ICL

CORPORATE RESPONSIBILITY

ESG Report 2025



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A LETTER FROM OUR PRESIDENT & CEO

Over the past year, we continued to advance ICL's strategy, focusing on delivering essential solutions that address the world's greatest challenges. We have evolved from a mineral-based company into a solutions-driven organization, leveraging our knowledge, innovation, and technology to create meaningful value. Our focus is to contribute to food security for the world's growing population by strengthening our leadership in specialty crop nutrition. We continue to increase our emphasis on higher-value agricultural inputs and functional food ingredients, while advancing our role within global systems that support food security and economic resilience. We also enhance durability and safety across industries, ultimately playing a role in the everyday lives of people around the world.

As a vertically integrated specialty minerals company, these goals define how we operate and create value. Our focus is on doing more with less: increasing yield, improving efficiency, reducing environmental impact and extending the value across the entire lifecycle of our products. By transforming mineral-based platforms into precision agriculture solutions, food-grade ingredients, and advanced industrial applications, we help increase productivity, extend shelf life, and enable more stable, efficient, and resilient systems.

Operating at the intersection of technology, expertise and industrial capability, we build our resilience by diversifying our sources of supply, expanding local production, and advancing innovative technologies. These capabilities allow us to stay close to our customers, respond to changing conditions and deliver tailored solutions in real time, while reducing dependency on global supply chains in an increasingly complex and uncertain environment.

During the past year, we advanced our strategy through targeted investments in the specialty products and food ingredients vectors. We acquired 49.9% of Bartek Ingredients, expanding our capabilities in food-grade specialty ingredients such as malic and fumaric acids. We inaugurated a new specialty fertilizer facility in Maharashtra, India, strengthening system resilience through local production and expanding access to advanced water-soluble fertilizers in a key agricultural market.

ICL's specialty fertilizer portfolio, including our controlled-release fertilizers, plays a key role in advanced agriculture, by improving nutrient efficiency, reducing environmental impact and enhancing crop yields under constrained conditions, while our specialty food ingredients support extended shelf life and reduce food loss across food supply chains. In our Bromine business, ICL's products are based on Bromine with the lowest calculated carbon footprint globally. As environmental performance becomes an integral factor in global procurement decisions, our portfolio of sustainable products drives our competitive advantage.

Creating value across our value chain requires a clear understanding of the environmental performance of our products at every stage. In 2025, we initiated the integration of a digital Life Cycle Assessment platform into our operations, enabling more precise, product-level insights from raw material sourcing through production and use. These capabilities support more informed decision-making, accelerate the development of more sustainable solutions, and enhance transparency as we continue to embed a focus on sustainability throughout our value chain.

Our ESG practices and performance demonstrate that our commitment to sustainability is rooted in our actions. In 2025, the Science Based Targets initiative (SBTi) validated our near-term greenhouse gas emissions reduction targets across scopes 1, 2 & 3, confirming that our decarbonization pathway is credible and measurable. During the year, we achieved a 26% reduction in our Scope 1 & 2 GHG emissions compared to our 2018 baseline. We also reduced our cumulative freshwater withdrawal by approximately 16% and decreased our waste disposed in landfills by 26%, both compared to our 2022 baseline. These continuous improvements in our environmental performance are being driven by strong top-down sustainability leadership, supported by enterprise-wide alignment and ongoing enhancements in operational efficiency and site-level execution.

Our people are critical in how we translate strategy into results. Across our global operations, our teams bring the expertise, ingenuity and accountability required to deliver consistent performance and innovation. Safety remains a constant priority across all of our activities, and we continue to reinforce a culture of responsibility and high operational standards. This is grounded in a strong foundation of corporate governance, compliance, and ethical conduct that shapes how we operate and make decisions. We continue to hold ourselves to high standards of integrity, ensuring that we conduct our business in an effective and responsible manner. We further recognize the importance of maintaining strong relationships with the communities near our operations and remain committed to social investment that delivers meaningful and lasting impact.

Looking ahead, our direction is clear. Demand will continue to grow, while resource constraints, climate-related pressures, and increasing instability across global systems and supply chains continue to reshape our operating environment. We are dedicated to building ICL as a resilient company that creates sustainable value across our value chain and remains focused on delivering consistent exemplary performance in our complex and evolving environment.

I invite you to review this report to see how we apply this approach in practice.

Warm regards,

Elad Aharonson
President & CEO, ICL Group

WHO WE ARE



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

Our operations are organized under four business segments:

Growing Solutions

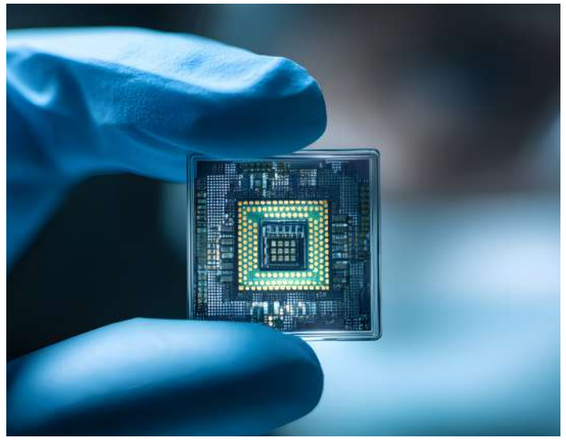


"Food security starts in the field. Through precision fertilizers and regenerative practices, we support farmers produce more with fewer inputs, enabling resilient food systems across the agricultural value chain."

Nir Ilani
President, Growing Solutions



Industrial Products



"Leading the market with a diverse product portfolio, including advanced flame retardants based on bromine with the world's lowest carbon footprint, we contribute to safer solutions, reduced environmental impact, and support critical technologies."

Yaniv Kabalek
President, Industrial Products



Phosphate Solutions



"Our phosphate solutions play an essential role in the food industry by supporting food quality, safety and availability. Through our products, we contribute to more efficient food production processes and help reduce losses along the food value chain."

Nadav Turner
President, Phosphate Solutions



Potash



"Responsible resource management is fundamental to ensuring the long-term availability of essential minerals. We apply responsible mining practices to support a reliable supply and resilient operations, while aiming to create sustainable value over time."

Ilan Barkai
President Potash Division and
Head of Israel Phosphate Operation



ABOUT OUR BUSINESS SEGMENTS

Growing Solutions

$213 Million*

ICL is a global leader in specialty plant nutrition, strengthening its position across core markets including agriculture, turf, and ornamentals. Our advanced R&D capabilities support a differentiated portfolio, spanning biologicals and beyond, organic and recycled solutions, and nutrient-use-efficiency technologies. This segment reflects our strategic focus on driving sustainable agricultural productivity through innovative, next-generation solutions.

