and actively engages with suppliers to instill sustainable practices.

Operating within a multifaceted value chain, ICL serves as a key supplier to businesses and the public, while also engaging in the procurement of diverse raw materials and indirect goods/services. Recognizing the interconnected nature of its operations, we are expanding our sustainable practices by fostering significant collaboration within our supply chain. This approach aims to exert a positive impact on both our customers and our suppliers, manifested through dedicated programs that support best practices. In the agricultural sector, ICL supports balanced fertilization while in the industrial sector, initiatives like

SARF (Sustainable Action for Resilient Future) showcase our commitment to sustainable practices, creating a ripple effect of positive impact throughout the entire value chain.

In alignment with this approach, we integrate sustainability into our strategies and activities, in accordance with the principles set forth by the UN Global Compact, including procurement, viewing sustainability as a shared responsibility, and setting environmental and social standard for its suppliers and contractors. Accordingly, our sustainability approach is imbedded in ICL Sustainable Procurement Policy and in ICL Group Procurement Quality Policy.

Pursuing our strategy, as ICL establishes transparent links with the entire supply chain, we collaborate closely with stakeholders to collectively achieve sustainability goals.

With relationships spanning approximately 16,000 suppliers globally, ICL's procurement organization prioritizes compliance with environmental, human rights and labor laws, as well as business ethics standards. Through its participation since 2018 in the Together for Sustainability (TfS) initiative, ICL assesses supplier sustainability performance using the EcoVadis Supplier Sustainability Assessment tools. This process proactively involves, engages and educates suppliers of different maturity levels, urging them to enhance their practices in areas such as environmental responsibility, safety, fair employment, business ethics, and beyond. Additionally, we also challenge our suppliers to propose sustainable alternatives always.

ICL's revised Supplier Code of Conduct - the new Business Partner Code of conduct, sets out our expectation from suppliers to cooperate and support the establishment and promotion of a sustainable supply chain. The code includes commitments regarding climate and environmental protection, health, safety, security, responsible employment and fair labor, human rights, integrity and business ethics.

First published in 2020, ICL's Global Procurement Organization (GPO) is actively implementing the code with both existing suppliers and in new supply agreements as a mandatory obligation for all of our suppliers and contractors. ICL Code of Conduct.

[Read More on Our Business Partner Code of conduct.](#)



ENVIRONMENT

Resource Management
 Climate Change & GHG Emissions
 Energy
 Water & Wastewater Management

Waste Management
 Air
 Circular Economy
 Biodiversity, Conservation & Environmental Stewardship
 Product Stewardship & Lifecycle

SOCIAL

Environment, Health & Safety
 Our Global Security
 Our Cyber Security
 Our People & Culture

Our Diversity, Inclusion & Belonging
 Labor & Human Rights
Our Responsible Supply Chain
 Communities & Social Investment

GOVERNANCE

Corporate Governance
 Sustainable Financing
 Enterprise Risk Management
 Taxation



Reflecting our comprehensive responsibility, we continuously improve our ESG practices, with **our 2024 global EcoVadis assessment yielding a score of 77 points.** This placed ICL among the top 2% of 75,000 globally-ranked suppliers.

Taking a proactive stance, ICL ensures responsible sourcing by avoiding any 3TGs (Tin, Tantalum, Tungsten, and Gold) from the “conflict region” (including the eastern Democratic Republic of Congo) and surrounding countries). This approach extends to ICL’s production sites, where we have confirmed the absence of 3TGs since 2020.

Furthermore, ICL leverages its extensive global logistics and distribution network to benefit from the proximity of its facilities to developed economies and emerging markets. Investing significantly in developing safe and efficient logistics and advanced capabilities for monitoring and control, ICL focuses on reducing costs and negative impacts on the environment.

On the supply side, ICL actively engages with suppliers to transition to alternative fuel, modal shift and digitalization. In addition, we take efforts to reduce cycle time at our plants for logistics activities performed by our suppliers. ICL works continuously to increase the efficiency of its logistics and distribution network. Read More on ICL’s logistics and transportation infrastructure in [ICL’s 2024 Annual Report](#).

ICL has embedded sustainability performance targets, including TfS related targets, as KPIs as part of the Sustainability Linked Loan that was entered into in 2021 and the Sustainability- Linked Revolving Credit Facility that was entered into in 2023. For further information about the loan and the revolving credit facility, [See our Sustainable Financing in our Corporate Governance chapter.](#)

TfS Initiative

The TfS Initiative is a joint effort and global network comprising 53 chemical companies, collectively establishing the de-facto global standard for environmental, social, and governance (ESG) performance within chemical supply chains. Built upon the principles of the UN Global Compact and Responsible Care®, the TfS program operates as a member-driven organization and peer-to-peer network, shaping sustainability standards for the future of the chemical industry. Extending its influence beyond global borders, TfS has strategically expanded into key growth regions through regional representation and strategic partnerships across Europe, North America, Asia, and South America.



TfS Framework



Online - TfS assessments (EcoVadis): A comprehensive evidence based online evaluation platform. **Onsite - TfS audits:** Physical assessments ensuring on-ground adherence. This framework empowers member companies to assess supply chain sustainability across environmental, labor, human rights, ethics, and sustainable procurement dimensions, driving tangible and measurable improvement.

Driving Transparency and Collaboration

Corrective Action Plan (CAP): A tool for measurable supplier and member company sustainability improvements.

Results Sharing: Assessments and audit results, while respecting confidentiality, are shared among TfS members, fostering industry-wide collaboration for continuous improvement.

Integration with ICL’s Procurement Strategy

ICL’s procurement organization places paramount importance on sustainability evaluations. Our approach, founded on environmental, social, and ethical criteria, aligns with TfS standards. Since 2018, ICL has been an active member, contributing to and benefiting from the TfS initiative.

OUR GOALS

ICL’s procurement organization goes beyond economic and qualitative factors, placing significant importance on supplier sustainability evaluations grounded in environmental, social, and ethical criteria. We continually optimize our strategy and processes to align with evolving global standards and requirements. To support this internal process, we establish annual KPIs that we incorporated into our executive management compensation, to ensure continuity and accountability. These metrics focus on maintaining a pool of suppliers with valid Corporate Social Responsibility (CSR) assessments and actively encouraging improvement through Corrective Action Plans (CAPs).

In 2024, ICL has achieved the following targets:

- KPI 1**
1,100 valid assessments from among ICL’s supplier pool
- KPI 2**
399 new assessments and reassessments for the calendar year
- KPI 3**
60% improvement in assessments

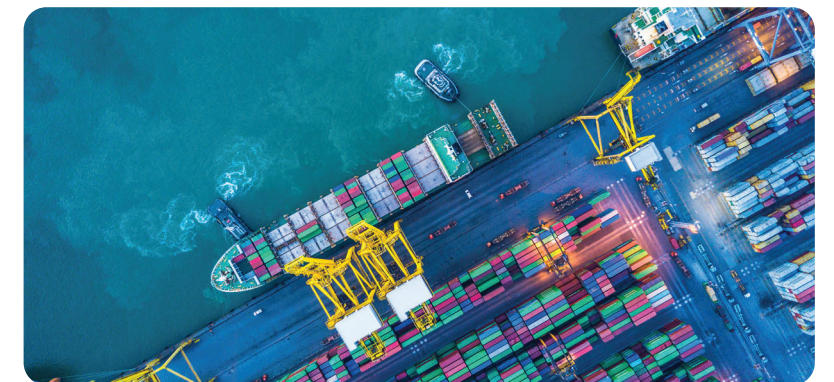
In accordance with ICL’s sustainability vision for 2030, and the guiding principles derived from ICL’s [TfS Membership Commitment](#), the ICL sustainable procurement program is based on well defined, measurable goals that define ICL’s engagement roadmap with suppliers and enables progress.

TfS targets are cascaded down from ICL’s senior management levels and the top procurement management to the global sourcing management level, via the Company’s Success Factors platform.

Sustainable Procurement Goals

- 01** Prioritize risk management, improve standards, innovation, and environmentally friendly practices in our supply chain.
- 02** Promote sustainable procurement as part of the TfS initiative with an annual target.
- 03** Partner with suppliers to implement top sustainable practices across the supply chain, fostering ongoing performance improvement over time.
- 04** Consistently boost supplier engagement globally in all regions and categories by 5% year over year.

- 05** Integrate sustainability criteria into ICL’s supplier selection process to encourage suppliers to prioritize sustainability, performance, and transparency, fostering partnerships with those committed to active sustainability practices.
- 06** Prioritize products and services with lower environmental impact and recognized sustainability standards, emphasizing energy efficiency, reduced packaging, and third-party certification.
- 07** Drive innovation through cooperation with our suppliers and internal stakeholders to evaluate and influence the reduction of GHG emissions of ICL Scope 2 & 3.
- 08** Optimize the delivery and usage of products and services in ICL’s production processes.



ENVIRONMENT

- Resource Management
- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management

- Waste Management
- Air
- Circular Economy
- Biodiversity, Conservation & Environmental Stewardship
- Product Stewardship & Lifecycle

SOCIAL

- Environment, Health & Safety
- Our Global Security
- Our Cyber Security
- Our People & Culture

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights
- Our Responsible Supply Chain**
- Communities & Social Investment

GOVERNANCE

- Corporate Governance
- Sustainable Financing
- Enterprise Risk Management
- Taxation

OUR PERFORMANCE

ICL Sustainable Procurement Initiative

Taking proactive steps to influence and reduce our environmental impact and GHG emissions, our efforts in 2024 yielded significant results:

- The indirect procurement team successfully implemented green energy procurements at all major ICL sites, using Energy Attributable Certificates (GOO/IREC/REC), marked a pivotal initiative in our ongoing commitment to reducing our Scope 2 emissions.



- Embracing the principles of Reduce, Reuse, and Recycle (3R), our packaging strategy focuses on sustainability:
 - We evaluate our packaging portfolio and actively promote the use of single materials that facilitate recycling, in collaboration with multiple vendors.
 - Collaborating closely with suppliers, we are reducing paper consumption while maintaining packaging performance at our largest European site.
 - Similarly, we are partnering with suppliers to decrease the use of virgin plastics across multiple European sites, without compromising packaging quality.
 - We prioritize suppliers that offer re-use programs, further contributing to our sustainability goals.
- ICL actively collaborates with its suppliers, to influence and reduce CO₂ emissions (Supplier Scope 1, 2 & 3). TfS member companies have introduced a Product Carbon Footprint (PCF) Guideline to determine Scope 3 GHG emissions which serves as a directive for suppliers in the chemical industry to uniformly calculate their PCFs. ICL fosters collaboration to obtain suppliers' PCF data leveraging the IT tool Si-green, influencing ICL's product Life Cycle Assessment (LCA) and CBAM disclosures for imports in the EU. Si-green is a PCF management system that enables us to efficiently collect Supplier PCF data in compliance with TfS Guidelines, all within a secure and streamlined environment.

ENVIRONMENT

- Resource Management
- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management

- Waste Management
- Air
- Circular Economy
- Biodiversity, Conservation & Environmental Stewardship
- Product Stewardship & Lifecycle

SOCIAL

- Environment, Health & Safety
- Our Global Security
- Our Cyber Security
- Our People & Culture

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights
- Our Responsible Supply Chain**
- Communities & Social Investment

GOVERNANCE

- Corporate Governance
- Sustainable Financing
- Enterprise Risk Management
- Taxation

Supplier Engagement and Assessment

We believe sustainability is a shared responsibility. Therefore, our EVP, CPO & CAPEX invites our suppliers to take an active part in sustainability activities by participating in the Ecovadis assessment or TfS audits. [Click here](#) to learn more on our invitation to join our sustainability journey.



Approximately **54%** of the amount we spend on strategic raw materials (RM) and approximately **21%** of our indirect spending on strategic RM are from suppliers that are engaged in TFS and Ecovadis programs.

From the date that ICL joined the TfS initiative in 2018 through 2024, ICL has selected targeted supplier groups, considered to be strategic suppliers in terms of procurement amounts and business criticality in the areas of raw materials, logistics and packaging.

In 2024, our collective efforts led to a significant achievement of a total of **1,141** valid supplier assessments from among ICL supplier pool exceeding KPI 1.

A total of **746** new assessments and reassessments were conducted throughout the year, exceeding our kpi 2 target of 399.

This achievement underscores our commitment to strengthening the supply chain and enhancing sustainability practices. Additionally, reassessments across the network resulted in an improvement rate of over 60% (KPI 3), reflecting our dedication to continuous progress and supplier development.

We include EcoVadis sustainability assessment results in ICL tender processes, as well as Ecovadis valid scorecards in our sourcing processes. We are utilizing Ecovadis IQplus, for new and current suppliers' risk analysis.



ENVIRONMENT

- Resource Management
- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management

- Waste Management
- Air
- Circular Economy
- Biodiversity, Conservation & Environmental Stewardship
- Product Stewardship & Lifecycle

SOCIAL

- Environment, Health & Safety
- Our Global Security
- Our Cyber Security
- Our People & Culture

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights
- Our Responsible Supply Chain**
- Communities & Social Investment

GOVERNANCE

- Corporate Governance
- Sustainable Financing
- Enterprise Risk Management
- Taxation

In 2024 we implemented EcoVadis IQ Plus across all RM suppliers to enhance risk identification, and management. This tool leverages intelligence from sustainability performance databases, our procurement data, and the screening of supplier-specific documents to systematically assess supplier risks. If a potential risk is identified, the supplier is flagged for further assessment and audit through EcoVadis, ensuring a structured and data-driven evaluation process. By providing real-time insights, EcoVadis IQ Plus enables us to proactively detect risks, prioritize supplier audits, and strengthen oversight of high-risk suppliers.

In 2024, our KPI 3 was met as approximately 65% of our suppliers improved their score through supplier re-assessments.

The EcoVadis supplier assessments evaluate a broad range of sustainability issues, divided into four key areas: Environment, Labor & Human Rights, Business Ethics, and Sustainable Procurement. These assessments are based on a comprehensive tool that measures suppliers against 21 sustainability criteria, aligned with international standards such as the UN Global Compact, ILO, GRI, ISO 26000, CERES Roadmap, and the UN Guiding Principles on Business and Human Rights.

The average score of all our supplier assessments exceeds both the industry average and the Global EcoVadis benchmark in all four sustainability areas evaluated by EcoVadis.

We consistently engage with our suppliers to increase awareness on various sustainability topics. In 2024, the supplier response rate to EcoVadis' assessments and other initiatives was 59%, with a conversion rate of 36%, up from 34% in 2023. This improvement was driven by targeted training for procurement teams across all categories and regions. The number of suppliers with valid assessments has consistently increased year over year.

After each assessment, areas requiring improvement are identified. Suppliers are then expected to address these areas through corrective action plans (CAPs). The average score improvement in 2024 compared to the first assessment was +3.6 points, slightly higher than the +3.4 points achieved in 2023.

In total, 61% of the suppliers in our network underwent reassessments in 2024 in order to improve their scores.

We remain committed to continuously enhancing our supplier assessment scores through the effective implementation of corrective action plans (CAPs), driving progress in sustainability across our supply chain.

In 2024, out of 1,141 suppliers that underwent assessments, 694 were reassessed, out of which 450 suppliers improving their overall scores, representing an impressive 64% improvement rate, exceeding KPI 3. Additionally, within our total supplier pool, there was a significant increase in the proportion of suppliers achieving an Advanced Score, rising from 35% to 43%.



ENVIRONMENT

- Resource Management
- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management

- Waste Management
- Air
- Circular Economy
- Biodiversity, Conservation & Environmental Stewardship
- Product Stewardship & Lifecycle

SOCIAL

- Environment, Health & Safety
- Our Global Security
- Our Cyber Security
- Our People & Culture

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights
- Our Responsible Supply Chain**
- Communities & Social Investment

GOVERNANCE

- Corporate Governance
- Sustainable Financing
- Enterprise Risk Management
- Taxation

Training and Development

In 2024, we conducted dedicated training programs for our buyers and procurement team in each category and region. These sessions focused on enhancing their understanding of assessments and the implementation of corrective actions, equipping them to drive improved supplier performance in sustainability metrics.

Additionally, we conducted training sessions on PCF (Product Carbon Footprint) data collection through the Si-green platform. These sessions were designed to enable both our suppliers and procurement team to effectively collect and report carbon footprint data, ensuring alignment with our sustainability goals and fostering greater collaboration across our value chain.

We utilize the TFS Academy platform, which provides a variety of courses accessible to both our employees and suppliers. The platform offers a comprehensive training experience, enabling both our internal team and external partners to enhance their skills through a range of available sustainability related courses.

We will continue to engage with our supply chain in 2025, offering targeted training to drive further improvements and collaboration.

We are continuously evaluating solution and low carbon products offerings from our various suppliers in liaison with the relevant business unit at ICL. We are focusing on collaborations in the entire value chain from our customers to upstream RM producers.



ICL has been recognized on CDP's 2024 Supplier Engagement Assessment (SEA) A-list, following ICL's A score in the SEA (formerly known as CDP SER).

SMETA/Sedex - Responsible Business in Global Supply Chains

Several of ICL's production sites are part of the Sedex initiative. Sedex is a membership organization that provides platforms for companies to manage and improve working conditions in global supply chains. ICL sites have conducted SMETA audits which use Sedex's social auditing methodology, enabling businesses to assess their sites and suppliers to understand working conditions in their supply chain.



ENVIRONMENT

- Resource Management
- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management

- Waste Management
- Air
- Circular Economy
- Biodiversity, Conservation & Environmental Stewardship
- Product Stewardship & Lifecycle

SOCIAL

- Environment, Health & Safety
- Our Global Security
- Our Cyber Security
- Our People & Culture

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment**

GOVERNANCE

- Corporate Governance
- Sustainable Financing
- Enterprise Risk Management
- Taxation



Communities & Social Investment



In their words: Why we do what we do

“I've always been inspired by Gandhi's idea that we discover who we are by serving others, and grow by elevating others. That belief guides me every day. When we come together to support our communities and drive meaningful change we are not just giving back - we are moving forward, growing together, building a more sustainable future.”

