Tax Policy

At ICL, our tax strategy and approach are driven by our general approach of doing the right thing, in the right way, every day, as we embrace the UN Sustainable Development Goals (SDGs) as our guiding principles and implement them in everything we do. Aligned with our corporate values and regulatory expectations, this policy reflects our dedication to conducting business and fiscal practices with integrity, transparency, and accountability.

Policy Pillars

Our tax strategy revolves around key pillars that shape our practices across diverse jurisdictions:

Responsible Tax

- Our tax planning aligns seamlessly with our business objectives, aiming to optimize our overall tax results for the benefit of our shareholders. We emphasize commercial and economic activities while strictly avoiding engagement 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. Our dedication to upholding these obligations defines our tax approach, forming the bedrock of our responsible tax behavior.
- Alongside this responsibility, 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 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.
- This proactive approach ensures readiness to address evolving tax landscapes and mitigate associated risks. Our risk management aligns with ICL's governance framework, subject to continuous reviews to match our risk appetite.

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Speak Up

- ICL promotes a culture of Speak Up that sees great importance in allowing ICL employees and external stakeholders to raise their voices and speak up without any fear of retaliation. Accordingly, ICL requests anyone who knows or suspects any violation of this Policy, ICL's Code of Conduct, or any other potential misconduct – to speak up and report it. By speaking up, our stakeholders give ICL the opportunity to address the issue, improve and do the right thing, in the right way, every day. Reports can be made through any of ICL's speak up channels, including via the ICL's anonymous and confidential Speak Up line. ICL will never retaliate against anyone who submitted a report or concern, in good faith, through any of our reporting channels.

Raviv Zoller **ICL President & CEO**	**Aviram Lahav** **ICL CFO**	**Ronen Aroyo** **VP, ICL Global Tax**

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