Industrial Products

$280 Million*

ICL is a global leader in bromine-based solutions, high-end magnesia, and flame retardants. The bromine-based business accounts for approximately 65-70% of this segment's revenue. Operating across the bromine value chain, this segment provides essential materials for a wide range of industrial applications. Our solutions support increasing environmental and safety standards, enabling safer, more efficient and sustainable industrial processes.

Phosphate Solutions

$528 Million*

ICL is a global leader in phosphate-based solutions across food functionality and advanced additives. Leveraging our expertise along the phosphate value chain, we utilize key raw materials such as phosphate rock to produce high-value specialty solutions. Building on these core capabilities, we are expanding beyond phosphate-based solutions to become a broader powerhouse in food functionalities, applying our know-how to deliver innovative, high-value ingredients. This segment serves diverse end markets, including food, industrial, and agriculture.

Potash

$552 Million*

This segment plays a foundational role in global agriculture, producing potash fertilizers that are essential for plant growth and crop productivity. Leveraging our unique resource base, including production from the Dead Sea, alongside strategically located assets and strong logistical capabilities, ICL operates an efficient and reliable global supply chain. We are focused on optimizing resource utilization and enhancing operational efficiency, supporting our position as a competitive and responsible supplier in global markets.

* ICL EBITDA per division for 2025



ICL is committed to sustainable innovation, continuously advancing new products, services, and digital solutions that enable doing more with less, to support global food security - our primary focus and key growth engine while also enabling more sustainable industrial applications. We empower food value chains and agriculture professionals with high-quality agronomic data and technologies, alongside advanced materials that enhance safety, efficiency, and resource-efficient environmental performance across industries.

Through our diverse operations and global presence, ICL plays a pivotal role in delivering sustainable solutions that maximize value and contribute to a healthier planet and society.

ICL at a Glance

+100 Years of experience

+12K Employees worldwide

NYSE & TASE Publicly listed company

#1 Leading ESG rankings

$7.2B Sales TTM*

$1.5B Adjusted EBITDA TTM*

3.1% Dividend yield

* As of year-end 2025



OUR STRATEGY

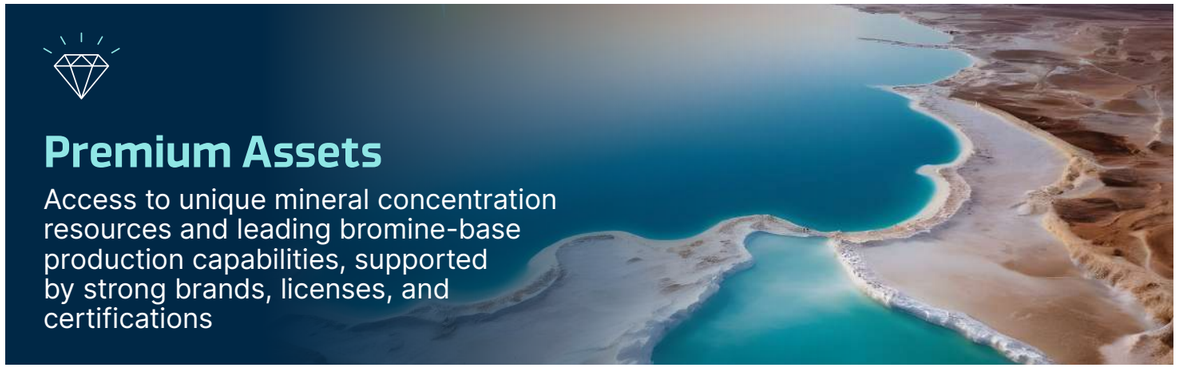
To strengthen our core business and drive sustainable growth by advancing specialty and downstream solutions, while creating sustainable value and leveraging our unique global resources, deep customer partnerships, and technological innovation capabilities.



STRATEGIC ADVANTAGES

Well Positioned for Sustainable Growth

ICL benefits from a differentiated set of strategic advantages that support long-term sustainable growth across its global operations.



Premium Assets

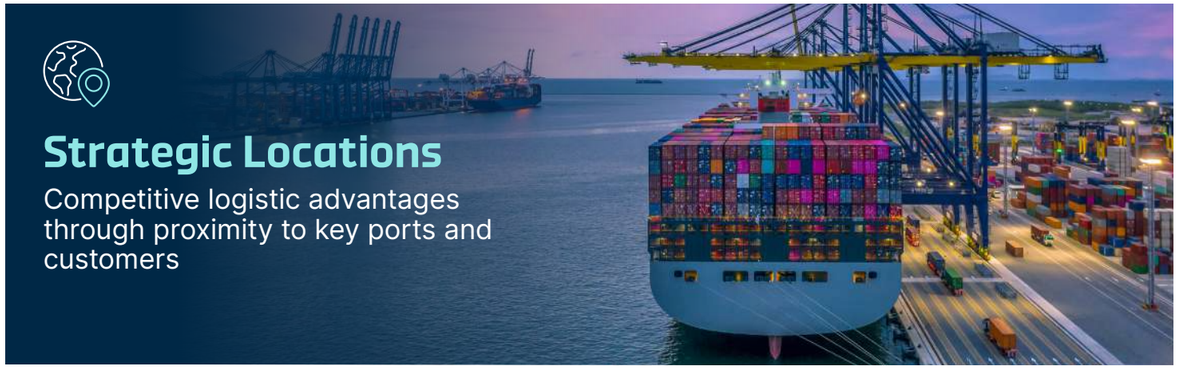
Access to unique mineral concentration resources and leading bromine-base production capabilities, supported by strong brands, licenses, and certifications



Unique Know-how

Agronomy, chemistry and customer experience accumulated over decades

Leading IP & R&D capabilities



Strategic Locations

Competitive logistic advantages through proximity to key ports and customers



Startup Nation

Access to Israel's globally leading high-tech and agri-tech ecosystem, fostering innovation, collaboration, and advanced technological development