Yaar Amir,
Social Impact Manager



ENVIRONMENT

- Resource Management
- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management

- Waste Management
- Air
- Circular Economy
- Biodiversity, Conservation & Environmental Stewardship
- Product Stewardship & Lifecycle

SOCIAL

- Environment, Health & Safety
- Our Global Security
- Our Cyber Security
- Our People & Culture

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment**

GOVERNANCE

- Corporate Governance
- Sustainable Financing
- Enterprise Risk Management
- Taxation

OUR APPROACH

ICL establishes and shapes networks of social good within the communities in which we operate. We do so by investing in social entrepreneurs and social innovation, and by utilizing our resources and expertise to build sustainable partnerships that drive social change. Our ‘Social Investment Strategy’ is founded on collaboration, meaningful partnerships and shared value creation, and is governed by our [‘Social Investments and Community Relations Policy’](#).

This approach is executed through a network of local social impact managers and a central governance model, tailored to each community’s unique needs, preferences and culture.

Embedded in ICL’s approach are four strategic pillars:

01 Education

ICL’s primary approach to sustainable social engagement is focused on making an impact through education. This enables a sustainable social change along with economic growth. This pillar includes promotion of STEM education programs (Science, Technology, Engineering and Mathematics), academic excellence, innovation, and leadership across all education levels, institutions, and age groups. Collaborating with local partners, we develop

02 Empowerment of Local Communities

programs supporting specific populations, fostering scientific curiosity and leadership, as well as advancing innovative thinking and excellence.

ICL is dedicated to creating a positive social impact on the local communities in which we operate by supporting their economic development, social innovation and local social entrepreneurship. This pillar is realized by actively sharing knowledge and resources to empower these communities. Our mission is to cultivate long-term sustainable relationships and collaboration with our communities, based on the creation of shared values and trust. As part of our efforts, we support social entrepreneurs’ various initiatives by sponsoring, guiding and providing training. The partners in our local communities provide unique perspectives and capabilities to address diverse challenges and needs. Our focus remains on addressing local needs including empowerment, economic growth, equality, inclusion, and sustainability.

03 Advancing Food Security

ICL is dedicated to promoting food security by utilizing our resources, products and expertise. We provide AgTech solutions, fertilizers, alternative

proteins and other innovative products to increase agricultural yields, improve food quality, maintain longer shelf life, and reduce food waste. Partnering with farmers in developing countries, we offer agricultural training and assistance in sustainable agriculture practices, empowering farmers to use soil effectively, increase yields and reduce their environmental footprint. To enhance food security within our communities, we actively support local food banks, promote the expansion of community gardens and urban agriculture and also coordinate efforts for organized food donations.

04 Volunteerism

ICL actively encourages employees to make a positive impact in their local communities through volunteering. We support volunteerism and offer new opportunities for collaboration that increases [sustainable development](#) in our communities. Our employees foster relations with local communities and contribute to sustainable development by supporting mentorship programs, financial mentoring of small businesses and families, and volunteering in various capacities. ICL promotes volunteering through its [‘Global Volunteering Policy’](#) and via a designated internal volunteering “WeCare” App.

ENVIRONMENT

Resource Management
 Climate Change & GHG Emissions
 Energy
 Water & Wastewater Management

Waste Management
 Air
 Circular Economy
 Biodiversity, Conservation & Environmental Stewardship
 Product Stewardship & Lifecycle

SOCIAL

Environment, Health & Safety
 Our Global Security
 Our Cyber Security
 Our People & Culture

Our Diversity, Inclusion & Belonging
 Labor & Human Rights
 Our Responsible Supply Chain
Communities & Social Investment

GOVERNANCE

Corporate Governance
 Sustainable Financing
 Enterprise Risk Management
 Taxation

OUR GOALS

We are determined to:

- Developing effective social impact processes and programs through collaborations with social partners, integrating financial investments and heightened employee engagement.
- Forging partnerships with local communities founded on trust and mutual value creation.
- Managing social impact and investment endeavors in strict accordance with all applicable local laws, regulations, and guidelines, to ensure ethical and responsible practices throughout our initiatives.
- Upholding the highest standards of corporate governance in our social impact and investment management. This involves implementing unified global internal approval processes and conducting thorough due diligence to maintain transparency, accountability and integrity in all our social initiatives.
- Responding promptly to any local needs that may arise and extending timely assistance, support and relief in the event of a disaster.

In accordance with our 'Social Investments and Community Relations Policy', we have set a target to allocate an annual social investment budget that amount to 1% of ICL's expected annual earnings.

OUR PERFORMANCE

	2020	2021	2022	2023	2024
Total Social Investment	9.4M\$	8.0M\$	14.5M\$	8.1M\$	7.7M\$
Total Employee Volunteering Hours	9,650h	25,435h	60,000h	75,667h	64,273h

We have met our 2024 social investment target.

ICL's annual social investment budget is based on our expected earnings, adjusted throughout the year, according to actual earnings, project execution, program milestones and local needs.

In 2024, ICL employees collectively volunteered a total of 64,273 hours. Of these, 56,087 hours were during working hours, while an additional 8,186 hours were volunteered outside of working hours, facilitated and encouraged by ICL.

Since the implementation of the WeCare volunteering app in 2021, there has been a consistent rise in reported volunteer hours. Notably, the year 2023 saw a significant surge in employee participation, particularly in Israel, due to the war in Gaza. This increase in volunteer hours continued into 2024, reflecting a steady growth trend, compared to previous years, that is expected to continue.



ENVIRONMENT

Resource Management
 Climate Change & GHG Emissions
 Energy
 Water & Wastewater Management

Waste Management
 Air
 Circular Economy
 Biodiversity, Conservation & Environmental Stewardship
 Product Stewardship & Lifecycle

SOCIAL

Environment, Health & Safety
 Our Global Security
 Our Cyber Security
 Our People & Culture

Our Diversity, Inclusion & Belonging
 Labor & Human Rights
 Our Responsible Supply Chain
Communities & Social Investment

GOVERNANCE

Corporate Governance
 Sustainable Financing
 Enterprise Risk Management
 Taxation

01 Education

ICL participates in the “Password for Every Student” program in Israel, a project that provides a comprehensive, consistent solution for the education system, beginning with the teacher and the student, extending to the classroom, and creating e-communities. ICL’s support enables 15,000 students in Israel, mostly from the Negev region, to enjoy digital accessibility.

ICL continues to advance unique joint programs, including the expansion of the digital empowerment center for women and girls from the Bedouin sector in Kaseifa, Israel, alongside another project for the establishment of online pedagogical infrastructures, teaching tools and accessibility of class materials in children’s hospitals in Israel.

In addition, during 2024, ICL developed a training tutorial for children on the importance of agriculture to global food security.

“**Lab 0_6**” is ICL’s social flagship project in Spain. Working in collaboration with Manresa University, the project makes curiosity and scientific education accessible from an early age to residents of Bages county near Barcelona, while sharing and developing pedagogical programs, teacher training, and mobilizing the community to participate in various activities.

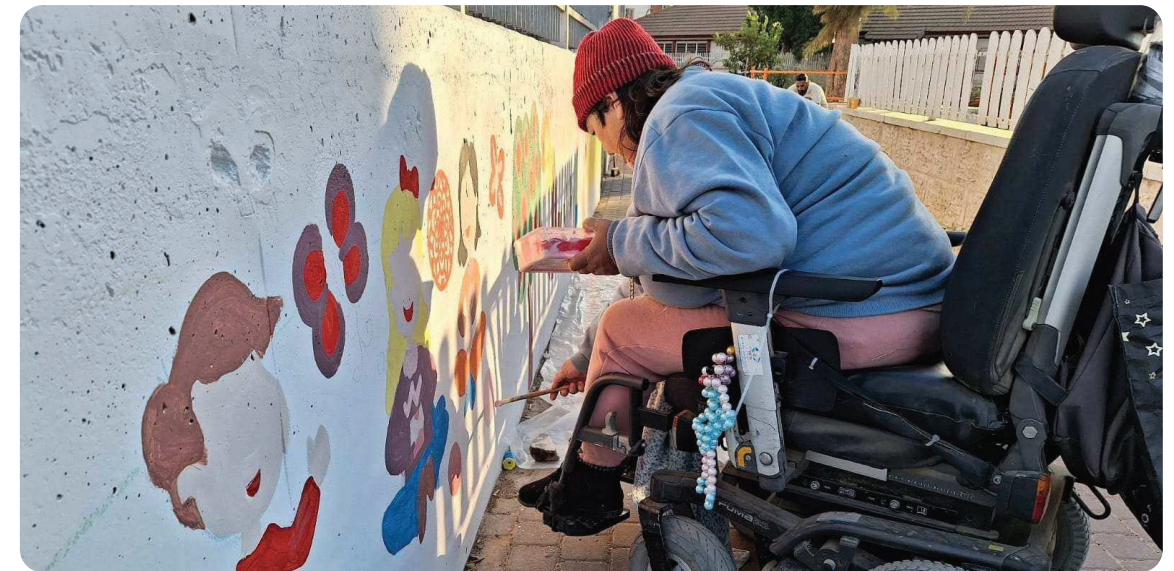
“**Escritor para o Futuro**” (Writers for the Future) is ICL social flagship project in Brazil. This project aims to educate children and promote deeper understanding of sustainability and the UN SDG’s. The main focus of this program is the publication of sustainability e-books, written by the children.

02 Empowerment of Local Communities

“**Thinking Doing**” is our social flagship program in Israel, operating in nine local municipalities in the Negev region, including: Dimona, Yeruham, Beer Sheva, Arad, Ramat Negev and others.



The program empowers community activities by developing local social entrepreneurship and leadership among residents, local social organizations and local municipalities’ employees. In addition, the program encourages social entrepreneurship and cooperation to create sustainable communities in the Negev through the establishment and development of anchor institutions.



ENVIRONMENT

- Resource Management
- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management

- Waste Management
- Air
- Circular Economy
- Biodiversity, Conservation & Environmental Stewardship
- Product Stewardship & Lifecycle

SOCIAL

- Environment, Health & Safety
- Our Global Security
- Our Cyber Security
- Our People & Culture

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment**

GOVERNANCE

- Corporate Governance
- Sustainable Financing
- Enterprise Risk Management
- Taxation

ICL Boulby's Social Responsibility Initiatives

As a leading social impact company in, the North East of England, Boulby invests significant resources in social initiatives and community development.

An example of such social initiatives is the community fund that was established in 2016, and provided financial support to over 230 local organizations, charities and initiatives since.

In addition, ICL Boulby runs a number of community development programs, aimed at improving the skills and employability of the local people, as well as to promote economic growth and social cohesion in the region, including apprenticeships and training programs in a range of fields, from mechanical to electrical engineering.

The Paul Hogarth Bursary was established to support students pursuing higher education in science and engineering, providing financial assistance and practical experience. Each recipient is awarded an annual grant of £5,000 for four years, totaling £20,000, along with essential academic resources. Additionally, bursary students gain hands-on experience through paid summer placements at ICL Boulby Mine, working closely with the Boulby Underground Laboratory and Surface Lab to develop valuable skills in their respective fields.

The first bursary was awarded in 2023, and a second student was selected in 2024, continuing the bursary's mission of nurturing future talent. Over the next three years, ICL will support two more students, fostering the next generation of innovators who share Paul Hogarth's passion for science and research.

ICL Boulby holds regular Community Forum meetings, where local residents and councillors from the surrounding areas are invited to share their thoughts, concerns, and ideas for initiatives on a quarterly basis.

ICL Boulby is a proud member of the Redcar & Cleveland Ambassador program, which explores ways to promote and enhance the economic growth and development.



The Moshe Novomieski Potash Company Heritage Site Visitor Center in the Dead Sea, Israel

The Moshe Novomieski Potash Company Heritage and Visitor Center opened to the public in 2021.

The Center is located at the old workers' compound in Sodom and focuses on three main topics: the unique geological conditions that led to the formation of the Dead Sea; the history of the founding of the Eretz-Israeli Potash Company in pre-state Israel; and ICL's current activities.

The Center was established and is operated in collaboration with the Council for Preservation of Heritage Sites in Israel, the Jerusalem and Heritage Ministry, Israel's Ministry of Education, and others.

In 2024 the Visitor center hosted above 65,000 guests.



ENVIRONMENT

- Resource Management
- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management

- Waste Management
- Air
- Circular Economy
- Biodiversity, Conservation & Environmental Stewardship
- Product Stewardship & Lifecycle

SOCIAL

- Environment, Health & Safety
- Our Global Security
- Our Cyber Security
- Our People & Culture

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment**

GOVERNANCE

- Corporate Governance
- Sustainable Financing
- Enterprise Risk Management
- Taxation

03 Advancing Food Security

In response to subsidy reductions by the Indian government in 2010 which impacted crop productivity, ICL launched, and continues to operate its **‘Potash for Life’** program in collaboration with Indian Potash Limited (IPL). This initiative aligns with the UN SDGs to foster global partnerships for sustainable development. The program empowers farmers through educational outreach, resulting in significant yield increases and economic advantages. Read more on the program, in [our Food Security chapter](#).

Amidst ongoing local needs since 2020, exacerbated by the COVID-19 pandemic and rising inflation, there is a growing demand for aid and support among lower socio-economic groups, particularly concerning food security. Our local teams invest in strengthening local food banks through direct donations and employee volunteering.

Sustainable Sunflower Competition is one of our UK Boulby site flagship projects. Eight primary schools within the locality of Boulby mine have signed up to go head-to-head in a competition to win schoolbook vouchers and grants for extra-curricular activities. Teaching children how to grow sunflowers is a fun and educational activity that promotes a variety of skills, such as responsibility, patience, and environmental awareness. Additionally, growing sunflowers can help children appreciate the beauty of nature and learn about the role plants play in providing food and oxygen for humans and other animals.



‘Sementes do Amanha’ (seeds of tomorrow) is ICL Brazil second flagship project promoting the establishment of community gardens in schools in the Sao-Paolo’s region. Through this initiative, children and teachers are taught sustainability, while growing fresh vegetables. The program has additional benefit increasing children attendance and participation in schools.

Additionally, we continue to develop urban and community gardens which serve as valuable sources of local fruits, vegetables, and herbs, as well as fostering community activity and connection.

ICL, has been actively involved in restoring agriculture in Kibbutzs in the western Negev region, that were damaged by the war in Gaza. Our on-site collaboration offered expert advice and customized solutions to ensure long-term agricultural restoration and development. We focused on providing innovative and sustainable plant nutrition solutions tailored to the unique challenges faced by the local farmers and leveraging advanced fertilizers and precision agriculture techniques to enhance crop yields and improve soil health.

04 Volunteerism

ICL encourages its employees to continually make a positive impact among their local communities, volunteer and offer new opportunities for collaboration.

Our employees foster their connections with local communities by contributing their time and effort to their chosen favorite cause, this initiatives include: mentoring youths and students, engaging in financial and business mentoring of small businesses, financial mentoring of families, after school activities with children, supporting the elderly, volunteering at food banks as well as health institutions and much more, all in an effort to make a meaningful impact in the communities in which they live.

According to [ICL’s Volunteering Support policy](#), we provide matching monetary donations for employees who demonstrate leadership in volunteering according to a set criteria.

In 2024, 46 employees were recognized as leaders, resulting in approximately \$35,000 being donated by ICL to the nonprofit organizations in which they volunteered, in addition to their volunteering hours.



ENVIRONMENT

- Resource Management
- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management

- Waste Management
- Air
- Circular Economy
- Biodiversity, Conservation & Environmental Stewardship
- Product Stewardship & Lifecycle

SOCIAL

- Environment, Health & Safety
- Our Global Security
- Our Cyber Security
- Our People & Culture

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment**

GOVERNANCE

- Corporate Governance
- Sustainable Financing
- Enterprise Risk Management
- Taxation

Community Engagement through Strategic Partnerships

245 social partners & **397** volunteering opportunities

Top Picks:

ENVIRONMENT

- Resource Management
- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management

- Waste Management
- Air
- Circular Economy
- Biodiversity, Conservation & Environmental Stewardship
- Product Stewardship & Lifecycle

SOCIAL

- Environment, Health & Safety
- Our Global Security
- Our Cyber Security
- Our People & Culture

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment**

GOVERNANCE

- Corporate Governance
- Sustainable Financing
- Enterprise Risk Management
- Taxation

Humanitarian Response and Crisis Support Efforts

Natural disasters

During 2024, ICL mobilized its employees in response to several environmental disasters that occurred in the countries where we operate. Among the most severe were the flooding in **Rio Grande do Sul, Brazil** and the DANA flooding disaster in **Valencia, Spain**, which resulted in significant loss of life and extensive damage to local towns, villages and civilian infrastructure. Our employees volunteered alongside emergency forces, participating in cleaning and restoration efforts, equipped with essential supplies and equipment donated by ICL and our employees.



Security situation in Israel

On October 7, 2023, the Israeli government declared a state of war following an attack on civilians at its southern border, which escalated to other areas. The Gaza Envelopment residents and Northern frontier residents were evacuated from their homes, and a massive military reserve mobilization was effectuated. As the war continued and escalated during 2024, ICL continued its efforts to provide aid to evacuees and other populations in needs, through a variety of means including financial donations, donation of equipment, and employee volunteering. We also continued to support the Israeli medical and mental health systems and to aid the various needs of our employees and their families.



Governance



Corporate Governance
256

Sustainable Financing
283

Enterprise Risk Management
284

Taxation
292

ENVIRONMENT

- Resource Management
- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management

- Waste Management
- Air
- Circular Economy
- Biodiversity, Conservation & Environmental Stewardship
- Product Stewardship & Lifecycle

SOCIAL

- Environment, Health & Safety
- Our Global Security
- Our Cyber Security
- Our People & Culture

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment

GOVERNANCE

- Corporate Governance**
- Sustainable Financing
- Enterprise Risk Management
- Taxation



Corporate Governance

In their words: Why we do what we do

Corporate governance today is not a fixed structure — it's a dynamic capability. As the world evolves, so must we. Our governance approach is designed to be agile, enabling us to respond to emerging risks, embrace innovation responsibly, and stay aligned with the expectations of our stakeholders. It's how we transform change into opportunity, and trust into long-term value."