WE INNOVATE, PRODUCE & SELL GLOBALLY

25 R&D Centers

44 Production sites in **14 countries**

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

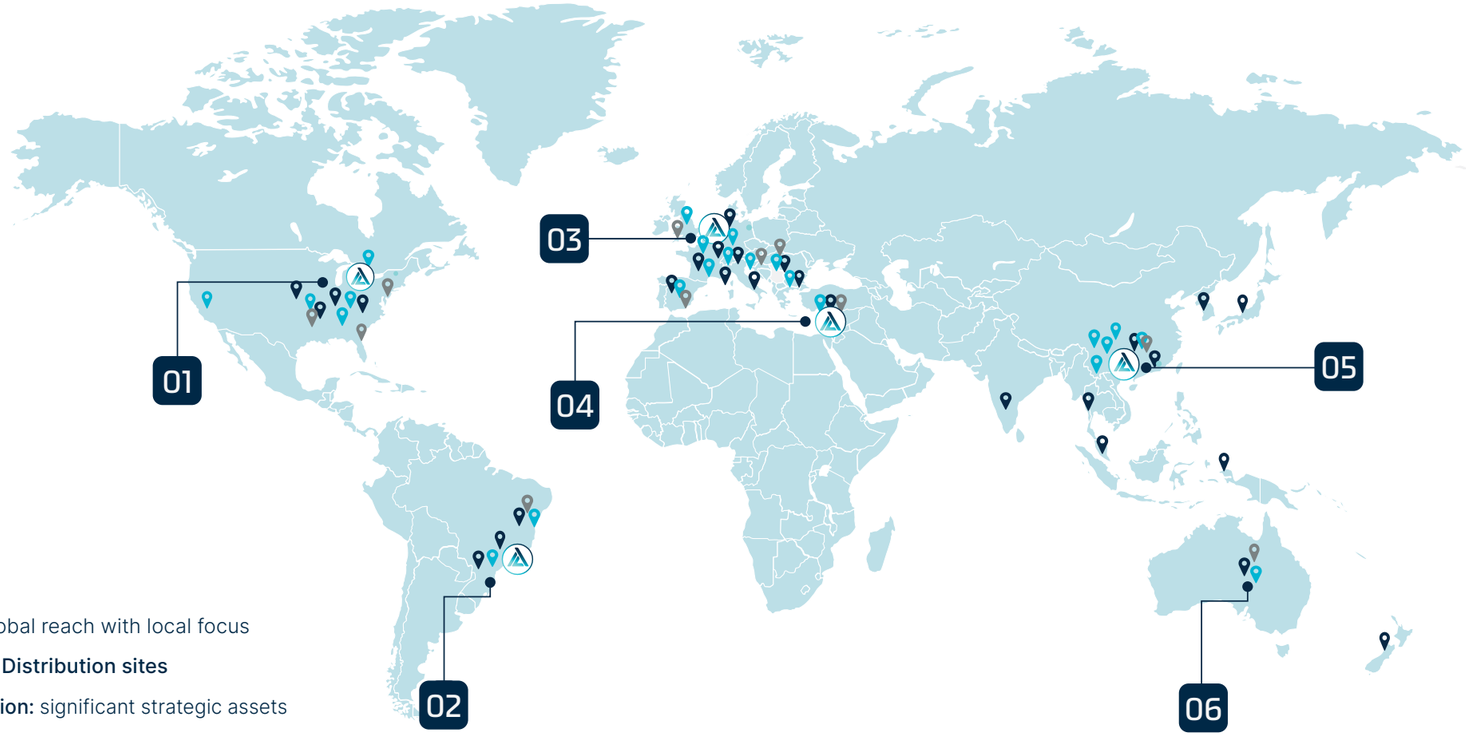


GLOBAL PRESENCE

Geographical breakdown of our sales by customer location

ICL's total sales in 2025 reached **$7,153 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%



- **R&D:** global reach with local focus
- **Sales & Distribution sites**
- **Production:** significant strategic assets

01
5 R&D sites
11 Sales & Distribution sites
8 Production sites

02
5 R&D sites
10 Sales & Distribution sites
10 Production sites

03
5 R&D sites
22 Sales & Distribution sites
16 Production sites

04
1 Head Quarters
7 R&D sites
3 Sales & Distribution sites
5 Production sites

05
2 R&D sites
14 Sales & Distribution sites
4 Production sites

06
1 R&D sites
4 Sales & Distribution sites
1 Production sites

IMPACTING YOUR DAY-TO-DAY

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







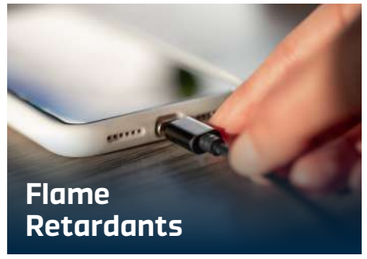


















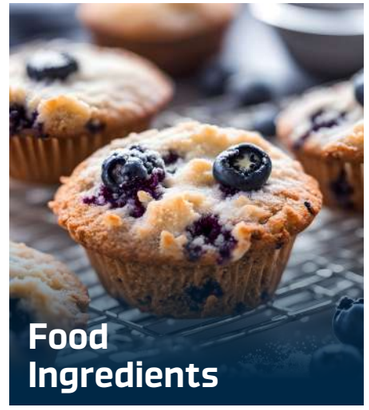






Focusing on Food security purpose





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

2022	$10,015 Million
2023	$7,536 Million
2024	$6,841 Million
2025	$7,153 Million

Operating income

2022	$3,516 Million
2023	$1,141 Million
2024	$775 Million
2025	$580 Million

Adjusted operating income

2022	$3,509 Million
2023	$1,218 Million
2024	$873 Million
2025	$873 Million

Total adjusted net income - shareholders of the Company

2022	$2,350 Million
2023	$715 Million
2024	$484 Million
2025	$465 Million

Cash Flow from Operating Activities

2022	$2,131 Million
2023	$1,710 Million
2024	$1,468 Million
2025	$1,056 Million

Economic Value Retained $385M

Sales

2025	$7,153 Million

Total Operation costs ex. Salary. Royalties and Donations

2025	$4,795 Million

Employee wages and benefits

2025	$1,402 Million

Payment to providers of capital

2025	$326 Million

Royalties to governments

2025	$75 Million

Payments to governments - Only Current Taxes

2025	$162 Million

Community investments

2025	$8 Million

WHAT WE OFFER

Resources


Dead Sea


UK | Spain | China


Negev Desert

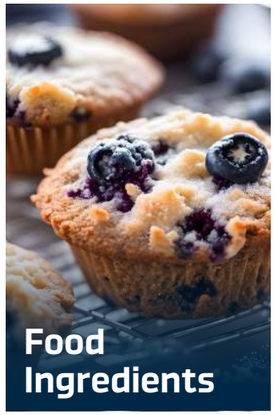

Opportunities

Minerals Assets

Potassium	Phosphorus	Bromine	Magnesium
K	P	Br	Mg
39.10 19	30.97 15	79.90 35	24.31 12
Potassium	Phosphate	Bromine	Magnesium

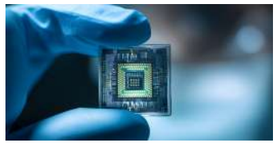
Markets





Business Divisions


Growing Solutions


Industrial Products


Phosphate Specialties


Potash

Expertise


R&D


Chemistry


Formulation


Mining

Minerals Assets

Phosphorus P 30.97 15

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.

Potassium K 39.10 19

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 Br 79.90 35

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 Mg 24.31 12

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.

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.

SUSTAINABILITY HIGHLIGHTS 2025

Awards

CDP Water
A score
(A-listed top 1%)

CDP Climate
A score
(A-listed top 1%)

CDP Supplier Engagement Assessment
A score

MSCI
Improved to an 'A' ESG rating

Ecovadis
Obtained Gold medal;
among top 5% of 75,000 rated suppliers

American Chemistry Council
Recognized for safety performance

Top workplace
Israel and Brazil

Sustainalytics
Rated 2nd best out of 76 companies in our sector

ISS ESG rating
Improved to C+ ; among top 20%

Maala
Highest platinum+ ranking for corporate responsibility for 7th consecutive year

IFA Industry Stewardship Champion
Excellence in safety, environment, energy & co_2

Bloomberg ESG
Scored 5.51, ranking among top 12% of the Agricultural Chemicals peer group

Practices

External Assurance
Annual assurance for GHG emissions, energy, water & waste

ESG report
Annually publishing a Corporate Responsibility report for the 16th consecutive year

SBTi approval
Validated near-term 2034 reduction targets

Sustainable financing
$250m sustainability-linked loan and $1.55bn sustainability-linked RCF

TCFD
5th year of climate disclosures in 20F annual report

TNFD endorsement
TNFD recommendation alignment process initiated

Value chain partnerships
Collaborating with industry leaders to create value and advance decarbonization across the value chain

Supply chain stewardship
Active TfS member, driving ESG integration and transparency across the supply chain

Innovation ecosystem
BIG Accelerator driving a company-wide innovation ecosystem supporting sustainable growth

EU CBAM
Transitional reporting phase completed

Performance

Food security
Positively impacting 400m people daily
~5% of world's population

GHG emissions
Achieved 26% scope 1 & 2 reduction vs. 2018

Scope 3
Achieved ~6.14% reduction in 2024 vs. 2022

Low-carbon energy
~90% of procured electricity and 37% of total net energy sourced from low carbon and renewable energy

Water stewardship
15.8% cumulative reduction in freshwater and 8.7% in alternative water, both compared to 2022

Waste Reduction
26.3% cumulative reduction in landfill waste and 34.9% in hazardous waste, both compared to 2022

Injury Rate
Achieving a ~30% reduction IR index compared to 2024

Social engagement
ICL's employees collectively volunteered a total of 64,590 hours

Social impact
ICL's social investment amounted to ~8$ million

Woman in Senior Management
Women holding ~26% of senior management roles

Sustainable verified suppliers
A total of 1,230 valid supplier assessments

Air Emissions
PM emissions decreased by ~15% compared to 2024

AWARDS & RECOGNITION

ICL's commitment to environmental stewardship, social responsibility, and transparent governance is reflected in a growing portfolio of internationally recognized achievements. Year after year, we invest significant efforts in measuring, disclosing, and continuously improving our ESG performance and practices, holding ourselves to the highest global standards. The recognitions presented in this section are a testament to that dedication, with ICL consistently earning top-tier ratings and global recognitions from the world's leading ESG benchmarks. These results are more than scores. They represent the trust that stakeholders, investors, and rating agencies place in ICL's transparency, accountability, and long-term vision for sustainable value creation.

CDP

ICL maintained its A score in CDP Climate Change, improved its CDP Water Security score to A, and achieved an A score in the Supplier Engagement Assessment (SEA) in its 2025 CDP disclosure. These results place ICL as a CDP "A" List Company across all three categories. The CDP A-List is an annual recognition awarded to companies demonstrating leadership in environmental transparency and performance.

In 2025, only 1% of disclosing companies achieved A scores across two or more environmental issues (Climate Change, Water Security, and Forests), highlighting the significance of our achievement.

EcoVadis

Our EcoVadis score improved to 79 points, earning the Company the Ecovadis Gold Medal and placing us among the top 5% of 75,000 rated suppliers.

MSCI

In 2025, ICL's MSCI ESG rating improved to A.

Sustainalytics

ICL's Sustainalytics ESG risk score ranking improved to 21 (from 23, where lower scores indicate better performance), ranking ICL 2nd out of 76 companies in its sector and positioning us among the industry's leaders.

IFA Industry Stewardship Champion

In 2025, ICL was again designated an IFA Industry Stewardship Champion, recognized for excellence in safety, environmental performance, energy efficiency and CO_2 emissions, ranking among the 30 leading fertilizer companies worldwide.

Maala ESG (Israel)

ICL was awarded the prestigious Platinum+ ranking, maintaining its position for the seventh consecutive year in the 2025 Maala ESG Index. Additionally, we attained the esteemed Maala ESG AA ranking, positioning us among the top companies of the Pharmaceutical & Industrial category. Furthermore, ICL was recognized in the Diversity & Inclusion index. The Maala ranking stands as Israel's premier ESG index.

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.

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 consideration their companies' investment in human capital.

Bloomberg ESG

Our Bloomberg ESG Score, as of May 2026, is 5.51 (with 10 being the highest), better than 88.1% 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. Our FruitMag™ product won the 2025 SEAL Sustainable Product Award for its innovative, mineral-based solution that reduces citrus losses using natural Dead Sea magnesium without fungicides.

Business Intelligence Group

ICL 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 amplifies their success, and commits to helping them grow, develop and improve.

Entropy

ICL was rated as a "Leader" in Entropy's ESG ranking, which is the highest rating in Entropy's model and places ICL as an industry leader.

ICL América do Sul holds the prestigious "Agro+ Integrity Seal". This seal is granted by the Ministry of Agriculture, Livestock and Supply in recognition of agribusiness companies that develop good practices of integrity, ethics, and sustainability management, as well as fighting 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.

In 2025, ICL's US facilities were recognized by the American Chemistry Council (ACC) for safety performance, with Certificates of Excellence awarded to seven facilities.

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

Agmatix was recognized by Fortune Magazine as a 'Company That is Changing the World'.

INNOVATION

Why this matters to us

"Sustainability and climate action guide ICL's innovation agenda and the way we design and scale solutions. As Chief Technology & Innovation Officer, I ensure ESG principles are embedded in our R&D and translated into measurable outcomes that support customers while reducing environmental impact. With Food Ingredients and Crop Nutrition at the center of our focus, innovation is directed toward smarter nutrient use, improved productivity, and ingredients that enhance functionality and safety, while reducing food loss. ESG for us is about how we innovate to deliver long-term value for society and the environment."



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

INNOVATION IS IN OUR DNA

Innovation is in ICL's DNA and reinforces our strategic focus on **Food Ingredients and Crop Nutrition** as our primary growth engines. We complement this growth by leveraging our fully integrated value chain to maximize the efficiency and sustainability of our core phosphate and bromine businesses, continually enhancing processes to deliver more value with fewer resources, lower environmental impact, and optimized material use. Continuously optimizing our cost structure through operational excellence and innovation. Anchored by our **BIG Accelerator,** our innovation culture empowers our employees to lead change, accelerate impact, and transform strategy into scalable solutions.