Aya Landman,
 VP, ICL Chief Compliance Officer
 and Corporate Secretary



ENVIRONMENT

- Resource Management
- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management

- Waste Management
- Air
- Circular Economy
- Biodiversity, Conservation & Environmental Stewardship
- Product Stewardship & Lifecycle

SOCIAL

- Environment, Health & Safety
- Our Global Security
- Our Cyber Security
- Our People & Culture

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment

GOVERNANCE

- Corporate Governance**
- Sustainable Financing
- Enterprise Risk Management
- Taxation

OUR APPROACH

Strong corporate governance is embedded in our day-to-day work and fundamental to the way we operate and lead.

Guided by our mission of **‘doing the right thing, in the right way, everyday’**, our commitment extends beyond compliance; it reflects our dedication to fostering a culture that prioritizes integrity, ethical conduct, transparency and accountability in all aspects of our business practices.

We have put solid systems in place to make sure we not only meet expectations but aim to exceed them. It’s part of how we build trust and deliver long-term value.

This approach reflects our broader mission - **Impact for a Sustainable Future** - which drives us to integrate sustainability into every decision we make, ensuring that our actions are responsible, transparent, and forward-looking.



ENVIRONMENT

- Resource Management
- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management

- Waste Management
- Air
- Circular Economy
- Biodiversity, Conservation & Environmental Stewardship
- Product Stewardship & Lifecycle

SOCIAL

- Environment, Health & Safety
- Our Global Security
- Our Cyber Security
- Our People & Culture

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment

GOVERNANCE

- Corporate Governance**
- Sustainable Financing
- Enterprise Risk Management
- Taxation

BOARD MEMBERS



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Executive Chairman
of the Board



Aviad Kaufman
Member of the
Board



Tzipi Ozer-Armon
Member of the
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Miriam Haran
Member of the
Board



Lior Reitblatt
Member of the
Board



Michal Silverberg
Member of the
Board



Avisar Paz
Member of the
Board



Sagi Kabla
Member of the
Board



Gadi Lesin
Member of the
Board



Reem Aminoach
Member of the
Board



Dafna Gruber
Member of the
Board



Shalom Shlomo
Member of the
Board

ICL's Board of Directors is responsible for setting ICL's overall strategic direction, including its corporate governance, compliance, ethics, anti-corruption, sustainability, climate, and ESG-related matters, as well as risk management, compliance matters, and acting with integrity.

To ensure comprehensive oversight in these areas, the Board has established special committees, each comprised of experienced Board members and chaired by individuals with relevant expertise. These committees, such as the Audit and Accounting Committee which is dedicated (among other things) to risk management and compliance issues, the Climate, Sustainability and Community Relations Committee ("CSC Committee") focused on sustainability and climate-related matters, and the HR & Compensation Committee that is responsible for overseeing executive compensation, directly correlate certain components of executive compensation with the Company's achievement of its key performance indicators ("KPIs") related to ESG and sustainability, as well as successful execution of the strategy. The committees thereby affirm the Board's commitment to comprehensive governance oversight. The Board operates according to a Board Governance Manual as well as to the Board's short and long-term work plans which outline the Board's responsibilities and processes, including matters specifically reserved for the Board, the authority delegated to Board committees, and guidance on management of the relationship between the Board, on the one hand, and the President and the CEO and other management.

ENVIRONMENT

Resource Management
 Climate Change & GHG Emissions
 Energy
 Water & Wastewater Management

Waste Management
 Air
 Circular Economy
 Biodiversity, Conservation & Environmental Stewardship
 Product Stewardship & Lifecycle

SOCIAL

Environment, Health & Safety
 Our Global Security
 Our Cyber Security
 Our People & Culture

Our Diversity, Inclusion & Belonging
 Labor & Human Rights
 Our Responsible Supply Chain
 Communities & Social Investment

GOVERNANCE

Corporate Governance
 Sustainable Financing
 Enterprise Risk Management
 Taxation

EXECUTIVE LEADERSHIP



Elad Aharonson
 President and CEO
 of ICL Group



Aviram Lahav
 Chief Financial Officer



Phil Brown
 President Battery
 Materials



Yaniv Kabalek
 President Industrial
 Products



Nadav Turner
 President Phosphate
 Solutions



Nir Ilani
 President ICL Growing
 Solutions



Ilan Barkai
 President Potash
 Division and Head
 of Israel Phosphate
 Operations



Lilach Geva Harel, Adv.
 Executive Vice President,
 Chief Legal and
 Sustainability Officer



Ilana Fahima
 Executive Vice
 President and Chief
 People Officer



Miri Mishor
 Executive Vice
 President Information
 Technology



Anantha Desikan
 Executive Vice
 President and Chief
 Research Development
 & Innovation Officer



Noam Goldstein
 Executive Vice
 President and Chief
 Risk Officer



Uri Perelman
 Executive Vice
 President and Chief
 Business Development
 Officer



Maya Grinfeld
 Senior Vice President
 Global Marketing &
 Communications

ICL's executive leadership (the "Global Executive Committee" or the "GEC"), is responsible for implementing the Board's strategic direction, overseeing day-to-day operations, managing risks, ensuring financial performance, fostering stakeholder relations, integrating sustainability considerations, upholding compliance and ethical standards, managing talent, driving innovation, and provide regular updates to the Board on operational performance, strategic initiatives, and any significant developments or challenges facing the organization. ICL's President and CEO is responsible for the day-to-day management of the Company, ensuring operational efficiency and strategic alignment.

The management team presented in this report reflects the Company's executive leadership as of the publication date of this ESG Report. During 2024 and 2025, the Company underwent several leadership changes, including the appointment of Elad Aharonson as President and Chief Executive Officer, succeeding Raviv Zoller in March 2025, along with a few additional changes in key executive roles. The current team shown here represents the most up-to-date structure and responsibilities, even though it was not in place throughout the entire reporting year.

ENVIRONMENT

- Resource Management
- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management

- Waste Management
 Air
 Circular Economy
 Biodiversity, Conservation & Environmental Stewardship
 Product Stewardship & Lifecycle

SOCIAL

- Environment, Health & Safety
- Our Global Security
- Our Cyber Security
- Our People & Culture

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment

GOVERNANCE

- Corporate Governance**
- Sustainable Financing
- Enterprise Risk Management
- Taxation

Our corporate governance structure and practices are governed by Israeli law and fully adhere to NYSE rules applicable to Foreign Private Issuers. However, we remain committed to continuously surpassing these regulatory requirements, reflecting our dedication to excellence. Our corporate governance mechanisms encompass the entire manner in which we manage and supervise the Company. The mechanisms comprise our organizational structure, corporate principles, guidelines, procedures, and policies. These mechanisms also include robust internal and external controls and monitors to ensure transparency, accountability, and the alignment of interests between our stakeholders and our promotion of ethical conduct and sustainable value creation.



Our Guiding Principles for Doing the Right Thing

Embedded in our Code of Conduct, the UN Sustainable Development Goals (SDGs) stand as our guiding principles, illuminating our path toward fulfilling our mission of doing the right thing, in the right way, every day. We implement this agenda holistically across our operations, whether it be in our approach to ESG, compliance, risk management, or any other aspect of our business in which we strive to create effective solutions for humanity’s pressing sustainability challenges.

Our Code of Conduct serves as a ‘north star’ for our employees and business partners to navigate through daily ethical dilemmas, while urging them to take ownership of ethical behavior. The code outlines our expectations for acceptable behavior, emphasizing the global impact of our actions which are driven by the UN SDG’s which reflect goals that include eliminating hunger, creating impactful partnerships, advancing industry, innovation, and infrastructure, empowering women and achieving gender equality, as well as ensuring access to affordable and clean energy. Trust is the foundation of our relationships with our stakeholders customers, employees, investors, regulators, business partners and communities, as reflected in our new Business Partners Code of Conduct. That trust is established through meaningful partnerships, and gained through our commitment to integrity, transparency and to always trying to do the right thing.

To facilitate our work and support our corporate governance framework and objectives, we apply a multifaceted approach that embeds compliance practices into our daily operations and activities (See the ‘Ethics, Integrity and Compliance section below).

Our Gatekeepers Forum serves as a central platform for collaboration and knowledge exchange among our sites and divisions. Here, we make sure that gatekeepers are aligned, converge their expertise, and share best practices to ensure a unified approach to our compliance framework.

This holistic approach to corporate governance and compliance is seen by us as an opportunity for ongoing improvement, providing avenues to enhance organizational resilience, foster stakeholder trust, and create long-term value.

THIS IS OUR CODE OF CONDUCT

FIND OUT HOW WE DO THE RIGHT THING, IN THE RIGHT WAY. EVERY DAY.

ENVIRONMENT

- Resource Management
- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management

- Waste Management
- Air
 - Circular Economy
 - Biodiversity, Conservation & Environmental Stewardship
 - Product Stewardship & Lifecycle

SOCIAL

- Environment, Health & Safety
- Our Global Security
- Our Cyber Security
- Our People & Culture

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment

GOVERNANCE

- Corporate Governance**
- Sustainable Financing
- Enterprise Risk Management
- Taxation

OUR GOALS

Innovation in Governance

We are committed to innovation, not only in our products and services, but also in our governance practices. By exploring and implementing innovative approaches and leveraging cutting-edge technologies, we ensure our governance framework remains dynamic, adaptable, and capable of meeting evolving business demands.

Culture of Continuous Improvement

Our corporate governance is rooted in continuous learning, critical self-assessment, and adaptability to a dynamic global environment. We conduct regular internal reviews and engage external experts to validate the effectiveness of our compliance programs and the operational models on which we rely. These evaluations take place both routinely and in response to specific incidents, ensuring that we extract insights, implement lessons learned, and update our programs accordingly.

In 2024, we defined clear compliance-related KPIs that reflect this approach — including the effectiveness of our Fraud Compliance Program, the full implementation of our Code of Conduct across internal and external stakeholders, a comprehensive external review of our Anti-Bribery and Corruption (ABC) Compliance Plan, and ongoing validation of our Trade Compliance controls.

Transparency

Transparency is a core value ingrained in everything we do. We believe in open communication and honesty with all our stakeholders, including regulators, employees, and the wider community. By being transparent, we build trust and credibility, ensuring that everyone involved understands our decisions, processes, and goals. We're committed to providing clear and comprehensive information, actively engaging in dialogue, and being accountable for our actions. We view transparency as our responsibility towards our stakeholders.

Evolving Board Excellence

In our pursuit of best practices in corporate governance, we are dedicated to continually enhancing our Board's composition and operations. The Board and its committees operate according to structured short- and long-term work plans that include oversight and discussion of a broad range of strategic, operational, and regulatory matters.

We recognize the critical importance of increasing Board independence and diversity to ensure effective decision-making and accountability. Alongside this, we invest in the ongoing professional development of our directors through internal and external training, site visits to deepen familiarity with the Company's operations, and an annual

self-assessment process aimed at identifying areas for improvement and strengthening Board effectiveness.

Through these efforts, we strive to cultivate a Board that brings diverse perspectives, relevant expertise, and a strong commitment to independence and continuous improvement.

Comprehensive Compliance Program

We are dedicated to upholding the highest standards of ethical conduct and regulatory compliance across our operations. This includes robust compliance programs covering human rights, anti-bribery, fraud prevention, anti-money laundering, trade compliance, competition laws, data privacy, anti-harassment and discrimination and securities compliance. Our pledge is to conduct business responsibly, strictly adhering to legal requirements and international standards, while fostering a culture of integrity, transparency, and accountability. Through ongoing monitoring, rigorous training, stakeholder engagement, and structured self-assessment processes — both internal and external — we continuously evaluate the effectiveness of our compliance programs. This enables us to identify gaps, implement improvements, and ensure our practices remain aligned with evolving expectations and risks.

In doing so, we reinforce our commitment to ethical practices, building trust and sustainable value for all of our stakeholders.

OUR PERFORMANCE

01 | Corporate Governance: Board of Directors and Executive Leadership

Board independence

Although we operate under a controlling shareholder, our Board includes a significant number of independent directors. In 2024, our Board's composition consisted of a substantial majority of independent directors under NYSE rules, specifically accounting for 75% of total members.

This deliberate inclusion of independent voices reflects our commitment to ensuring diverse perspectives and maintaining transparency in decision-making processes to maintain a balanced and objective governance approach.

Board and Management Diversity

A diverse board of directors, including members with varied backgrounds and skills, contributes to improved decision-making abilities and facilitates stronger corporate governance.

ICL has adopted a Diversity, Inclusion and Belonging policy, which sets out our diversity vision and our priorities to accelerate the development of a more inclusive work environment and to enhance overall workplace diversity.

Our Board's CSC Committee has a specific mandate to oversee diversity and inclusion initiatives.

Dr. Miriam Haran, who serves as the chairperson, is the appointed lead Board member responsible for this important aspect of our corporate governance.

Read more about our DIB program and our governance framework in our [chapter on DIB](#).

Our aspiration for gender balance starts with our Board. We have overperformed on our target for 2024 to reach 25% female representation (beginning from 18% in 2021), with 33% female representation in 2024, and we are committed to **increasing female representation on the Board to 45% by the end of 2028**.

To ensure a diverse and inclusive leadership that reflects the richness of talent and perspectives within our organization, we have applied the following challenging KPI's:

KPI	2024 Goal	2026	2028	2030
Women in senior management (T100)	25%	27%	30%	33%



Performance	2024*
Total number of directors	12
Number of independent directors (NYSE Rules)	9
Number of independent directors (Israeli Law)	6**
Separate Chairman and CEO	Yes
Annual Board evaluation process	Yes
Annual election of directors	Yes***
Average age of directors	58
Average director tenure	6
Women in board members	33%

* Information presented as of December 31, 2024

** Our directors: Mrs. Michal Silberberg and Reem Aminoach meet all qualifications under Israeli law for independent director but were not classified as ones

*** Except for external directors, whom by virtue of Israeli law are elected for fixed terms of three years by a special majority of the shareholders (excluding the controlling shareholder) to ensure their independence

01 | Corporate Governance: Board of Directors and Executive Leadership

Board of Directors Skills Matrix

	Yoav Doppelt Executive Chairman of the Board	Aviad Kaufman	Avisar Paz	Lior Reitblatt	Reem Aminoach	Sagi Kabla	Tzipi Ozer Armon	Gadi Lesin	Dr. Miriam Haran	Dafna Gruber	Michal Silverberg	Shalom Shlomo
Leadership experience in managing companies, associations and networks	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	
Industry/Commercial expert	✓	✓	✓	✓		✓		✓	✓	✓	✓	
other economic sectors	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Finance, financial reporting, law and compliance	✓		✓	✓	✓	✓	✓	✓		✓	✓	
Sustainability topics						✓		✓	✓	✓		✓
Accounting and auditing, sustainability reporting and risk management	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Innovation, research & development and technology	✓					✓	✓	✓	✓	✓	✓	
Digitalization, IT, business models and start-ups	✓		✓	✓		✓	✓	✓		✓	✓	
Human resources, society, communications and the media	✓			✓			✓	✓	✓	✓		✓
	♂	♂	♂	♂	♂	♂	♀	♂	♀	♀	♀	♂

ENVIRONMENT

- Resource Management
- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management

Waste Management

- Air
- Circular Economy
- Biodiversity, Conservation & Environmental Stewardship
- Product Stewardship & Lifecycle

SOCIAL

- Environment, Health & Safety
- Our Global Security
- Our Cyber Security
- Our People & Culture

Our Diversity, Inclusion & Belonging

- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment

GOVERNANCE

- Corporate Governance**
- Sustainable Financing
- Enterprise Risk Management
- Taxation

01 | Corporate Governance: Board of Directors and Executive Leadership

 **Board Skills Matrix**

The Board has adopted an outline for institutionalizing and improving the structure and composition of the Board, reflecting, among other things, ICL's ambition to maintaining a diverse composition of its Board, which represents diverse backgrounds, expanding skillsets and experience, and encompasses a wide range of special expertise, such as high-level managerial experience in a complex organization; strong global experience; skills and experience in dealing with complex issues; experience with setting strategy; experience in managing global businesses, working with emerging markets and business development experience in high-volume businesses; experience in corporate governance, sustainability and environmental expertise, risk management and regulation, and gender diversity. Our Board has appointed expert and skilled directors to chair the Board's committees according to their respective skills.

This includes compensation and human capital expertise in our HR & Compensation Committee; audit, finance and risk management expertise in our Audit & Accounting Committee; EHS, climate, diversity and communities engagement expertise in our CSC committee and financing and capital markets expertise in our Finance Committee. These appointments also meet Israeli law requirements such that the chairs of the Audit Committee

and the Compensation Committee are external directors. This ensures our adherence to both the skill requirements and the legal obligations, enhancing the effectiveness of our governance structure.

In addition, we strive that our board of directors will comprise of directors with the following characteristics: industry experts; corporate governance expertise; environmental, biodiversity and climate expertise; regulatory expertise, logistics and operational expertise and safety expertise.

Accordingly, we strive to integrate directors with expertise in such areas, whether with new appointments or upon replacement of a director's vacant position.

 **Executive Compensation**

ESG performance targets are included as part of the annual short term incentive plan of all executive officers, reflecting our commitment to create impactful solutions for humanity's greatest sustainability challenges.

Accordingly, in 2024 annual KPIs, including improvement in specific ESG targets, were integrated into our executive compensation mechanism in the areas of: health and safety performance (IR improvement targets), environmental performance (water savings, waste reduction, greenhouse gas ("GHG") emissions reduction



targets, aimed to eventually achieve science-based targets), suppliers sustainability performance (related to TfS/ECOVADIS assessments), climate-change and climate related disclosures and rankings, diversity and gender equality improvement targets, energy efficiency, green products, product carbon footprints calculations, business ethics and compliance, and more. For information regarding our compensation policies and incentives, see [ICL's 2024 Annual Report](#) Item 6 - Directors, Senior Management and Employees B.

ENVIRONMENT

- Resource Management
- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management

- Waste Management
 Air
 Circular Economy
 Biodiversity, Conservation & Environmental Stewardship
 Product Stewardship & Lifecycle

SOCIAL

- Environment, Health & Safety
- Our Global Security
- Our Cyber Security
- Our People & Culture

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment

GOVERNANCE

- Corporate Governance**
- Sustainable Financing
- Enterprise Risk Management
- Taxation

01 | Corporate Governance: Board of Directors and Executive Leadership

 **Conflict of Interest and Related Party Transactions**

Related party transactions are governed under our Securities Compliance Program, covering identification, approval, and regulation in line with securities law. Directors annually update their related party declarations in our internal systems, supporting transparency and proactive conflict management.