ICL INTERNAL INNOVATION

big

Our BIG accelerator is an internal network that consolidates all of our innovation programs and brings ideas and multidiscipline expertise across our entire global organization, which are integrated and synchronized under the sponsorship and commitment of our CEO and senior management.

The BIG program, aligned with our overall strategy, is aimed at creating impact in the areas of sustainability, efficiency and growth. The program leverages our employees' ingenuity by implementing ideation methodologies, engaging in ideation campaigns and providing a platform to collect and execute innovative ideas. The BIG system encompasses the full execution process, starting with evaluation, approval, funding, execution, and monitoring of innovation initiatives. Our network of BIG champions and captains across our business units drives innovation throughout ICL, inspiring employees at all levels. Our employees are motivated to create a meaningful impact and are recognized with honors and rewards for their innovation efforts and achievements.

For more Information - see our chapter on People & Culture.



Lighthouse Operational innovation

Our **Lighthouse** program aims to create efficiency by transforming ICL operations into smart factories. The program focuses on AI and process control automation, integration of robotics and drones into our daily operations, maintenance flow digital transformation and implementation of 3D technologies for connected workers. ICL has established an expert team dedicated to Industry 4.0 technologies to optimize ICL's operations through cutting-edge innovation, aligned with the first dimension of our strategy. This team leads transformation processes across ICL's global operational sites, including scouting and testing new technologies, creating required innovation infrastructure, integrating advance technological solutions into operational systems and routines, and executing the full transformation process.

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 Future 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 ICL divisions. This digital platform connects ICL's employees, enabling professional networking and knowledge exchange across dozens of communities, including EHS, Process Engineering, Energy, Sustainability Marketing, and more. With the participation of thousands of connected employees, the program has seen tremendous success, with over five million interactions to date.

ICL OPEN Innovation Space

ICL's OPEN Innovation Space was designed to enable '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 identify and evaluate several hundred ideas annually. From these, we select those that best match future market needs and commit to openly supporting their development with the goal of commercialization.

Our focus areas include:

Plant Nutrition
Developing next generation plant nutrition, abiotic stress tolerance, and soil health solutions

Functional Food Ingredients
Creating healthier functional food ingredients to meet the evolving demands of the food market

Flame Retardants
Developing novel and halogen-free flame retardants to save people's lives in the event of a fire

Novel Materials
Exploring novel materials and complementary technologies

In 2025:

490
Opportunities evaluated

6
Ongoing collaborations with startups

22
Ongoing collaborations with academic partners

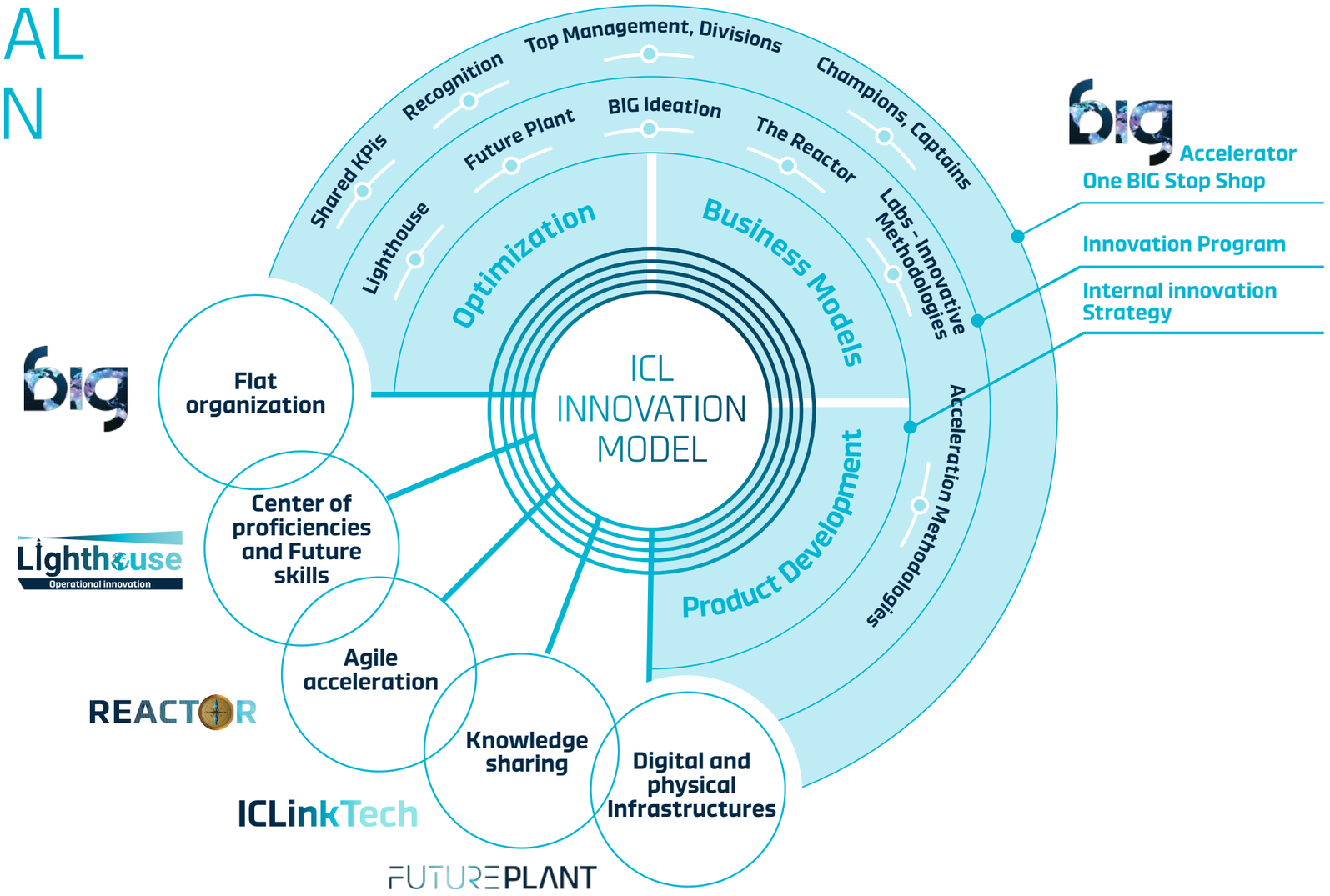
IMI Tami

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. Providing process development and analytical services to the Company in Israel and its subsidiaries across the world, 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



CORPORATE BUSINESS DEVELOPMENT

ICL PLANET STARTUP HUB

Through the ICL Planet Startup Hub, ICL maintains a structured framework for selective strategic investments and engagement with startups in FoodTech, AgriTech and ClimateTech, in cooperation with global innovation partners.

For more details on our startup portfolio, see ICL PLANET.

Building on an initial investment made through the Hub, in 2025, ICL signed an agreement to acquire Lavie Bio's key assets, including its core team, the technology platform, microbial bank and commercial products. By fusing Lavie's AI-powered discovery with ICL's global market presence, we are building a biologicals hub to serve the future of agriculture.



agmatix

Agmatix, a digital agtech startup within the ICL Group, is advancing sustainable agriculture through its proprietary, AI-driven technology platform. The platform enables agribusinesses and food manufacturers to transform complex agronomic data into actionable insights and discoveries. Offering a comprehensive suite of solutions for field trials, crop nutrition, sustainability, and advanced analytics, Agmatix supports smarter, more sustainable farming and supply-chain decision-making.

At the core of Agmatix's technology is a neuro-symbolic AI architecture, combining machine learning with agronomic domain knowledge. This hybrid approach allows the platform to learn from large-scale real-world data while grounding insights in biological logic, crop physiology, and nutrient interaction rules, resulting in explainable and trusted recommendations. Agmatix further differentiates itself through contextual AI powered by agronomic ontologies which standardize and structure data across crops, geographies, soils, climates, and management practices. This enables agricultural professionals to enhance field research, optimize crop nutrition strategies, and assess sustainability outcomes within their full agronomic and environmental context.

Recognized by Fortune as a company that is changing the world, Agmatix works with leading organizations across the agri-food sector to leverage artificial intelligence in solving complex, real-world agricultural challenges. In 2025, Agmatix partnered with BASF to develop an AI-powered digital tool to detect and predict Soybean Cyst Nematode (SCN) infestations, helping to mitigate significant losses in yields. During 2025 Agmatix also partnered with FoodChainID to advance regenerative agriculture through AI-powered certification solutions.

At the heart of Agmatix's mission is the belief that data-driven, context-aware decision-making is essential for reducing agriculture's carbon footprint and supporting the long-term resilience of global food systems. For more details, see Agmatix.

agmatix NASA HARVEST

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 have 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, the collaboration facilitates data-driven insights that empower agronomists and growers to optimize their 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.



This Sentinel-2 satellite image shows one of the agricultural regions we analyze as part of the NASA Harvest × Agmatix collaboration. Variations in field colors reflect differences in farming practices and crop growth stages, enabling us to generate scalable ag-intel and actionable insights.

GROWERS

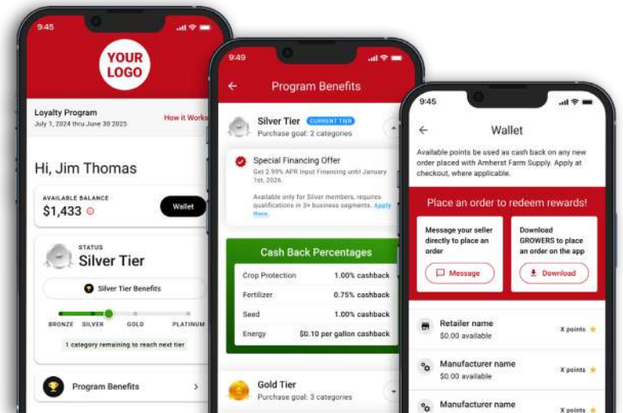
GROWERS, a leader in agriculture retail solutions within the ICL Group, is redefining how customer loyalty is created and sustained in the agriculture sector through its AI-enhanced loyalty program. Traditional loyalty initiatives in agriculture have often relied on basic discounts or rebates, but GROWERS has transformed this model by embedding advanced artificial intelligence into a customizable loyalty framework that benefits retailers, manufacturers, and farmers alike.

At the core of the GROWERS Loyalty Program is **Axiom**, an AI engine developed in collaboration with Agmatix that analyzes customer behavior and product performance using proprietary algorithms to deliver predictive insights, real-time recommendations, critical alerts, and tailored incentives. By adapting to factors such as seasonality, geography, and farmer profiles, the program enables agricultural retailers and manufacturers to optimize offerings, personalize engagement, and foster continuous purchasing cycles.

This AI-driven approach has already demonstrated impact: agricultural retailers participating in the GROWERS Loyalty Program have reported increased sales among members compared to non-members, and the Company anticipates broader adoption and continued evolution of the program in 2026.

GROWERS' innovation is strengthening customer relationships and transforming loyalty from a transactional tool into a strategic engine for growth, enabling retailers to anticipate customer needs, reduce churn, and tailor incentives that resonate with their farmer customers. By leveraging data-driven insights and intelligent automation, GROWERS is setting a new standard for customer engagement in agriculture and helping participants throughout the supply chain to unlock greater value from their loyalty investments.

For more details, see GROWERS.



DEVELOPMENT DOMAINS



Sustainability and Clean Technology

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



Circular Economy

Waste to product; recycling; efficiency improvement.



Next Generation Fertilization

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



Industry 4.0

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



Food Technology

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



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.



Novel Materials

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

For additional information on ICL products see our chapter on Food Security.

In partnership with:

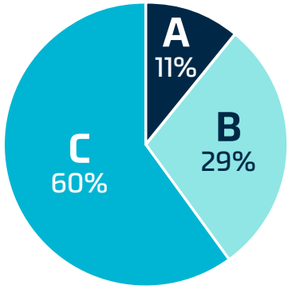
Ben-Gurion University of the Negev
plantible
WAGENINGEN UNIVERSITY & RESEARCH
BINGHAMTON UNIVERSITY STATE UNIVERSITY OF NEW YORK
האוניברסיטה העברית בירושלים THE HEBREW UNIVERSITY OF JERUSALEM
UNIVERSITY of GUELPH
COLUMBIA UNIVERSITY IN THE CITY OF NEW YORK
TECHNION Israel Institute of Technology

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.

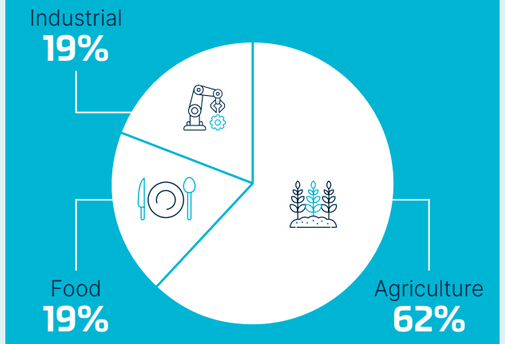
C
"Contributes to Solutions" acts to reduce harm AND create benefit to stakeholders AND address a social or environmental challenge that does not result from the organization's activities.