For more on our conflict of interest practices, see the Ethics, Integrity and Compliance section in this chapter.

For additional information regarding our corporate governance practices, including executive compensation, see [Proxy Statement](#).

 **Collective Knowledge on Sustainable Development**

As part of our commitment to strong governance and sustainable value creation, we actively invest in enhancing the collective knowledge and expertise of our Board of Directors on sustainability-related matters. Board members participate in structured training programs — both internal and external — covering key ESG topics such as climate risk and evolving regulatory landscapes. Throughout the year, the Board receives expert briefings and engages in deep-dive discussions on material sustainability issues, supported by insights from our Enterprise Risk Management (ERM) framework. Site visits to operational facilities further enrich directors’ understanding of sustainability in practice. In addition, directors are introduced to ESG performance dashboards and take part in an annual self-assessment process that

includes evaluation of their sustainability oversight. These efforts ensure that the Board remains well-informed, forward-looking, and equipped to guide the Company’s sustainable development strategy.



Entropy Corporate Governance

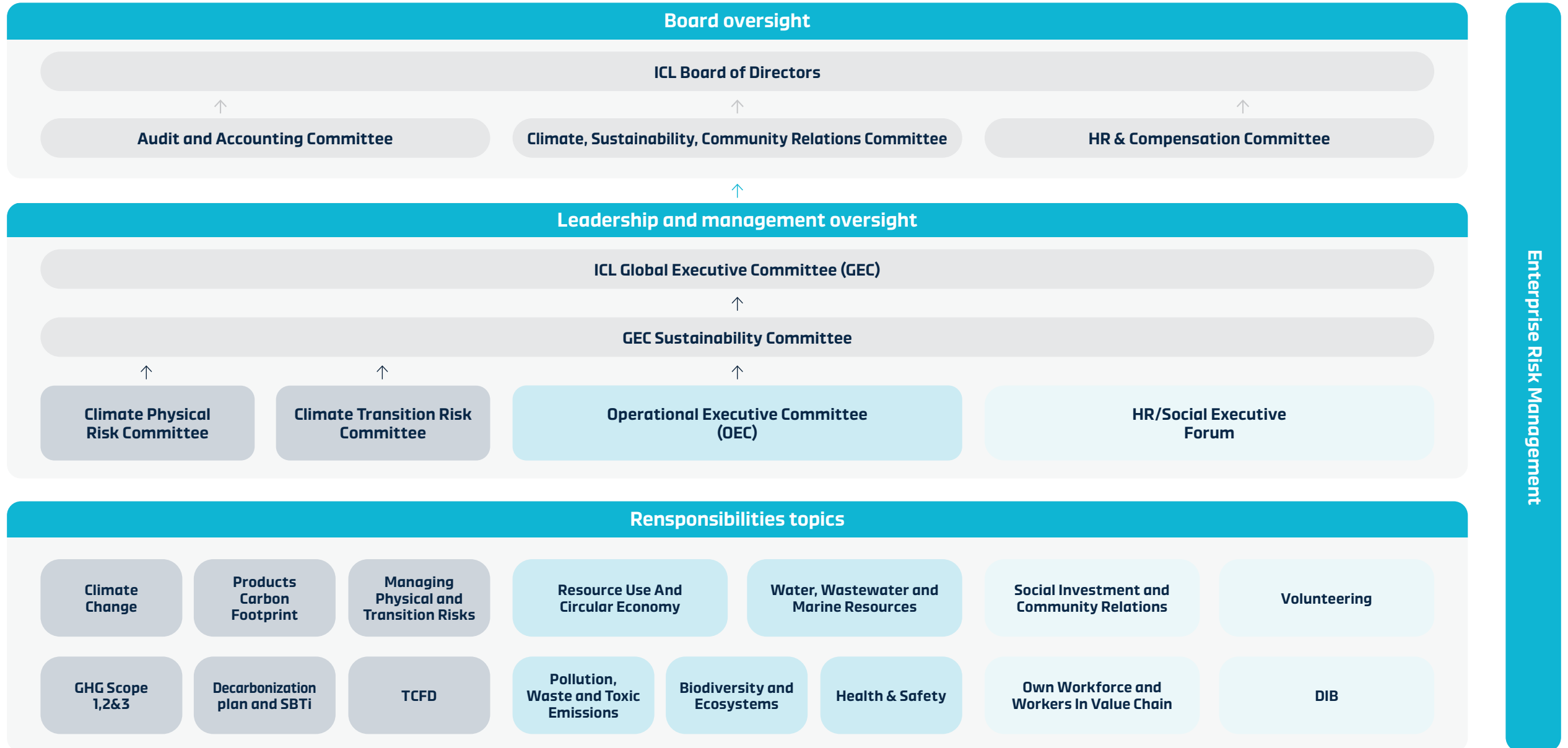
‘Entropy Corporate Governance’, a leading Israeli Corporate Governance and Responsibility consulting firm, ranked ICL’s corporate governance as “Advanced”, their highest- ranking level.

ICL and two Israeli banks are the only corporates

with an “Advanced” rating in Israel. We strive to continue to improve our corporate governance, among other things, by continuing to enhance the professional mix, independence and diversity among in the Board of Directors.



02 | Governance of ESG Risks



ENVIRONMENT

- Resource Management
- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management

- Waste Management
- Air
- Circular Economy
- Biodiversity, Conservation & Environmental Stewardship
- Product Stewardship & Lifecycle

SOCIAL

- Environment, Health & Safety
- Our Global Security
- Our Cyber Security
- Our People & Culture

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment

GOVERNANCE

- Corporate Governance**
- Sustainable Financing
- Enterprise Risk Management
- Taxation

02 | Governance of ESG Risks

Board Level Oversight of ESG Risks

ICL's Board is responsible for setting ICL's overall strategic direction, including in relation to sustainability, climate and ESG related matters.

To support this responsibility, the Board has established a **Climate, Sustainability and Community Relations Committee (the "CSC Committee")**, to oversee ICL's ESG strategy, policies and implementation plans.

The committee also oversees the Company's processes for identifying and managing actual and potential impacts on the environment and the surrounding communities. This includes climate risk assessment and mitigation, renewable energy deployment, site decarbonization, circular economy initiatives, and water conservation.

The CSC Committee, chaired by Dr. Miriam Haran, a seasoned environmental expert, includes three additional directors with extensive experience in industry and risk management. The CSC Committee convenes quarterly, or more frequently as needed, to review progress, assess the effectiveness of impact management processes, and ensure alignment with ICL's strategic goals and regulatory expectations. Insights from these reviews are reported to the full Board, in support of informed decision-making and continuous improvement.



ENVIRONMENT

- Resource Management
- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management

- Waste Management
- Air
- Circular Economy
- Biodiversity, Conservation & Environmental Stewardship
- Product Stewardship & Lifecycle

SOCIAL

- Environment, Health & Safety
- Our Global Security
- Our Cyber Security
- Our People & Culture

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment

GOVERNANCE

- Corporate Governance**
- Sustainable Financing
- Enterprise Risk Management
- Taxation

02 | Governance of ESG Risks

In 2024, as part of the mandate, the CSC Committee:

- 01** Supervised the preparation towards the submission of the Science-Based Targets initiative (SBTi) plan in Q1'25 and provided oversight on climate-related issues. This included supervision and oversight over climate-change risk assessments, development and implementing mitigation plans, continued preparation for the Carbon Border Adjustment Mechanism (CBAM), installation of renewable energy facilities, devising site decarbonization strategies, and executing circular economy initiatives. Additionally, the committee ensured the attainment of water-saving targets and the implementation of various environmental impact policies, encompassing water stewardship, waste management, and responsible marketing, among others.
- 02** Evaluated various safety processes and concerns, including risk oversight and mitigation efforts, the committee reviewed insights gained from accidents occurring throughout the year, analyzed near-miss incidents, and facilitated the development and adoption of a robust safety culture, integrating supporting technologies where applicable. This also encompassed updates on crisis management progress and drills, follow-up on proactive and reactive EHS (KPIs) as well as monitoring regulatory updates and development.

- 03** Reviewed disclosure containing significant information within the committee's mandate, including TCFD. For more information see "Item 4 – Information on The Company — B. Business Overview - Task Force on Climate-related Financial Disclosures (TCFD)" of our [2024 Annual Report](#).
- 04** Monitored and directed ICL's community relations strategy and its execution to ensure alignment with organizational objectives and community needs.
- 05** Conducted a comprehensive review of our Diversity and Inclusion (DIB) program and targets, overseeing its implementation and addressing any pertinent issues.
- 06** Oversaw ICL's ESG Report and supporting ESG targets and goals .



The Board's Audit & Accounting Committee, as outlined in ICL's Board Manual, holds primary responsibility for audit oversight, including monitoring the Company's risk management activities and ensuring compliance with applicable regulations.

ICL's Enterprise Risk Management (ERM) framework — which includes climate-related risks — is formally reviewed at least biannually. In addition, throughout the year, the Board and management engage in structured deep-dive discussions on the Company's top 10 Tier 1 risks. These sessions integrate ERM insights and provide a comprehensive view of risk exposure, mitigation strategies, and emerging developments, enabling proactive and informed decision-making. For additional information regarding ICL's ERM practices see our [ERM chapter](#).

Our HR Compensation Committee is responsible, among other things, for overseeing the effective integration of related KPIs into our executive managers' performance-based incentives.

02 | Governance of ESG Risks

Executive Engagement and Leadership

ICL's Global Executive Committee ("GEC"), is responsible for overseeing the Company's actions, policies and initiatives, ensuring that ICL's material ESG and climate related risks are being appropriately addressed and managed, as well as rendering decisions on various issues including sustainability, EHS, climate and ESG matters.

This includes the formation of the annual budgets, deliberations around major capital and operational expenditures for climate mitigation activities related to low carbon production products and services, climate related transactions (including acquisitions, mergers and divestitures) and the implementation of our climate transition plan.

To assist the GEC to better monitor and oversee ICL's sustainability, climate and ESG related matters, the GEC established the GEC Sustainability Committee, an advisory committee which convenes on a quarterly basis.

The GEC Sustainability Committee is chaired by our EVP, Chief Legal and Sustainability Officer, and is further comprised of our CFO, the EVP, Chief Risk Officer, ICL Global EHS and Potash President, the EVP, Chief People Officer, the Chief Procurement & CAPEX Officer, the Chief Innovation and Technology Officer and the ICL Phosphate Specialty Solutions Division President.

Key groups that play an important role in the management of ESG-related risks, in addition to the GEC Sustainability Committee, include:

- 01 **Enterprise Risk Management** Responsible for establishing frameworks and facilitating processes to support risk identification and assessment across the entire organization.
- 02 **Physical Risk Committee** Responsible for management of the physical climate risk.
- 03 **Transition Risk Committee** Responsible for management of transitional climate related matters.
- 04 **Operational Executive Team** Responsible for management of certain operational matters, including waste, water management, air quality and pollution, biodiversity and EHS.
- 05 **Gatekeepers Forum**
 The purpose of this forum is to identify, monitor, coordinate and mitigate risks, including all types of potential risks related to safety, environment, operations, security, finance, corporate governance, legal, compliance, quality and ethics.

ICL is a member of the International Fertilizer Association



ICL maintains active engagement with IFA, with company representatives regularly participating in various committees, working groups, and professional forums across key areas of the fertilizer industry. In 2025, ICL's CEO and members of the executive management attended the IFA Annual Conference held in Monaco, where the IFA General Assembly elected Elad Aharonson, our President and CEO, to serve on the IFA Board of Directors.



ENVIRONMENT

- Resource Management
- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management

- Waste Management
 Air
 Circular Economy
 Biodiversity, Conservation & Environmental Stewardship
 Product Stewardship & Lifecycle

SOCIAL

- Environment, Health & Safety
- Our Global Security
- Our Cyber Security
- Our People & Culture

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment

GOVERNANCE

- Corporate Governance**
- Sustainable Financing
- Enterprise Risk Management
- Taxation

03 | Ethics, Integrity and Compliance

Our compliance program

ICL's compliance program includes Anti-Bribery and Corruption, Fraud Prevention, Securities Regulation, Global Trade, Anti-Competitive Behavior, Anti-money Laundering, Anti-Harassment and Discrimination, Safety and Environmental Protection, Data Privacy, and more.

Each compliance program is overseen by a dedicated compliance professional acting as a Global Program Leader, who takes ownership and ensures a global yet localized strategy and implementation. With a robust plan that encompasses policies, training, monitoring, and a strong tone at the top, we not only meet but exceed compliance standards, fostering a culture of integrity across our organization.



YPH Achieves ISO 37301 Certification for Compliance Management Systems



YPH ICL's equally owned joint venture in China, has reached a significant milestone by becoming the first in our industry, as well as the first in Yunnan, to receive the ISO 37301 certification.

This recognition reflects our commitment to excellence in compliance management and our dedication to adhering to the highest standards of ethical conduct and regulatory requirements. Achieving this certification involved a rigorous evaluation process, including a thorough review of our compliance policies, procedures, and practices.

ISO 37301 is an internationally recognized standard for compliance management systems, providing a comprehensive framework for establishing, developing, implementing, evaluating, maintaining, and improving compliance programs within organizations. This certification demonstrates our proactive approach in fostering a culture of integrity, transparency, and accountability across all levels of our organization, and positions us as a leader and innovator in our field.



03 | Ethics, Integrity and Compliance

The 12 Core Components of ICL's Compliance Program:



01 | Tone from the Top: Fostering a Culture of Compliance

Strong Board and management (GEC) support for compliance, including continuous and dedicated support and commitment of ICL policies and compliance initiatives through formulated compliance KPI's that are integrated within the GEC members annual KPI's and cascade downwards within the organization.



02 | Risk Assessment & Tailor-made compliance

Assessment of exposure to compliance risks related to our business operations and tailor-made mitigation relevant and proportionate to risk according to external and internal parameters.



03 | Speak Up!

Promoting and encouraging everyone who works with or for us to come forward if they see something that is not right.



04 | Policies & Procedures

Framework of policies and procedures aimed to ensure compliance with relevant rules, regulations and our commitments.



05 | One Compliance Operating Model

Program management, regional network and Center of Excellence that leverage synergies and alignment between elements of our compliance program and our overall compliance strategy.



06 | Sharing Lessons Learned

Being transparent and open about compliance-related situations or incidents that have occurred and demonstrating our ability to learn from them and do better.



07 | Training, Information and Advice

Training and communication about our policies and compliance programs to all employees and business partners where relevant.



08 | Business Partner Due Diligence and Lifecycle Management

Process of screening our business partners against parameters of conduct and to inform and educate about the compliance commitments of the relationship.



09 | Monitoring, Audits, Spot Checks and Internal F Assessments

Execution of monitoring, control verification and implementation effectiveness exercises in support of assessment of program effectiveness.



10 | M&A Due Diligence and Acquisition Integration

M&A due diligence and acquisition integration are essential elements of our compliance program, ensuring thorough assessment and seamless assimilation of acquired entities to uphold regulatory standards and mitigate risks.



11 | Investigations & Consequence management

Our process of receiving, reviewing and investigating compliance concerns and implementing appropriate consequential measures.



12 | Internal Partnerships

Established collaborations with internal partners execute shared or complementary responsibilities effectively.

12

The foundation for the design and management of our various compliance program elements lies in our 12 core components, including Anti-Bribery and Corruption, Global Trade, Competition Law, Ethics and integrity, protection of human rights, Fraud Prevention, Anti-money Laundering, Securities regulation compliance, Data Privacy and more. Additionally, they are managed collectively through our Global Compliance initiatives.

ENVIRONMENT

Resource Management
 Climate Change & GHG Emissions
 Energy
 Water & Wastewater Management

Waste Management
 Air
 Circular Economy
 Biodiversity, Conservation & Environmental Stewardship
 Product Stewardship & Lifecycle

SOCIAL

Environment, Health & Safety
 Our Global Security
 Our Cyber Security
 Our People & Culture

Our Diversity, Inclusion & Belonging
 Labor & Human Rights
 Our Responsible Supply Chain
 Communities & Social Investment

GOVERNANCE

Corporate Governance
 Sustainable Financing
 Enterprise Risk Management
 Taxation

03 | Ethics, Integrity and Compliance

Risk Assessment

We adhere to a well-designed multi-year plan for conducting compliance risk assessments across various compliance domains. In 2022, our Compliance Department performed a Global Risk Assessment for Anti-bribery and Corruption, Global Trade and Competition Law at all operational sites in ICL.

The Risk Assessment was conducted to identify and determine the level of exposure to certain compliance risks.

Following the 2022 assessment, the Compliance Department has worked with our business and global functions to help mitigate identified risks following the risk assessment findings, as well as provided targeted training to support the business through tailor-made compliance. In line with a three-year assessment cycle incorporated in our Risk Assessment Protocol, we will conduct another enhanced Global Risk Assessment for Anti-Bribery and Corruption, Global Trade and Competition Law in 2025.

Training and Education

In our journey to continuously improve the effectiveness of our compliance program, we work according to a training strategy focusing on employee-centered learning, whereby we aim to spark critical thinking about compliance-related dilemmas by positioning compliance dilemmas in a broader context.

One Compliance Operating Model

Our compliance program is regularly audited by ICL’s Internal Auditors, as well as external auditors. The governance of our compliance program consists of ICL’s Code of Conduct, dedicated subject matter policies and procedures, and specific rules for responsible business conduct.

To ensure effective implementation, each of our compliance programs is led by a dedicated Global Program Leader with deep subject matter expertise. These leaders are responsible for the strategic direction, global consistency, and subject-specific oversight of their respective programs. Regional and local implementation, including adaptation to local legal and regulatory requirements, is carried out by our network of regional compliance teams, under the guidance and coordination of the Global Program Leaders.

All compliance activities are integrated under our unified “One Compliance” Operating Model, which ensures alignment, consistency, and collaboration across all programs and geographies. This model is supported by our Compliance Center of Excellence, which plays a central role in managing cross-program initiatives and enterprise-wide compliance functions. These include global and regional risk assessments, training and communication strategies, internal and external compliance communications, monitoring and spot checks, and other transversal activities that support a robust and agile compliance ecosystem.

This structure enables ICL to maintain a diverse yet cohesive global compliance framework that is both locally responsive and globally aligned.



03 | Ethics, Integrity and Compliance

We build trust and demonstrate our commitment to transparency and openness by sharing compliance-related incidents that have occurred at ICL with our employees and outlining our actions to address or mitigate the consequences of such incidents. Sharing lessons learned shows our dedication to continuous improvement and allows our employees to apply these lessons in situations they may encounter. In 2024, 96% of ICL's relevant employees went through business ethics and compliance-related training. The training includes computer training and face-to-face training conducted for the relevant populations, including external business partners .



Elevating awareness and emphasizing ICL's dedication to compliance form a crucial component of ICL's annual Global ESG Week. Conducted at all ICL sites, this week-long initiative features a spectrum of global and localized events, engaging approximately 13,000 employees, contractors, and suppliers worldwide. The events cover diverse aspects of ESG and sustainability, with a particular focus on compliance, fostering a collective commitment to ethical practices and sustainability throughout ICL.

Online training for ICL Employees	2022	2023	2024
Code of Conduct, Anti-Harassment and Discrimination*	97%	99%	99%
Data Privacy	96%	97%	97%
Anti-bribery and Corruption	96%	100%	99%
Fraud & AML	100%	97%	95%
Conflict of Interests	95%	100%	99%

% of ICL's relevant employees (according to their role) with access to computers, who participated in online- training. The abovementioned numbers do not include relevant ICL employees who were on active reserve duty during 2024.

In Israel all contractor employees at our ICL sites undergo mandatory sexual harassment prevention training, as part of their general safety training, which reinforces our zero tolerance policy. Contractors are also required to submit an annual declaration confirming the completion of this training, and designated ICL personnel oversee on-site training efforts as needed.

Employees with no direct regular computer access are trained through dedicated OnSite Compliance Days, during which we host in-person sessions to inform, educate and train our employees related to relevant compliance-related topics, including ICL's Code of Conduct and our Speak-up culture.

Monitoring, Spot Checks and Self Audits:

By conducting spot checks, we monitor the soundness and effectiveness of compliance elements at a given entity, global function, or business division.

We create an annual spot check plan that covers all program elements and is based on testing new policy implementation, following prior incident and mitigation measures, identified risks and/or gaps, or that follows a fixed testing cycle.

The results of the spot check exercises provide valuable insight for our compliance organization and management to ensure that compliance processes continue to improve.

Self-audits, conducted by our Legal & Compliance functions, are designed to identify gaps and ascertain compliance controls in the entities' transactions over an extended period (monitor & test effectiveness).

They provide visibility and awareness to the entity's management and stakeholders on the status of the entity's compliance (assurance), with mitigation plans to address gaps that were discovered.

ENVIRONMENT

- Resource Management
- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management

- Waste Management
- Air
- Circular Economy
- Biodiversity, Conservation & Environmental Stewardship
- Product Stewardship & Lifecycle

SOCIAL

- Environment, Health & Safety
- Our Global Security
- Our Cyber Security
- Our People & Culture

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment

GOVERNANCE

- Corporate Governance**
- Sustainable Financing
- Enterprise Risk Management
- Taxation

03 | Ethics, Integrity and Compliance

Investigation and Reporting:

ICL has implemented a global procedure to establish the requirements and process for handling complaints. The procedure includes guidance on how the complaint is received, reviewed, investigated and reported on, and by whom. The Board of Directors receives regular reports on complaint and investigation statistics, including trends and patterns identified over time. These reports are part of a structured oversight and monitoring mechanism. In addition, relevant investigation cases are presented to the Board periodically to ensure that critical concerns are communicated and addressed at the highest governance level.

Complaint Management Categories	Number of Complaints (2024)
Total Complaints Handled	220
Closed Complaints	213
Substantiated	160
Partially Substantiated	12
Unsubstantiated	41
In Progress	7

Reporting Channels	Number of Complaints (2024)
Speak-up Line	129
Anonymous Reports	127

Nature of Complaints	Percentage
Ethics-related	66%
HR-related (including harassment)	5%
Contractor HR-related	1.3%
Environmental, Safety, and Health	2%

Resolution Outcome	Number of Complaints (2024)
Substantiated or Partially Substantiated	78%



03 | Ethics, Integrity and Compliance

ICL Compliance Program – Key Polices and Risk-Based Approach

Code of Conduct

We published our updated ICL Code of Conduct in 2024. The Code encompasses everything we do, including all the elements of our compliance program. It expresses our guiding principles, defines ICL's culture of ethical excellence, and constitutes our north star for doing the right thing, in the right way, every day. The Code serves as a framework and foundation for additional compliance policies including Anti-Bribery and Corruption, Fraud Prevention, Securities Regulation, Global Trade, Anti-Money Laundering, Competition Law, Safety and Environmental Protection, Data Privacy, Anti-Harassment, Protecting Human Rights and others.


The creation of our Code of Conduct involved a collaborative and comprehensive development process, integrating a top-down and a bottom-up approach. We published the Code in 12 languages and have made it accessible to all our employees and stakeholders through various channels, including the ICL website and internal portals. It is also available as a digital app. This

THIS IS OUR CODE OF CONDUCT [Show more >](#)

accessibility ensures that everyone associated with our organization has the tools they need to familiarize themselves with the principles and guidelines outlined in the Code of Conduct.

To ensure the effective implementation of the cCde, we created a comprehensive communication and training program including mandatory computer-based training (CBT) and other training activities to ensure that our employees understand its principles, expectations, and consequences of non-compliance with the Code.

In our Code of Conduct, we have officially embraced the UN SDG's as our guiding principles, guiding us to do the right thing in everything we do.



Our Code of Conduct serves as our North Star for doing the right thing in the right way, by following the guidelines of the UN Sustainable Development Goals. This is how we do it, every day.



ENVIRONMENT

- Resource Management
- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management

- Waste Management
 Air
 Circular Economy
 Biodiversity, Conservation & Environmental Stewardship
 Product Stewardship & Lifecycle

SOCIAL

- Environment, Health & Safety
- Our Global Security
- Our Cyber Security
- Our People & Culture

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment

GOVERNANCE

- Corporate Governance**
- Sustainable Financing
- Enterprise Risk Management
- Taxation

03 | Ethics, Integrity and Compliance



We strive to create a diverse and harmonious environment where every individual, regardless of their background, can truly feel a sense of belonging.



We respect everyone's freedom and human rights as a cornerstone of our pursuit for a more equitable and inclusive world, free of discrimination and harassment.



We responsibly use our physical, digital and intellectual property in order to safeguard our ability to grow and thrive.



We encourage our people to speak up, and care about what they have to say.



We put safety as our highest priority. When it comes to protecting our employees, their families, our suppliers, our customers, and our communities we will not compromise.



As a publicly traded company, we uphold the principles of providing truthful, accurate, and transparent financial information and external communications. Additionally, we ensure equitable dissemination of information to the public, thereby ensuring that all our stakeholders are treated fairly and can depend on reliable and timely information regarding our performance and impact.



We take a stand and say NO to bribery and corruption because we understand that eliminating corruption can lead to more equitable and prosperous societies, thereby breaking the chain of poverty.



We do business with fairness and integrity, by competing vigorously and fairly, following global trade laws and collaborating responsibly with third parties.



We interact responsibly and transparently with our diverse stakeholders, upholding elevated standards of corporate governance and cultivating a culture of honesty and openness.



We foster a culture of innovation that continually exceeds conventional norms, unwaveringly rejuvenating and redefining every aspect of our operations.



We lead in nourishing the world and contributing to food security for a hunger-free world.



We lead in energy storage and in safety solutions, in the fight against climate change and for a safe, green and sustainable future.



We give back to our communities and create social impact through meaningful contributions, volunteer work and social development programs.

ENVIRONMENT

Resource Management
 Climate Change & GHG Emissions
 Energy
 Water & Wastewater Management

Waste Management
 Air
 Circular Economy
 Biodiversity, Conservation & Environmental Stewardship
 Product Stewardship & Lifecycle

SOCIAL

Environment, Health & Safety
 Our Global Security
 Our Cyber Security
 Our People & Culture

Our Diversity, Inclusion & Belonging
 Labor & Human Rights
 Our Responsible Supply Chain
 Communities & Social Investment

GOVERNANCE

Corporate Governance
 Sustainable Financing
 Enterprise Risk Management
 Taxation

03 | Ethics, Integrity and Compliance

Speak Up

We believe that a strong Speak Up culture is fundamental to our commitment to ethical and responsible practices. We encourage voicing of concerns and reporting wrongdoing or a suspected violation, without being afraid of adverse consequences or retaliation. To facilitate a Speak Up culture, we maintain multiple channels through which employees can speak up. These channels include an anonymous reporting mechanism managed by a third party (ICL's Speak Up Line) and direct communication with designated personnel.

By offering various options, we aim to accommodate different comfort levels and preferences, allowing employees to choose the method that suits them best.

Implementing the Speak Up culture in ICL required a comprehensive top-down approach, starting from our top leadership, engaging them to commit and actively promote and exemplify the values of open communication and ethical conduct. We created a comprehensive training framework including ongoing education related to the importance of speaking up and ensuring that employees are aware of our expectations of them to take responsibility for their ethical behavior and to speak up, without fear of retaliation.



ICL's Anti-Bribery and Corruption Compliance Program

ICL's commitment to zero tolerance for bribery through its Anti-Bribery and Corruption (ABC) program aligns with SDG 1 (No Poverty) by fostering fair business practices, reducing corruption, and contributing to economic stability, ultimately working towards the eradication of poverty.

The cornerstone of our ABC program lies in its risk-based approach.

To evaluate the potential exposure to bribery and corruption across our operations, we consider geographic locations, business sectors, and the frequency of interactions with government officials. Through targeted training and audits, we ensure that our employees are aware of the risks associated with bribery and corruption and understand their role in mitigating these risks and continuously correcting any related gaps.

As part of our ABC Policy, we further require all our business partners to uphold the commitments and requirements of the policy and to follow ICL's standards, instructions and processes.

We assess our actions and performance against the UN Global Compact principles of eliminating corruption and other relevant legislation relating to ABC such as US FCPA

law, the UK Bribery Act and others. In 2024, ICL's ABC program underwent an external review conducted by a leading US-based law firm specializing in compliance and anti-corruption. The program was deemed adequate and aligned with regulatory expectations. The review highlighted several of our strengths, including our culture of integrity, the structure of our compliance team, and the robustness of our risk assessments. It also acknowledged significant progress on our part across key ABC hallmarks such as Third-Party Management, Incident Management, Training, Monitoring & Spot Checks, and M&A Compliance Integration.

Recommendations were provided to further mature and automate the program, and these have been incorporated into our 2025 Compliance Strategic Plan. The findings and recommendations were presented to the Global Executive Committee (GEC) and the Board of Directors, accompanied by a dedicated ABC training session delivered by the external representatives.



ENVIRONMENT

Resource Management
 Climate Change & GHG Emissions
 Energy
 Water & Wastewater Management

Waste Management
 Air
 Circular Economy
 Biodiversity, Conservation & Environmental Stewardship
 Product Stewardship & Lifecycle

SOCIAL

Environment, Health & Safety
 Our Global Security
 Our Cyber Security
 Our People & Culture

Our Diversity, Inclusion & Belonging
 Labor & Human Rights
 Our Responsible Supply Chain
 Communities & Social Investment

GOVERNANCE

Corporate Governance
 Sustainable Financing
 Enterprise Risk Management
 Taxation

03 | Ethics, Integrity and Compliance

ABC Key Program Elements

Third Party Due Diligence

Our approach to third party due diligence is rooted in a risk-based methodology.

We recognize that not all third party relationships pose the same level of risk, and therefore, we tailor our due diligence processes to the specific nature of each engagement. The level of screening is determined by compliance risk parameters, including location of (re) sale, sales volume and representation to government. We screen our business partners utilizing an external screening platform and require them to affirm their compliance with compliance-related rules and regulations. Subsequent to the initial screening, our business partners are monitored continuously throughout the duration of our relationship with them for any adverse events that can impact our ability to do business with them. Higher risk business partners can be trained to help them better understand their compliance responsibilities as an ICL partner, and they can be requested to annually certify their compliance with those rules and regulations.

Gifts & Entertainment

ICL's Gift and Entertainment Policy recognizes that legitimate business relationships may involve the exchange of gifts and entertainment. However, it establishes clear boundaries to prevent any compromise of objectivity or impartiality. Permissible practices are defined considering cultural norms, industry standards, and legal requirements to ensure a balanced approach that respects various business contexts.

The policy requires all employees to obtain prior approval for gifts and entertainment in certain amounts and situations. Our Gift and Entertainment Policy applies to all ICL employees wherever they are located. It applies both to giving and receiving gifts and entertainment. Reminders of this policy are routinely sent to employees prior to the major holiday periods in their region or location.

Community Relations & Donations

ICL's Procedure of Community Relations and Donations requires a background check on all partner organizations and other recipients of monetary or in-kind donations, regardless of value. Higher value donations require a more intensive application and review process. These procedures are communicated through online and face to face training to all new employees in management, finance and accounting, sales, customer service, and procurement. Existing employees receive periodic refresher training.

Conflict of Interests

ICL's Conflict of Interest Policy defines a conflict of interest as any situation in which an individual's interests or commitments may interfere, or appear to interfere, with their ability to act in the best interests of ICL. The policy applies to all ICL employees, at all levels. To mitigate the risks associated with conflicts of interest, we emphasize a culture of transparency and disclosure.

Our policy requires employees to promptly disclose any actual or potential conflicts as soon as they arise via an internal dedicated app that was developed for this purpose. A proactive approach is also taken by identifying employees who are at higher risk of conflicts of interest due to their positions in the Company (such as the executive team, GPO and sales), and actively requesting them to complete an annual conflict of interest disclosure statement and certification. Upon disclosure, the direct manager and our Compliance department conduct a comprehensive assessment of the conflict of interest, considering its nature, magnitude, and potential impact on decision-making.

ENVIRONMENT

- Resource Management
- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management

- Waste Management
- Air
- Circular Economy
- Biodiversity, Conservation & Environmental Stewardship
- Product Stewardship & Lifecycle

SOCIAL

- Environment, Health & Safety
- Our Global Security
- Our Cyber Security
- Our People & Culture

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment

GOVERNANCE

- Corporate Governance**
- Sustainable Financing
- Enterprise Risk Management
- Taxation

03 | Ethics, Integrity and Compliance

ICL's Competition Law Policy

ICL's dedication to fair competition, exemplified by rigorous compliance with antitrust laws through the Competition Compliance Program, aligns with both SDG 8 (Decent Work and Economic Growth) and SDG 16 (Peace, Justice, and Strong Institutions).

By fostering fair business practices and preventing anti-competitive behaviors, ICL contributes to creating a conducive environment for economic growth (SDG 8) while also promoting accountable institutions and supporting the goal of peaceful and just societies (SDG 16).



ICL América do Sul received the prestigious "Agro + Integrity Seal" for the fourth time.

Granted by MAPA (Ministry of Agriculture, Livestock and Supply) in 2023, this seal remained valid throughout 2024. It recognizes agribusiness companies that develop good practices of integrity, ethics, and sustainability management, as well as combating corruption and unethical competitive practices. The objective of the award is to value initiatives in the national market that promote integral and ethical relationships between themselves and the public sector as well as reduce risks of an occurrence of fraud and corruption in the relations between the public and private sectors linked to agribusiness.



ENVIRONMENT

- Resource Management
- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management

- Waste Management
- Air
- Circular Economy
- Biodiversity, Conservation & Environmental Stewardship
- Product Stewardship & Lifecycle

SOCIAL

- Environment, Health & Safety
- Our Global Security
- Our Cyber Security
- Our People & Culture

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment

GOVERNANCE

- Corporate Governance**
- Sustainable Financing
- Enterprise Risk Management
- Taxation

03 | Ethics, Integrity and Compliance

ICL's Fraud Risk Management Program

ICL's fraud prevention program is guided by the COSO Fraud Risk Management Guide and aligns with SDG 16 (Peace, Justice, and Strong Institutions).

By fostering a systematic approach to identifying and mitigating fraud risks, ICL contributes to building accountable institutions, reducing corruption, and promoting a culture of integrity, all essential components of sustainable development and the goal of fostering peace and justice.

The Fraud Risk Management Program ensures that ICL takes a systematic approach to identifying and mitigating fraud risk throughout the organization. Resources are proactively targeted to threats and issues posing the highest risk.

The program defines the roles and responsibilities of management and certain functions, including compliance, legal, global security, human resources, internal audit, finance, procurement and IT to prevent, detect and investigate fraud.

To oversee the effectiveness of the program and manage initiatives within ICL to assure effective cross Company learning, the GEC has appointed a senior management steering committee for fraud prevention chaired by our CFO.

The steering committee is comprised of senior management members, including the CRO, the Chief Legal and Sustainability Officer, the Chief Compliance Officer and others.

ICL's Global Trade Program

ICL's stringent adherence to global trade regulations, as outlined in our Trade Compliance policies, aligns with SDG 8 (Decent Work and Economic Growth) and SDG 16 (Peace, Justice, and Strong Institutions).

ICL's Securities Compliance Program

ICL's Securities Compliance Program, tailored to both Israeli law and the requirements of the US Securities and Exchange Commission (SEC) and the New York Stock Exchange (NYSE) for Foreign Private Issuers (FPIs), resonates with the United Nations Sustainable Development Goal (SDG) 16: Peace, Justice, and Strong Institutions.

By ensuring transparent and lawful business practices, ICL actively contributes to the establishment of strong institutions, reinforcing legal frameworks and fostering ethical conduct.

This aligns with the broader global efforts to promote

peace, justice, and robust institutional structures outlined in SDG 16.

The program encompasses a practical approach to compliance with securities and corporate laws, addressing key areas such as interested party transactions, preventing insider trading, and reporting obligations. By navigating these regulations effectively, ICL ensures transparency, integrity and robust corporate governance practices in our operations



ENVIRONMENT

- Resource Management
- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management

- Waste Management
- Air
- Circular Economy
- Biodiversity, Conservation & Environmental Stewardship
- Product Stewardship & Lifecycle

SOCIAL

- Environment, Health & Safety
- Our Global Security
- Our Cyber Security
- Our People & Culture

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment

GOVERNANCE

- Corporate Governance**
- Sustainable Financing
- Enterprise Risk Management
- Taxation

04 | Control Mechanisms

ICL audits all its operations on ethical, compliance and human rights related matters, and implements multiple levels of audits and control mechanisms. External audits are conducted periodically.