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

Impact centrality score **2**/5 avg

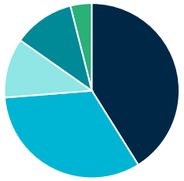
Promoting circular economy **15**/41

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



SUSTAINABLE IMPACT

Why this matters to us

"At ICL, sustainable impact is created when we connect our resources, our value chain and our expertise into practical solutions for a resource-constrained world. From responsible sourcing and product-level transparency, through sustainability-led decision-making and lifecycle data, to advanced crop nutrition and agronomic innovation, we are focused on doing more with less - helping customers and growers improve productivity, reduce environmental impact and strengthen food security.

This is how we create value: by turning minerals, data, partnerships and field expertise into solutions that support more resilient, efficient and sustainable systems."



Ido Lilian
EVP, ICL CPO, CAPEX & ESG



Nadav Even-Hen
Head of ESG & Sustainable Finance Director



Shay Mey-Tal
VP Marketing & Agronomy



ICL Business Philosophy: DOING MORE WITH LESS

ICL's Efficient, Innovative and Sustainable Solutions for Global Food Security and Sustainable Impact

At ICL, our *"Doing More with Less"* approach reflects a core business philosophy: translating efficiency and innovation into sustainable impact, competitive advantage, and longterm value creation.

Feeding a growing global population with finite natural resources is one of the defining challenges of the 21st century. With the global population expected to exceed 9 billion by 2050, and arable land per capita continuing to decline, pressure is increasing on the food system to produce more with fewer inputs. At the same time, climate variability, soil degradation, water scarcity, and the need to reduce greenhouse gas emissions are reshaping the operating environment of modern industry.

ICL's response to this challenge is to enable higher productivity with lower resource intensity - that is, to **"do more with less".** We maximize the value of the solutions we provide, transforming potash and phosphate into advanced, precision fertilizers that deliver nutrients **more efficiently and exactly where, when and how the crops need them,** thereby reducing losses and environmental impact across our value chain, from extraction to field application, while supporting improved crop yields.

Addressing these challenges requires not only increasing output but improving efficiency across every stage of production and use, *producing smarter* by - optimizing inputs, minimizing waste and environmental impact, and ensuring that more nutritional value reaches more people through more resilient sustainable food systems.

The *"Doing More with Less"* approach extends across the entire value chain, from mining and processing to product development and customer solutions. It reflects our ongoing efforts to maximize the value of the resources we use while minimizing waste and environmental impact. This approach is grounded in circular principles embedded within ICL's core business and operations, ensuring that resource efficiency is integrated into our processes rather than applied as an add-on.

As a vertically integrated minerals and specialty solutions company, ICL extracts potassium- and phosphate-bearing minerals and processes them into advanced fertilizers, food-grade additives, and industrial products. This integration enables the use of byproducts as valuable inputs across a broader portfolio, reducing waste, enhancing overall resource efficiency, and maximizing the value recovered from every tonne of ore.



Process and Portfolio Optimization Highlights:

ICL'S MULTIFACETED APPROACH TO DOING MORE WITH LESS

More Yield, Less Impact: Securing the Future of Food

Optimizing agricultural productivity while minimizing environmental footprint

Increasing agricultural productivity while reducing environmental impact is central to achieving sustainable food systems. As demand for food continues to grow, improving output per unit of input, land, water, and nutrients becomes critical to limiting GHG emissions, reducing resource pressure, and supporting long-term resilience.

ICL addresses this challenge by developing solutions that improve **nutrient-use efficiency**, enabling higher yields with optimized input use and a lower environmental footprint. This approach supports the decoupling of agricultural productivity from emissions and nutrient losses across the value chain.

Our portfolio includes **Slow Release Fertilizers (SRFs)** and **Controlled Release Fertilizers (CRFs)**, which align nutrient availability with crop demand, improving uptake efficiency and reducing losses through volatilization, leaching, and denitrification. These solutions support more efficient use of inputs while contributing to lower greenhouse gas emissions, particularly in the crop use phase.

We also advance nitrogen efficiency through solutions such as **Nova Complex Optima**, incorporating a nitrification inhibitor (DMPP), which helps reduce nitrous oxide emissions and minimize nitrate leaching. This enables improved productivity while addressing key environmental impacts associated with conventional fertilization practices.

In parallel, ICL provides low-impact and naturally derived nutrient solutions, including **Polysulphate®** and potash-based products, which deliver essential nutrients with minimal processing and reduced environmental impact.

Our approach also extends to circular nutrient management. Solutions such as **PuraLoop®** recover phosphorus from secondary sources and reintroduce it into agricultural systems, contributing to more sustainable and resilient nutrient cycles.

These solutions are supported by digital agronomy tools and advisory services that enable farmers to optimize input use at the field level, improving productivity while reducing environmental impact.

Through this integrated approach, ICL supports a transition toward more efficient, low-impact agricultural systems, helping to increase food production while reducing pressure on natural resources and ecosystems.

Read more in our chapter on Food Security.

More Yield, Less Time and Effort

Enhancing operational efficiency & farmer ROI

Agricultural production often requires multiple inputs, applications, and operational interventions throughout the growing season, contributing to increased labor, fuel use, and operational complexity. Improving efficiency at the farm level is therefore critical to enhancing productivity while reducing resource use and operational burden. **This approach reflects our philosophy of "Doing More with Less".**

We address this challenge by developing solutions that simplify agricultural practices while maintaining performance thereby **enabling higher productivity through simplified, more efficient agricultural practices and improved use of resources.** Our **"One-Go"** single-application fertilization approach, enabled by our CRF fertilizers, allows farmers to apply nutrients in a single application rather than multiple treatments throughout the season. This approach supports optimized nutrient availability while reducing labor requirements, fuel consumption, and application-related emissions. Field trials and commercial collaborations demonstrate that such approaches can maintain or improve yields while streamlining farm operations.

ICL is also a leader in water soluble fertilizers used for fertigation via drip irrigation system. Such fertigation practices ensure accurate nutrient placement, increased nutrient absorption by the plant, reductions of fertilizers and water consumption and mitigation of emissions, thus reducing environmental footprint. We develop targeted solutions to improve nutrient availability under challenging conditions. For example, our **Agrolution pHLow** is designed to optimize soil pH in the root zone, helping unlock nutrients that would otherwise remain unavailable to crops. This supports improved early-stage plant development, reduces agronomic risk, and enhances overall productivity.

By combining advanced fertilizers, tailored solutions, and agronomic expertise, we support more efficient and simplified farming practices. This approach enables farmers to optimize input use, reduce operational intensity, and improve overall performance, contributing to more sustainable agricultural systems.

Read more in our chapter on Food Security.