ICL Audit & Accounting Committee

Our corporate governance structure is governed by Israel's Companies Law. Under Israeli law, the Audit Committee must consist of at least three directors who meet certain criteria of independence and must include all of the Company's external directors.

The Chairman of the Audit Committee is required to be an external director. In addition to meeting the requirements of Israeli law, our Audit and Accounting Committee also complies with the requirements applicable to US companies that are listed on the NYSE and with SEC rules. All members of our Audit and Accounting Committee are also independent directors as such term is defined in SEC rules and the NYSE listing requirements.

Our Board of Directors has determined that all the members of the Audit and Accounting Committee are financially literate as provided by the NYSE rules. Our Audit and Accounting Committee operates pursuant to its charter.

External Audits

Control mechanisms at the management level: Periodically, internal financial reporting audits are independently audited to ensure effectiveness. These high-level audits are signed off by ICL's management and the auditor.

Internal Audit

ICL has established an independent and robust internal audit function that acts as our vigilant guardian. Our internal audit function is governed by the Israel's Companies Law. Our internal auditor was appointed

by our Board, following recommendation of the Audit Committee, as required under Israeli law.

Our internal audit function acts in accordance with the defined Internal Audit Charter and is obligated to comply with Israel Investment Authority (IIA) Standards.

The Internal Auditor holds periodic meetings with the Audit Committee, without management present, as often as deemed necessary, and at least once a year. In addition, the Internal Auditor holds monthly meetings with our Executive Chairman of the Board and with the Chairman of the Audit Committee.

The Internal Auditor's annual and multi-year work plans are risk-based plans. They have been designed based on a global risk assessment and are examined against industry standards and benchmarks. The audits of all of our operational sites are performed every three years, including examination of various risk areas, such as ethics and compliance, environmental, operational, safety and procedures.

The plans are reviewed and approved by our Audit Committee and the Board. In addition, a high-level risk assessment is carried out annually and the audit plan is reassessed and approved. For additional information regarding our Internal Auditor, see "Item 6 - Directors, Senior Management and Employees — C. Board Practices" of ICL's [2024 Annual Report](#).

04 | Control Mechanisms

Internal Control Over Financial Reporting (ICFR) Disclosure

Internal Control Over Financial Reporting (ICFR) Disclosure: Pursuant to SEC Regulations, our Company’s management engages in a comprehensive evaluation of the effectiveness of our internal control over financial reporting (ICFR) at the culmination of each fiscal year.

This evaluation is disclosed in our Annual Report on Form 20-F, providing pertinent insights into the state of our ICFR.

ICL has opted for the framework developed by the Committee of Sponsoring Organizations of the Treadway Commission (COSO), a widely accepted standard within the US public companies’ landscape for evaluating ICFR effectiveness.

We are committed to upholding the highest levels of transparency and accountability in our financial reporting practices.

Our management, including our President & CEO and CFO, assessed the effectiveness of ICL’s internal control over financial reporting and concluded that, as of December 31, 2024, ICL’s internal control over financial reporting is effective. For further information, see Item 15 – “Controls and Procedures” of [ICL’s 2024 Annual Report](#).

ERM

For information regarding our risk management performance and vision, see our chapter on [ERM](#).

Gatekeepers Forum

ICL has a forum of its gatekeepers that includes the: SVP, Global Internal Auditor, VP, Chief Compliance Officer, VP, Corporate Controller, CISO, VP Global Security, VP EHS, Global QA Manager and Global ERM Manager.

The purpose of this forum is to identify, monitor, coordinate and mitigate risks, including all types of potential risks related to safety, environment, operations, security, cybersecurity, privacy, finance, corporate governance, legal, compliance, quality and ethics. In addition, the Gatekeeper Forum is responsible for ensuring effective and efficient handling of events, through full coordination with the relevant functions and sites, ensuring adequate attention is provided by the relevant functions in order to avoid overlapping and overloading, as well as monitoring unresolved issues.

The forum meets on a quarterly basis, or ad- hoc as needed. The forum periodically reports to ICL’s management (GEC) and to the Audit Committee.

ICL Ethics Committee

Our Global Ethics Committee is responsible for promoting and adopting best practices for business ethics and integrity at ICL. The Committee includes 15-18 ICL employees and executives from around the world, from various functions and with diverse expertise.

The Ethics Committee members discuss fundamental issues in ethics and compliance, influence and take an active role in outlining activities to implement the Code, and build plans to improve corporate governance and ethics involving all stakeholders of the Company. ICL openly communicates the issues raised in the Ethics Committee meetings, and the consequent decisions and guidance steps it provides to all of the Company’s employees.



ENVIRONMENT

Resource Management
Climate Change & GHG Emissions
Energy
Water & Wastewater Management

Waste Management
Air
Circular Economy
Biodiversity, Conservation & Environmental Stewardship
Product Stewardship & Lifecycle

SOCIAL

Environment, Health & Safety
Our Global Security
Our Cyber Security
Our People & Culture

Our Diversity, Inclusion & Belonging
Labor & Human Rights
Our Responsible Supply Chain
Communities & Social Investment

GOVERNANCE

Corporate Governance
Sustainable Financing
Enterprise Risk Management
Taxation

Sustainable Financing



In April 2023, ICL further expanded its strategic focus on sustainability by entering into a \$1,550 million Sustainability-Linked Revolving Credit Facility Agreement (Sustainability- Linked RCF) with a consortium of twelve international banks.

The Sustainability-Linked RCF follows ICL's initial Sustainability-Linked Loan (SLL) dated September 2021. Both the Sustainability- Linked RCF and the SLL include three Key Performance Indicators ("ESG KPIs") which have been designed to align with ICL's sustainability goals. The ESG KPIs include a reduction in Absolute Scope 1 & 2 GHG Emissions, an increase in the percentage of women in senior ICL Management and an increase in the number of valid TfS (Together for Sustainability initiative) scorecards obtained for ICL suppliers.

Each of the KPIs will be assessed regularly during the term of the Sustainability-Linked RCF and SLL, through third-party verification of performance. As of the reporting date, the relevant annual targets have been achieved.

For further information regarding the increase in the percentage of women in senior ICL management, as well as details on the Sustainability-Linked RCF and SLL, please refer to [ICL's 2024 Annual Report](#): "Item 6 – Directors, Senior Management and Employees – D. Human Capital" and Note 13 to the Audited Financial Statements, respectively.

ICL believes that sustainable finance is an essential tool to help finance a rapid transition to a low-carbon and environmentally sustainable economy.



ENVIRONMENT

- Resource Management
- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management

- Waste Management
- Air
- Circular Economy
- Biodiversity, Conservation & Environmental Stewardship
- Product Stewardship & Lifecycle

SOCIAL

- Environment, Health & Safety
- Our Global Security
- Our Cyber Security
- Our People & Culture

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment

GOVERNANCE

- Corporate Governance
- Sustainable Financing
- Enterprise Risk Management**
- Taxation

Enterprise Risk Management

In their words: Why we do what we do

“ Risk management is a mindset! To truly master it, we must understand our business, processes and culture, and seamlessly embed risk management into our daily business. By tailoring risk methods to meet our unique needs, ICL builds resilience and flexibility, ensuring that we stay on track even in these uncertain times. Together, we strive for strategic alignment and ultimate success, transforming challenges into opportunities and uncertainty into strength!”

Adela Gvili,
Global Risk Management Director



ENVIRONMENT

- Resource Management
- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management

- Waste Management
- Air
- Circular Economy
- Biodiversity, Conservation & Environmental Stewardship
- Product Stewardship & Lifecycle

SOCIAL

- Environment, Health & Safety
- Our Global Security
- Our Cyber Security
- Our People & Culture

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment

GOVERNANCE

- Corporate Governance
- Sustainable Financing
- Enterprise Risk Management**
- Taxation

OUR APPROACH

Embedding ERM practices into all our operations and processes

At ICL, Enterprise Risk Management (ERM) is deeply ingrained within our corporate culture, serving as a foundational framework to anticipate and effectively navigate uncertainties, risks and opportunities. Recognizing the inherent presence of risk across our activities and operations, we place significant emphasis on vigorous risk management as a cornerstone of sound corporate governance, thereby strengthening our decision-making processes, fostering adherence to regulatory requirements and internal policies, and providing assurance regarding the efficacy of our controls.



Structured Management Levels

We have established a formal internal procedure and implemented a process that is designed to be replicated on any of the three management levels within our organization.

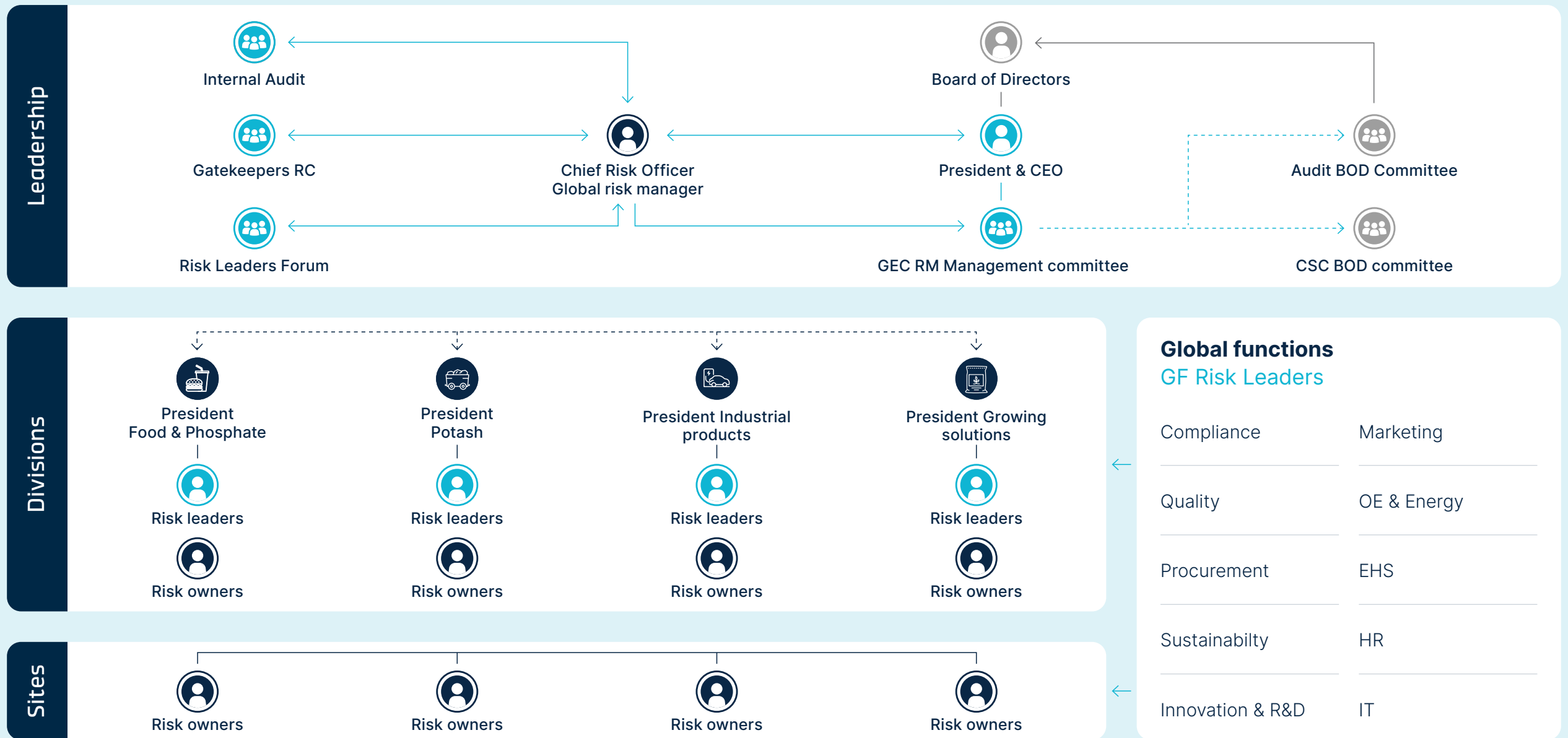
Corporate (entity-wide) level Risks identified, managed, and owned by the executive management (GEC), representing the most significant/material risks shaping the Company's performance at the corporate level, and aggregating risks deriving from our divisions and units' activities.

Divisional level Risks that could compromise the achievement of the division's objectives, managed by the division's management and aggregating risks deriving from the activities of the division's units.

Unit level Risks that could compromise the achievement of unit-specific objectives or ongoing operation and business activities, managed by the unit's management.

This customized and combined top-down and bottom-up approach provides us with a holistic understanding of the size and scope of risks that we face as a group, while simultaneously enabling first-line managers and Risk Owners to identify and manage risks related to the specific goals of their unit's activities, and business setting. This approach is substantiated by the establishment of a formal and comprehensive global ERM framework aligned with the risk management methodology outlined by the Committee of Sponsoring Organizations of the Treadway Commission (COSO) to ensure that the risk framework will remain sustainable within ICL.

The ERM Governance Model



ENVIRONMENT

Resource Management
 Climate Change & GHG Emissions
 Energy
 Water & Wastewater Management

Waste Management
 Air
 Circular Economy
 Biodiversity, Conservation & Environmental Stewardship
 Product Stewardship & Lifecycle

SOCIAL

Environment, Health & Safety
 Our Global Security
 Our Cyber Security
 Our People & Culture

Our Diversity, Inclusion & Belonging
 Labor & Human Rights
 Our Responsible Supply Chain
 Communities & Social Investment

GOVERNANCE

Corporate Governance
 Sustainable Financing
Enterprise Risk Management
 Taxation

The ERM Governance Model

ICL has established a distributed governance model for reporting responsibilities across various risk functions. Each generates tailored risk information reported to respective Risk Owners, supported by our Risk Leaders.

Our risk governance structure is based on the “3 lines of defense” model. **Our Board of Directors** and the **Audit and Accounting Committee** are highly committed to ensuring the implementation of risk management at ICL, overseeing the effectiveness of our risk framework. Their oversight includes monitoring of material corporate risks, aligned with our risk appetite, ensuring they align with our strategic objectives and values and monitoring their mitigation plans.

Under the guidance of our **President & CEO, our dedicated Global Executive Committee (GEC)** takes direct ownership and is responsible for the direct oversight of enterprise risk management, ensuring that ICL’s risk management framework is implemented, risk management responsibilities are delegated, and that risk management is integrated into all business activities.

Furthermore, the GEC periodically reviews and approves ICL’s corporate risk register reports and updates of risks and mitigation plans, and emerging risks. The ERM function, led by the **EVP, Chief Risk Officer (CRO)**, serves as the second line of defense.

Furthermore, each division has a dedicated Risk Leader responsible for oversight and management of all risk activities within their divisions, in accordance with ICL’s ERM routines.

Our governance structure is designed to effectively cascade our ERM processes throughout our entire organization, combining top-down and bottom-up approaches. This ensures that all units, regardless of their geography and size, deploy the same

process, utilizing identical taxonomy and assessment criteria. This approach enables us to maintain a holistic view of the entire ICL risk profile.

ICL’s ERM vision, commitment, risk governance, risk appetite, routines, and processes, are outlined in a Global ERM Policy and reviewed annually.

Another forum that actively engages ERM issues is the ICL Gatekeepers Forum, which meets on a quarterly basis and serves as a platform to share valuable risk information and insights between ICL’s various gatekeepers. Read more on Gatekeepers in our chapter on [Corporate Governance](#).



ENVIRONMENT

- Resource Management
- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management

- Waste Management
- Air
- Circular Economy
- Biodiversity, Conservation & Environmental Stewardship
- Product Stewardship & Lifecycle

SOCIAL

- Environment, Health & Safety
- Our Global Security
- Our Cyber Security
- Our People & Culture

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment

GOVERNANCE

- Corporate Governance
- Sustainable Financing
- Enterprise Risk Management**
- Taxation

OUR GOALS

We are committed to consistently improving our risk management processes, providing a structural framework to effectively identify and manage risks and opportunities. We set tangible objectives, while considering our stakeholders expectations, our business goals, and our core values, all in accordance with COSO guidelines.

Within this framework, we have established measurable targets to integrate our risk governance, awareness training and enhanced processes into all operational facets, business units, divisions, as well as on the corporate level. Our goal is to minimize the potential negative impact of risks and maximize the realization of identified opportunities, and to quantify these efforts through defined metrics and key performance indicators (KPIs). These targets are embedded into our management’s annual KPIs which are approved at the beginning of each year by our Board of Directors and its Compensation Committee.

In 2024 the following targets were included in the GEC members’ KPI’s:



Deepening Risk Oversight

Enhancing management and board oversight through a focused deep dive analysis of critical risks.



Increasing Effectiveness

Implementing processes and measures to monitor a mitigation plan effectiveness.



Enabling Transparency

Implementing an information system to better support ERM processes.

The KPI’s for 2024 were achieved, demonstrating the strong support of ICL’s top leadership for advancing risk management initiatives across the Company.

New KPI’s have been established for 2025, including, among others, KPIs that focus on risk transparency enhancement across ICL and improvement of our monitoring by establishing a set of key risk indicators (KRIs) for our critical risks to better reflect “real time” monitoring of the “risk environment.”



ENVIRONMENT

- Resource Management
- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management

- Waste Management
- Air
- Circular Economy
- Biodiversity, Conservation & Environmental Stewardship
- Product Stewardship & Lifecycle

SOCIAL

- Environment, Health & Safety
- Our Global Security
- Our Cyber Security
- Our People & Culture

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment

GOVERNANCE

- Corporate Governance
- Sustainable Financing
- Enterprise Risk Management**
- Taxation

OUR PERFORMANCE

To provide a comprehensive overview of our risk management approach, we incorporate the following key elements:

Risk Appetite

To foster a cohesive understanding of risk throughout ICL and facilitate consistent evaluation and communication, we have identified and articulated Risk Appetite Statements across key dimensions. Annually, our Board and management conduct a comprehensive review of the enterprise risk appetite and adjust it as necessary. We assess and manage risks in accordance with defined appetite limits.

As a part of our ERM framework and global policy, we annually evaluate our corporate risk appetite, The following key dimensions were approved for 2024:

Risk impact areas	Risk appetite level
Financial - We have a low appetite for risks that could exceed the established financial threshold or have a significant impact on the ratio of net financial debt to EBITDA.	Low
Health & Safety - We have a low appetite for risks that could lead to harm our employees. We recognize that the health and safety of our workforce is of utmost importance and that a safe working environment is essential for operational success and employee well-being.	Low
Environment - We have a low appetite for events that could cause severe or irreversible damage to the environment. We recognize that our operations must be conducted in a manner that protects the environment and promotes sustainability.	Low
Business Continuity - We have a low appetite for risks that could disrupt our core business operations in critical facilities worldwide. We recognize that maintaining operational continuity is essential for delivering products and services to our customers, safeguarding employee welfare, and preserving our reputation in the market.	Low
Product Quality - We have a low appetite for risks that could compromise the quality and safety of our products. Our organization prioritizes delivering high-quality, safe, and reliable products to our customers, recognizing that any compromise in quality could lead to significant reputational damage, legal liabilities, and loss of customer trust.	Low

Risk impact areas	Risk appetite level
Compliance - We have a low appetite for non-compliance events with critical impacts, including violations of regulations or legal acts that could result in the suspension or termination of our business license, criminal proceedings, or civil lawsuits. We recognize that adherence to laws and regulations is essential for maintaining our reputation, operational integrity, and long-term success.	Low
Sustainable products - We have a high-risk appetite for seizing opportunities to produce sustainable solutions, reflecting our commitment to innovation and leadership in environmental stewardship while adhering to regulatory and quality standards.	High
JV, Acquisitions & Partnerships - We have a Mid high-risk appetite for joint ventures, acquisitions, and partnerships, reflecting our commitment to pursuing transformative opportunities that align with our strategic vision, while maintaining rigorous due diligence and integration processes to maximize value, and the same ethical behavior and EHS standards we are dedicated to upholding.	Mid
Cyber security - We have a low appetite for cybersecurity risks that could compromise the integrity, confidentiality, and availability of critical information and systems. Our organization prioritizes the protection of our digital assets and infrastructure to safeguard against potential threats, including data breaches, ransomware attacks, and operational disruptions.	Low
Innovation & R&D - We have a high risk appetite for innovation and R&D, recognizing its critical role in driving competitive advantage and growth. While we encourage exploration of new ideas, we balance this with careful consideration of regulatory, ethical, and financial implications.	High

Risk Assessment

We have implemented a comprehensive top-down and bottom-up process to identify risks, analyze their causes, evaluate areas of impact, and assess potential consequences.

This encompasses various risk categories, including but not limited to EHS, production, business continuity, quality, climate-related issues, labor practices and equality, supply chain challenges, and cyber threats.

Furthermore, we actively identify upside risks, primarily opportunities that align with ICL's strategy. We identify risks through personnel interviews, benchmarking, and gathering external information on key industry risks, including emerging risks. Our approach involves utilizing and updating our adjusted risk universe, ensuring standardized taxonomy across all units for capturing risk information.

In addition, every three years, we conduct a comprehensive reassessment of our entire risk profile to ensure alignment with evolving business landscapes and emerging risks.

We assess our risks by evaluating their impact, which is directly derived and linked to our risk appetite, encompassing potential negative effects on any of our risk appetite pillars — financial, operational, compliance, and reputation — along with their likelihood.

The likelihood assessment considers previous events and

the effectiveness of existing controls, which include a range of plans, policies, systems, and processes.

Upon completing the evaluation, we categorize our risks into three tiers — high, medium, and low risk levels.

In 2024, we reached 100% coverage of our operations, as all our relevant sites underwent risk assessments.

Additionally, we began preparing for CSRD regulation of risk management aspects to ensure compliance of relevant entities. This is accomplished, among others activities, by developing the correct taxonomy, understanding relevant risk categories, and supporting the DMA metric.



Managing Risk

Based on the outcomes of our risk assessment, the following measures are taken:

1 Tier 1 Risks (High-Level/Material Risks):



The designated risk owners are required to develop a plan aimed at mitigating the impact or likelihood of the risk, taking into consideration factors such as feasibility, cost-effectiveness, required resources, and the timeline for completion.

We ensure that any proposed treatment complies with legal and governance requirements. We monitor the execution of plans and regularly reassess risks as part of our Global Risk Policy.

2+3 Tier 2 and Tier 3 Risks (Medium to Low-Level Risks):



We have established periodic processes to ensure that we capture significant changes in risk exposure that require further examination, while mitigation plans are developed and managed by the divisions.

ENVIRONMENT

Resource Management
 Climate Change & GHG Emissions
 Energy
 Water & Wastewater Management

Waste Management
 Air
 Circular Economy
 Biodiversity, Conservation & Environmental Stewardship
 Product Stewardship & Lifecycle

SOCIAL

Environment, Health & Safety
 Our Global Security
 Our Cyber Security
 Our People & Culture

Our Diversity, Inclusion & Belonging
 Labor & Human Rights
 Our Responsible Supply Chain
 Communities & Social Investment

GOVERNANCE

Corporate Governance
 Sustainable Financing
Enterprise Risk Management
 Taxation

Monitoring & Reporting

We monitor any alterations to key top risks and track the implementation of developed mitigation plans to ensure effective risk management. To provide comprehensive risk insights, we have established a systematic reporting process in which risk information (including the status of key risk mitigation plans progress, materializations, and changes to risk level due to external/internal events) is regularly communicated to the our Board of Directors, and its Audit and Accounting Committee or CSC Committee. This reporting, occurring at least semi-annually, involves participation of all units and divisions in dedicated sessions with their management and the CRO. As of 2024, in addition to the semi-annual ERM reviews to the Audit and Accounting Committee and the Board of Directors, each Tier 1 risk and the mitigation plan thereof is presented to the Board or to the relevant committee on its behalf.

Enhancing Risk Management Through Innovation and Transparency



Recognizing the critical importance of transparency in fostering an integrated and effective risk management process, in 2024 ICL initiated and developed ICRISK, a tailored global Risk Management platform. Designed to address the complexities of a dynamic world, this system supports strategic planning, improves risk monitoring, and enhances efficient reporting.

ICRISK provides key features such as **ALL RISK** (risk overview), **NEW RISK** (AI-powered identification and assessment), **DASHBOARD** (real-time insights), and **TO DO** (task management for prioritizing risk actions).

Emerging risks

As a global company, we continually monitor and identify emerging topics and trends, including geopolitical changes, climate change, new regulations, and technologies trends that could impact our reputation, operations, or business strategy.

Our processes enable us to identify, report, and escalate risks, which are then evaluated and integrated into our ERM process.

During 2023-2024, we analyzed the implications of the war in Israel on ICL’s activities. A multi-disciplinary team was established to assess potential impacts and ensure emergency readiness, resilience, and business continuity across operational sites and business units.

In 2024, we identified the implementation of AI models as an emerging risk. While these tools offer opportunities for innovation and efficiency, they also pose risks, such as privacy concerns and reliance on AI outputs without proper fact-checking. To address this risk, we established an “AI Chiefs Team” with representatives from SICO, Legal and Compliance, BU units, ERM and other key functions. The team’s objectives include creating guidelines for safe AI use, raising awareness through forums and integrating the “CoPilot” AI tool into ICL systems. This initiative enables employees to leverage AI tools to enhance their efficiency while mitigating risks and aligning with ICL’s risk management framework.

Our Risk Culture

We enhance ICL’s risk culture through employee training, including meetings, workshops, and customized computer-based training for all management levels. We emphasize individual risk attitudes and decision-making and share insights across departments via dedicated forums.

Our tailored training increases risk awareness for daily and strategic decisions. To strengthen organizational awareness of ERM, we implemented various initiatives, such as conducting global training programs and providing all employees with access to an ‘Introduction to ERM’ video.

In 2024, the ERM unit invested efforts to further enhance culture activities by:

Internal:

Conducting ERM forums addressing relevant and up-to-date risks, including business continuity challenges deriving from the state of war in Israel, AI related risks, geopolitical risks and risk management in mega projects.

External:

ICL showcased its risk and opportunity approach as a “Best Practice” in various industry conventions. A notable example is the “2050 Environment and Climate Risk and Opportunity”, All courses, “Annual Risk Management Convention”.

ENVIRONMENT

Resource Management
Climate Change & GHG Emissions
Energy
Water & Wastewater Management

Waste Management
Air
Circular Economy
Biodiversity, Conservation & Environmental Stewardship
Product Stewardship & Lifecycle

SOCIAL

Environment, Health & Safety
Our Global Security
Our Cyber Security
Our People & Culture

Our Diversity, Inclusion & Belonging
Labor & Human Rights
Our Responsible Supply Chain
Communities & Social Investment

GOVERNANCE

Corporate Governance
Sustainable Financing
Enterprise Risk Management
Taxation



Taxation

In their words: Why we do what we do

“ In today’s complex and fast-changing landscape, tax is not just a financial obligation—it’s part of how we demonstrate our commitment to transparency, fairness, and sustainable business. At ICL, I see responsible tax conduct as an integral part of our license to operate and our contribution to the communities and economies we’re part of. Our role is about building trust and being accountable, every step of the way.”

Ronen Aroyo,
VP Global Tax, ICL



ENVIRONMENT

- Resource Management
- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management

- Waste Management
- Air
- Circular Economy
- Biodiversity, Conservation & Environmental Stewardship
- Product Stewardship & Lifecycle

SOCIAL

- Environment, Health & Safety
- Our Global Security
- Our Cyber Security
- Our People & Culture

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment

GOVERNANCE

- Corporate Governance
- Sustainable Financing
- Enterprise Risk Management
- Taxation

OUR APPROACH

Our tax strategy revolves around key pillars that shape our practices across diverse jurisdictions:

Responsible Tax Planning

Our tax planning aligns seamlessly with our business objectives, emphasizing commercial and economic activities while strictly avoiding engaging in artificial tax arrangements. Transactions within ICL group companies consistently follow the arm’s-length principle, in line with current OECD guidelines.

Tax incentives and exemptions, when available, are applied as intended by governments to support investment, employment, and economic development. We establish entities in jurisdictions suitable for our overseas investments, considering our business activities and the regulatory environment.

Compliance and Engagement

We prioritize strict adherence to relevant tax laws to minimize uncertainties and potential disputes. In diverse jurisdictions, we comply with all applicable laws, emphasizing timely adherence and meeting disclosure requirements.

We actively seek to build and sustain constructive engagements with governments and fiscal authorities. This involves collaborating to resolve disputes, achieving early agreement and certainty, and ensuring that our engagement is professional, collaborative, and transparent.

Transparency

Our commitment to transparency extends beyond mere compliance; we actively support multilateral initiatives to increase transparency in tax systems, fostering public understanding and trust. This obligation also encompasses transparent reporting practices, ensuring that our stakeholders have access to clear information about our tax activities. Participation in industry-led transparency initiatives further reinforces our dedication to open communication and responsible corporate citizenship.

Governance and Risk Management

Our tax approach is overseen by our VP, Global Tax, ensuring seamless implementation that is endorsed by executive management. We maintain consistent global policies and procedures, supported by a skilled tax team. Managing tax risks is paramount, and it is addressed through qualified personnel, robust internal controls, a commitment to continuous improvement and, when needed, external counsel.

Our risk management aligns with ICL’s governance framework, subject to continuous reviews to match our risk appetite. Our dedication to tax risk management, is reflected in our [Global tax Policy](#).

ICL’s tax risk primarily emerges from the complexity of operating across multiple jurisdictions, exposure to special taxes or levies on natural resources, potential changes in tax legislation, and uncertainties in the interpretation of tax laws.

OUR GOALS

We are committed to responsible tax practices.

We uphold applicable tax obligations across diverse jurisdictions where we operate.

Our business activities generate various tax obligations worldwide, including corporate income taxes, VAT, royalties, business taxes, climate change levies, stamp duties, employment and national insurance contributions, and other pertinent taxes.

We are committed to paying the appropriate amount of tax at the designated time, accurately completing returns, and acknowledging legislative concessions and reliefs. ICL actively supports endeavors to bolster public trust in tax systems.



ENVIRONMENT

- Resource Management
- Climate Change & GHG Emissions
- Energy
- Water & Wastewater Management

- Waste Management
- Air
- Circular Economy
- Biodiversity, Conservation & Environmental Stewardship
- Product Stewardship & Lifecycle

SOCIAL

- Environment, Health & Safety
- Our Global Security
- Our Cyber Security
- Our People & Culture

- Our Diversity, Inclusion & Belonging
- Labor & Human Rights
- Our Responsible Supply Chain
- Communities & Social Investment

GOVERNANCE

- Corporate Governance
- Sustainable Financing
- Enterprise Risk Management
- Taxation

OUR PERFORMANCE

We comply with local and global tax regulations and report our tax filings accordingly. Our results are disclosed in all jurisdictions in which we operate through a comprehensive country-by-country report submitted by ICL's ultimate parent company, aligning with relevant legislation and guidance.

ICL Tax Policy stipulates that we behave ethically and act in accordance with the values and principles detailed in ICL's Code of Conduct when dealing with taxes.

In accordance with the legislation of BEPS Pillar 2 which entered into effect in 2024, there are several territories in which the Company operates where the local tax rate may require a supplement to a minimum taxation of 15%. Based on the Company's estimation, no material impact is expected on its results from the above legislation.

Selected Tax Information*

	units	2021	2022	2023	2024
Consolidated income before tax	\$ millions	1,092	3,404	974	636
Income tax expense	\$ millions	260	1,185	287	172
Effective tax rate	\$ millions	24%	35%	29%	27%

* Including Taxation of Excess Profits from Natural Resources in Israel

Royalties

In consideration of concessions, ICL pays royalties to the governments of Israel, China, the UK and Spain. Below are the total amounts of royalties paid:

	units	2021	2022	2023	2024
Israel	\$ millions	75	95	170	82
Out of Israel	\$ millions	6	8	10	9
Total	\$ millions	81	103	180	91

Taxation of Excess Profits from Natural Resources

The Israeli Law for Taxation of Profits from Natural Resources (the Law) applies to potash, bromine, phosphate and magnesium minerals. The tax base is the mineral's operating income, in accordance with the accounting statement of income, to which certain adjustments are made.

In June 2022, a settlement agreement was signed with the Israel Tax Authority which provides final assessments for the tax years 2016-2020, as well as outlines understandings for the calculation of the surplus profit levy for the years from 2021 onwards. As a result, in 2022 the Company recorded tax expenses for prior years in the amount of about \$188 million.

For more information regarding taxation, see Item 10E and Note 15D in ICL's 2024 Annual Report.

We Share

About the Report
296

TCFD index
298

SASB index
299

GRI index
300

SDGs index
306

ABOUT THIS REPORT

ICL's 15th consecutive Corporate Responsibility (ESG) report, approved by our Board of Directors, outlines our approach to ESG and our actions during 2024 to promote responsible and sustainable practices.

This report, aligned with our financial reporting period, includes data from 2024 and past years for comparison purposes. We publish our ESG reports annually; our previous report for 2023 was published in June 2024 and we are publishing this report for 2024 in June 2025.



For any questions regarding our report, please contact: contactus@icl-group.com

The quantitative information in this report relates to all ICL segments and units and covers all of the Company's global operations.

Unless stated otherwise, all quantitative data is based on an operational control approach for reporting boundaries. The report includes, among other things, that we acquired the South American plant nutrition business of Compass Minerals América do Sul S.A. (ADS). As this was a relatively recent acquisition, the environmental data (GHG emission, energy consumption, etc.) regarding 2021 excludes data from these sites, with the exception of safety data and financial disclosures,

unless otherwise specified. From 2022 and onwards, environmental data from this newly acquired site has been included. In addition, the environmental data does not include new acquisitions we made in 2024, including our acquisition of Nitro 1000, a Brazilian manufacturer of biological crop inputs, as well as our acquisition of Custom Ag Formulators (CAF), a North American provider of customized agricultural formulations. These two entities are not considered material from an environmental impact perspective — and their exclusion does not significantly affect the overall environmental data presented. However, they do represent strategic additions to our portfolio. For further information, see Note 8 to our Audited Financial Statements.

To prepare this report, our Company's Global Sustainability team collected environmental and social data from dozens of our sites worldwide. To meet the growing need for ESG metrics, disclosures and analysis, we are digitizing the broad range of activity data required for ESG monitoring, reporting and assurance. ECO-OS professional services supported this report, including aligning it with international reporting standards. ECO-OS' ESG accounting and reporting platform facilitated the collection, management, reporting and analysis of environmental data, serving as a single point of record for various regulatory and voluntary tasks.

Multiple aspects of our environmental data are externally assured:

GHG emissions:

- \ 2022 Scope 1&2
- \ 2023 Scope 1&2 GHG emissions data
- \ 2024 Scope 1&2 GHG emissions data
- \ 2022 Scope 3 GHG emissions data
- \ 2023 Scope 3 GHG emissions data

Energy:

- \ 2023 Energy Consumption
- \ 2024 Energy Consumption

Water:

- \ 2023 water withdrawal
- \ 2024 water withdrawal

Waste:

- \ 2023 waste management assurance statement
- \ 2024 waste management assurance statement

Our external assurance reports, including historic assurances, assurance standards and level of assurance obtained, as well as the approach and methods used, can be found in [ICL's Document Hub](#).

We expect this process to continue and expand in the years to come as we work to increase the quality of our ESG data and reduce our emissions with third party verification for our reductions.

According to our process, our executive management reviews and approves the publicly assured data and provides documentation to the third party conducting the assurance. Such assurance is further presented at our CSC Committee.

We have updated some previously reported EHS KPIs. Energy data now includes on-site energy production from waste-heat. We corrected GHG intensity data for 2023, compared to our 2023 report it did not result in a significant change in the reported figures or overall trends. When made, these corrections were identified as minor reporting errors.

We selected the content for this report by prioritizing our material impact on sustainability following a process of evaluation by both internal and external stakeholders. ICL personnel, including our senior executives, were interviewed for the purpose of gathering and verifying data processes for this report. The highlights in the report and its structure are based on the diverse composition of our stakeholders. We include our primary impact on a corporate level, as well as through greater levels of detail, so that the report is relevant for as many stakeholders as possible. Where an issue has been identified as relevant

within the organization, it applies across all entities of ICL's business.

To maintain consistency with the Company's various international reporting standards, all information collected from ICL's sites around the world, including Israeli sites, are presented in this report using international protocols (e.g. CDP, GRI) which we have used successfully for over 10 years. The information reported is a result of a direct analysis of the issues under discussion and calculations when required (unless otherwise noted).

Forward Looking Statements

This announcement contains statements that constitute "forward-looking statements", many of which can be identified by the use of forward-looking words such as "anticipate", "believe", "could", "expect", "should", "plan", "intend", "estimate" and "potential", among others. Forward-looking statements appear in a number of places in this report and include, but are not limited to, statements regarding our intent, belief or current expectations. Forward looking statements are based on our management's beliefs and assumptions and on information currently available to our management. Such statements are subject to risks and uncertainties, and the actual results may differ materially from those expressed or implied in the forward-looking statements due to various factors, including, but not limited to, our potential

to undertake a debenture offering in Israel and other risk factors discussed under "Item 3 - Key Information— D. Risk Factors" in the Company's Annual Report on Form 20-F for the year ended December 31, 2024, filed with the U.S. Securities and Exchange Commission (SEC) on March 3, 2025, as updated in the Company's report for the three months ended March 31, 2025, furnished by the Company to the SEC in its Report on Form 6-K on May 19, 2025. Forward-looking statements refer only to the date they are made, and we do not undertake any obligation to update them in light of new information or future developments or to release publicly any revisions to these statements in order to reflect later events or circumstances or to reflect the occurrence of unanticipated events.

Reporting Standards

ICL has incorporated relevant SASB (Sustainability Accounting Standard) and TCFD (Task Force on Climate-related Disclosures) indicators into the report. Additional disclosures for the TCFD's core principles are reported in [ICL's 2024 Annual Report](#). We have reported information referencing GRI Standards and the UN SDGs.

ICL has reported the information cited in this GRI content index for the period January-December 2024 with reference to the GRI Standards, Mining & Metals Supplement, where applicable.

TCFD Index

For additional information see our Climate Change & GHG Emissions chapter. For expanded climate-related disclosure, please see [ICL's 2024 Annual Report](#).

Subject	Indicator ID	To Be Found At pp.
Governance	a. Describe the board's oversight of climate-related risks and opportunities	ICL's 2024 Annual Report - ICL Climate Related Risk and Opportunity Disclosures - Governance and Management of Climate Related Risks and Opportunities
	b. Describe management's role in assessing and managing climate-related risks and opportunities	ICL's 2024 Annual Report - ICL Climate Related Risk and Opportunity Disclosures - Governance and Management of Climate Related Risks and Opportunities
Strategy	a. Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term	ICL's 2024 Annual Report - ICL Climate Related Risk and Opportunity Disclosures - Governance and Management of Climate Related Risks and Opportunities - Strategy
	b. Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning	ICL's 2024 Annual Report - ICL Climate Related Risk and Opportunity Disclosures - Governance and Management of Climate Related Risks and Opportunities - Strategy
	c. Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario	ICL's 2024 Annual Report - ICL Climate Related Risk and Opportunity Disclosures - Governance and Management of Climate Related Risks and Opportunities - Strategy
Risk Management	a. Describe the organization's processes for identifying and assessing climate-related risks	ICL's 2024 Annual Report - ICL Climate Related Risk and Opportunity Disclosures - Risk Management - Identifying and assessing climate-related risks
	b. Describe the organization's processes for managing climate-related risks	ICL's 2024 Annual Report - ICL Climate Related Risk and Opportunity Disclosures - Risk Management - Managing climate-related risks
	c. Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management	ICL's 2024 Annual Report - ICL Climate Related Risk and Opportunity Disclosures - Risk Management
Metrics & Targets	a. Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process	ICL's 2024 Annual Report - ICL Climate Related Risk and Opportunity Disclosures - Risks and Opportunities - Shaping Future Strategy
	b. Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 greenhouse gas (GHG) emissions and the related risks	ICL's 2024 Annual Report - ICL Climate Related Risk and Opportunity Disclosures - Metrics and Targets - Metrics
	c. Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets	ICL's 2024 Annual Report - ICL Climate Related Risk and Opportunity Disclosures - Metrics and Targets - Targets

SASB Index

Indicator ID	Subject	To Be Found At pg
RT-CH110a.1	Greenhouse Gas Emissions	Climate Change & GHG Emissions pg 111,116
RT-CH110a.2	Greenhouse Gas Emissions	Climate Change & GHG Emissions pg 111-112
RT-CH-120a.1	Air Quality	Air, pg 143-145
RT-CH-130a.1	Energy Management	Energy, pg 121-122, 114-115
RT-CH-140a.1.(1)	Water Management	Water & Wastewater Management, pg 130
RT-CH-140a.3	Water Management	Water & Wastewater Management, pg 128-129,132
RT-CH-150a.1.	Hazardous Waste Management	Waste Management, pg 138
RT-CH-210a.1	Community Relations	Communities & Social Investment, pg 248-249, 251-252, 254
RT-CH-320a.1	Workforce Health & Safety	EHS, pg 193
RT-CH-320a.2	Workforce Health & Safety	EHS, pg 186, 193-194
RT-CH-410a.1	Product Design for Use-phase Efficiency	Product Stewardship & Lifecycle, pg 174
RT-CH-410b.1(2)	Safety & Environmental Stewardship of Chemicals	Product Stewardship & Lifecycle, pg 167
RT-CH-410b.2	Safety & Environmental Stewardship of Chemicals	Product Stewardship & Lifecycle, pg 168-169
RT-CH-410c.1	Safety & Environmental Stewardship of Chemicals	Product Stewardship & Lifecycle, pg 166
RT-CH-530a.1	Management of the Legal & Regulatory Environment	ICL's 2024 Annual Report
RT-CH-540a.1	Process Safety Incidents Count (PSIC), Process Safety Total Incident Rate (PSTIR), and Process Safety Incident Severity Rate (PSISR)3	EHS, pg 193
RT-CH-540a.2	Operational Safety, Emergency Preparedness & Response	EHS, pg 193

GRI Index

Subject	Indicator ID	GRI Standard Title	Disclosure Item	To Be Found at pg
GENERAL DISCLOSURES	GRI 2-1	General Disclosures	Organizational details	Who We Are & Where, pg 5, 11, ICL's 2024 Annual Report
	GRI 2-2	General Disclosures	Entities included in the organization's sustainability reporting	About This Report, pg 296
	GRI 2-3	General Disclosures	Defining report content and topic Boundaries	About This Report, pg 296-297
	GRI 2-4	General Disclosures	Restatements of information	About This Report, pg 296-297
	GRI 2-5	General Disclosures	External assurance	About This Report, pg 296-297
	GRI 2-6	General Disclosures	Activities, value chain and other business relationships	Innovation, pg 30 Who We Are & Where, pg 6, 9, 12, 17
	GRI 2-7	General Disclosures	Employees	Our People & Culture, pg 217-218
GOVERNANCE	GRI 2-9	General Disclosures	Governance structure and composition	Corporate Governance, pg 258, 260, 262-263, 267-269, ICL's 2024 Annual Report - Item 6 - Directors, Senior Management and Employees
	GRI 2-10	General Disclosures	Nomination and selection of the highest governance body	Corporate Governance, pg 264, ICL's 2024 Annual Report
	GRI 2-11	General Disclosures	Chair of the highest governance body	ICL's 2024 Annual Report Item 6 - Directors, Senior Management and Employees
	GRI 2-12	General Disclosures	Role of the highest governance body in overseeing the management of impacts	Corporate Governance, pg 267-268
	GRI 2-13	General Disclosures	Delegation of responsibility for managing impacts	Corporate Governance, pg 266-268
	GRI 2-14	General Disclosures	Role of the highest governance body in sustainability reporting	About This Report, pg 296, Governance, pg 268
	GRI 2-15	General Disclosures	Conflicts of interest	Corporate Governance, pg 265
	GRI 2-16	General Disclosures	Communication of critical concerns	Corporate Governance, pg 270-271
	GRI 2-19	General Disclosures	Remuneration policies	Corporate Governance, pg 264, ICL's 2024 Annual Report Item 6 - Directors, Senior Management and Employees B. Compensation
	GRI 2-20	General Disclosures	Process to determine remuneration	Corporate Governance, pg 264, ICL's 2024 Annual Report Item 6 - Directors, Senior Management and Employees B. Compensation

Subject	Indicator ID	GRI Standard Title	Disclosure Item	To Be Found at pg
STRATEGY, POLICIES AND PRACTICES	GRI 2-22	General Disclosures	Statement on sustainable development strategy	A Letter From the President and CEO of ICL Group, pg 3
	GRI 2-28	General Disclosures	Membership associations	Our partnerships, pg 69-73
	GRI 2-29	General Disclosures	Approach to stakeholder engagement	Our Stakeholder Engagement, pg 59
	GRI 2-30	General Disclosures	Collective bargaining agreements	Our People & Culture, pg 219
MATERIAL TOPICS	GRI 3-1	General Disclosures	Process to determine material topics	Enterprise Risk Management, pg 289, Our Materiality Assessment, pg 53-54, 56
	GRI 3-2	General Disclosures	List of material topics	Our Materiality Assessment, pg 55
	GRI 3-3	General Disclosures	Management of material topics	See under each material issue
ECONOMIC PERFORMANCE	GRI 201-1	Economic Performance	Direct economic value generated and distributed	Taxation, pg 294 Who We Are & Where, pg 13
	GRI 201-2	Economic Performance	Financial implications and other risks and opportunities due to climate change	ICL 2024 Carbon Disclosure Project (CDP) Report
	GRI 203-2	Indirect Economic Impacts	Significant indirect economic impacts	Who We Are & Where, pg 14-16
	GRI 3-3	Procurement Practices	Management of Procurement Practices	Our Responsible Supply Chain, pg 240-242, 246
	GRI 3-3	Anti-corruption	Management of material topics	Corporate Governance, pg 272
	GRI 205-2	Anti-corruption	Communication and training about anti- corruption policies and procedures	Corporate Governance, pg 277
	GRI 3-3	Tax	Management of material topics	Taxation, pg 293
	GRI 207-1	Tax	Approach to tax	Taxation, pg 293-294

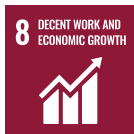


Subject	Indicator ID	GRI Standard Title	Disclosure Item	To Be Found at pg
ENVIRONMENTAL DISCLOSURES	GRI 3-3	Raw materials	Management of material topics	Resource management pg 77-78
	GRI 301-1	Materials	Materials used by weight or volume	Resource management, pg 81, 91, 95, 99, 102
	GRI 3-3	Energy	Management of material topics	Energy, pg 118-120
	GRI 302-1	Energy	Energy consumption within the organization	Energy, pg 121-122
	GRI 302-3	Energy	Energy intensity	Energy, pg 123
	GRI 3-3	Water & Effluents	Management of material topics	Water & Wastewater, pg 128-129
	GRI 303-3	Water & Effluents	Water withdrawal	Resource Management, pg 84
	GRI 303-4	Water & Effluents	Water discharge	Resource Management, pg 84 Water & Wastewater Management, pg 132
	GRI 303-5	Water & Effluents	Water consumption	Resource Management, pg 84
	GRI 3-3	Biodiversity and conservation	Management of material topics	Biodiversity, Conservation & Environmental Stewardship, pg 156-157
	GRI 304-1	Biodiversity	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Biodiversity, Conservation & Environmental Stewardship, pg 158, 80 Resource Management, pg 80
	GRI 304-3	Biodiversity	Habitats protected or restored	Biodiversity, Conservation & Environmental Stewardship, pg 159
	GRI 3-3	GHG emissions	Management of material topics	Climate Change & GHG Emissions, pg 106–107, 109-110
	GRI 305-1	Emissions	Direct (Scope 1) GHG emissions	Climate Change & GHG Emissions, pg 111
	GRI 305-2	Emissions	Energy indirect (Scope 2) GHG emissions	Climate Change & GHG Emissions, pg 111

Subject	Indicator ID	GRI Standard Title	Disclosure Item	To Be Found at pg
ENVIRONMENTAL DISCLOSURES	GRI 305-3	Emissions	Other indirect (Scope 3) GHG emissions	Climate Change & GHG Emissions, pg 113-114
	GRI 305-4	Emissions	GHG emissions intensity	Climate Change & GHG Emissions, pg 113
	GRI 305-5	Emissions	Reduction of GHG emissions	Climate Change & GHG Emissions, pg 111-112
	GRI 3-3	Air emissions	Management of material topics	Air, pg 142
	GRI 305-7	Emissions	Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	Air, pg 143-145
	GRI 3-3	Waste	Management of material topics	Waste Management, pg 136-137
	GRI 306-2	Effluents and Waste	Management of significant waste related issues	Waste Management, pg 136-137, 139
	GRI 306-4	Effluents and Waste	Waste diverted from disposal	Waste Management, pg 138
	GRI 306-5	Effluents and Waste	Waste directed to disposal	Waste Management, pg 138
	GRI 307-1	Environmental Compliance	Non-compliance with environmental laws and regulations	ICL's 2024 Annual Report - Note 18
SOCIAL DISCLOSURES	GRI 3-3	Our People and Culture	Management of material topics	Our People & Culture, pg 205, pg 208
	GRI 401-1	Employment	New Employee hires and employee turnover	Our People & Culture, pg 219
	GRI 401-3	Employment	Parental Leave	Our People & Culture, pg 220
	GRI 3-3	EHS	Management of material topics	EHS, pg 178-181
	GRI 403-1	Occupational Health and Safety	Occupational health and safety management system	EHS, pg 178-179, 186-187
	GRI 403-2	Occupational Health and Safety	Hazard identification, risk assessment, and incident investigation	EHS, pg 182-183, 187

Subject	Indicator ID	GRI Standard Title	Disclosure Item	To Be Found at pg
SOCIAL DISCLOSURES	GRI 403-3	Occupational Health and Safety	Occupational health services	EHS, pg 186-187, 191
	GRI 403-4	Occupational Health and Safety	Worker participation, consultation, and communication on occupational health and safety	EHS, pg 191
	GRI 403-5	Occupational Health and Safety	Worker training on occupational health and safety	EHS, pg 178-179, 182-184, 188-189
	GRI 403-7	Occupational Health and Safety	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	EHS, pg 178-179, 185-187
	GRI 403-9	Occupational Health and Safety	Work-related injuries	EHS, pg 193
	GRI 404-1	Training and Education	Average hours of training per year	Our People & Culture, pg 213
	GRI 404-2	Training and Education	Programs for upgrading employee skills and transition assistance programs	Our People & Culture, pg 205-207, 211-213
	GRI 404-3	Training and Education	Employees receiving regular performance reviews	Our People & Culture, pg 221
	GRI 3-3	Diversity	Management of material topics	Our Diversity, Inclusion & Belonging, pg 224-225, 227
	GRI 405-1	Diversity and Equal Opportunity	Diversity of governance bodies and employees	Our People & Culture, pg 218, 220 Corporate Governance, pg 258-259
	GRI 405-2	Diversity and Equal Opportunity	Ratio of basic salary and remuneration of women to men	Our People & Culture, pg 222 Corporate Governance, pg 278
	GRI 406-1	Non-discrimination	Incidents of discrimination and corrective actions taken	Corporate Governance, pg 274
	GRI 3-3	Labor & Human Rights	Management of material topics	Labor & Human Rights, pg 233-238
	GRI 407-1	Freedom of Association and Collective Bargaining	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Our People & Culture, Pg 219 Labor & Human Rights, pg 235, 237-238

Subject	Indicator ID	GRI Standard Title	Disclosure Item	To Be Found at pg
SOCIAL DISCLOSURES	GRI 408-1	Child Labor	Operations and suppliers at significant risk for incidents of child labor	Labor & Human Rights, pg 235, 238
	GRI 409-1	Forced or Compulsory Labor	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Labor & Human Rights, pg 235, 238
	GRI 415-1	Public Policy	Political contributions	<u>ICL's Code of Conduct</u> , <u>ICL's Social Investment and Community Relations Policy</u>
	GRI 3-3	Products and Services	Management of material topics	Product Stewardship & Lifecycle, pg 164, 167-168
	GRI 416-1	Customer Health and Safety	Assessment of the health and safety impacts of product and service categories	Product Stewardship & Lifecycle, pg 166-167

SDGs Index

SDG	To Be Found at pg	SDG	To Be Found at pg	SDG	To Be Found at pg
	Coropate Governance, pg 276		Coropate Governance, pg 276		Circular Economy, pg 146 Waste Management, pg 135 Resource Management, pg 76 Energy, pg 117 Air, pg 141 Product Stewardships & Life Cycle, pg 163 Water & Wastewater Management, pg 127 Our Responsible Supply Chain, pg 239 Coropate Governance, pg 276
	Communities & Social Investment, pg 247 Coropate Governance, pg 276		EHS, pg 177 Cyber Security, pg 199 Our Diversity, Inclusion & Belonging, pg 223 Labor & Human Rights, pg 232 Our Responsible Supply Chain, pg 239 Coropate Governance, pg 256, 276		Product Stewardships & Life Cycle, pg 163 Climate Change & GHG Emissions, pg 105 Coropate Governance, pg 276
	EHS, pg 177 Coropate Governance, pg 276		Our Global Security, pg 195 Waste Management, pg 135 Coropate Governance, pg 276		Waste Management, pg 135, 91
	Communities & Social Investment, pg 247 Coropate Governance, pg 276		Our Diversity, Inclusion & Belonging, pg 223, 172 Coropate Governance, pg 276		Waste Management, pg 135 Biodiversity, Conservation & Environmental Stewardship, pg 155, 91 Coropate Governance, pg 276
	Our Diversity, Inclusion & Belonging, pg 223 Labor & Human Rights, pg 232 Coropate Governance, pg 276		Communities & Social Investment, pg 247 Coropate Governance, pg 276		Coropate Governance, pg 256, 76
	Water & Wastewater Management, pg 127 Waste Management, pg 135				Coropate Governance, pg 276



As we reflect on our progress,
we recognize that sustainability is not
a destination but an ongoing journey.
We will continue to strive every day to
do the right thing and drive positive
impact for a sustainable future.



**ICL's CORPORATE
RESPONSIBILITY**
ESG Report 2024