More Food, Less Food Waste and Spoilage

Reducing food loss and spoilage across the value chain

Food loss and spoilage represent a significant systemic inefficiency across the global food system, resulting in unnecessary use of natural resources and avoidable greenhouse gas emissions. Improving the efficiency of how food is processed, transported, and consumed is therefore a key lever for enhancing food security while reducing environmental impact. As such, reducing food loss and waste is widely recognized as one of the most effective ways to improve global food security while lowering the environmental footprint of food systems.

We contribute to addressing this challenge by developing specialty ingredients and solutions that extend product shelf life, maintain quality, and reduce post-harvest losses across the food value chain. Our portfolio includes functional ingredients that support stability, preservation, and performance in a wide range of food applications.

Our **JOHA®** portfolio of emulsifying salts enables food manufacturers to optimize texture and extend freshness across dairy and processed food products. In addition, our strategic investment in **Bartek Ingredients** (49.9%), a producer of food-grade organic acids, supports the development of solutions that enhance product stability, improve shelf life, and contribute to food safety through pH control and preservation.

Complementing these solutions are post-harvest applications such as our **FruitMag™** product, a mineral-based treatment for citrus that helps reduce spoilage during storage and transportation. By providing an alternative to traditional chemical treatments, this solution supports the preservation of crop quality while reducing losses along the supply chain.

Through this portfolio of food ingredients and post-harvest solutions, we contribute to improving the efficiency of the food system by ensuring that more of what is produced reaches consumers, while reducing waste and the associated environmental footprint.

Read more in our chapter on Food Security.

More Productivity, Less Water Use

Advancing water stewardship and sustainable chemistry

Escalating global freshwater scarcity presents a growing challenge for both agricultural production and industrial operations, requiring improved water efficiency across the value chain. At ICL, we address this through a combination of **operational water stewardship and the development of solutions that enable more productive use of water resources**.

Within our operations, we implement structured water management practices focused on monitoring, efficiency, reuse, and reduction. Through digital tracking systems, process optimization, and water recycling initiatives, we work to reduce freshwater withdrawals and improve water use efficiency across our production sites, particularly in water-stressed regions.

Beyond our operations, we develop technologies and products that support more efficient water use in agriculture. Our portfolio includes unique water-soluble fertilizers designed for fertigation, enabling precise delivery of nutrients directly to the root zone and reducing water loss from evaporation and runoff.

We also develop highly advanced water-conservation solutions. Our key brands, **H2Flo and H2Pro**, utilize soil surfactant technologies that improve water distribution within the soil, optimizing moisture retention in the root zone of crops and professional turf, while reducing standard irrigation volumes.

In addition, ICL supports water efficiency in other sectors. In the textile industry, **TextiMag™**, a magnesium-based odor-adsorption technology, helps extend garment freshness, reducing the need for frequent washing, thereby lowering water and energy use at the consumer level.

In industrial water management, ICL applies innovative technologies to optimize system performance. Our signaling molecule solutions help control microbial activity in industrial water systems, reduce bio-fouling and lower the need for chemical treatment, thereby supporting more efficient water use and minimizing environmental impact.

Through this integrated approach, ICL contributes to improving water productivity and supports more sustainable use of water resources across operations and value chains.

Read more in our chapters on Water & Wastewater Management and Product Stewardship.

Better Soil Health, Less Degradation

Advancing soil health and regenerative agriculture 2.0

Soil degradation is a growing global challenge, threatening agricultural productivity, reducing natural carbon sinks, and limiting the ability of ecosystems to sustain long-term food production. At its core, soil health is the chemical, physical, and biological factors that work together to create a soil environment capable of supporting long-term agricultural productivity and economic sustainability.

ICL addresses this challenge through its **“Regenerative Agriculture 2.0” approach**, integrating agronomic expertise, advanced solutions, and data-driven technologies to support the restoration and long-term resilience of agricultural soil. This approach focuses on improving soil structure, enhancing biological activity, and supporting the soil’s natural capacity to retain water and cycle nutrients.

We develop solutions that support soil health beyond basic crop nutrition. These include biological and bio-stimulant solutions that enhance soil microbial activity, improve nutrient availability, and contribute to a more resilient soil ecosystem. Products like BIOZ® Diamond provide, bioavailable carbon sources to serve as food for existing soil microbes. In parallel, we provide mineral-based alternatives, such as **Polysulphate®**, that deliver essential nutrients with minimal processing and lower impact on soil composition.

ICL also integrates digital capabilities, including the **Agmatix platform**, to support data-driven agronomy and enable more efficient, site-specific resource use. We acquired **Lavie Bio,** a pioneer in the ag-biologicals sector, specializing in the discovery and development of microbiome-based agricultural products. These tools help farmers optimize inputs and transition toward more sustainable and regenerative agricultural practices.

Through this integrated approach, ICL supports improved soil health while enabling sustained agricultural productivity and resilience.

Read more in our chapter on Food Security.

More Resilience, Less Climate-Driven Losses

Strengthening climate adaptation and value chain resilience

Climate volatility, including increasingly unpredictable weather patterns, more frequent droughts, and shifting disease pressures, poses a growing challenge to agricultural productivity and global food security. **Strengthening resilience to these conditions is essential to maintaining stable agricultural production and ensuring long-term food system reliability.**

We address these challenges by developing solutions that enhance crop resilience while supporting efficient use of resources. Our portfolio enables growers to maintain productivity and crop quality under stress conditions, while improving nutrient-use efficiency and optimizing water use. This integrated approach supports both climate change mitigation and adaptation across agricultural systems.

Through our **Growing Solutions** segment, we develop specialized products designed to improve crop performance under adverse environmental conditions. This includes our **Bioz** bio-stimulant portfolio, which supports natural soil activity and enhances the plant's physiological response to environmental stress. These solutions help mitigate yield losses associated with extreme weather conditions such as drought, heat, and excess solar radiation (via *Bioz Keep Green*), as well as plant stress linked to disease pressures.

By improving plant resilience to both abiotic and biotic stress factors, we support more stable agricultural systems and reduce climate-related variability in production outcomes. This contributes to enhancing the resilience of food systems while supporting long-term productivity under changing climate conditions.

Read more in our chapters on Food Security and Climate.

More Nutrition, Less Land use Change

Maximizing nutritional output while reducing pressure on land and biodiversity

A widely recognized pathway in sustainable food systems is to increase productivity on existing agricultural land while reducing environmental impact. Improving yields and nutritional output per hectare helps reduce the need for land conversion, thereby limiting ecosystem degradation and land-use change. **Agriculture is a primary driver of land-use change globally, making improvements in land-use efficiency a key lever for reducing pressure on ecosystems and supporting climate and biodiversity goals.**

ICL supports this transition by developing solutions that enable more efficient use of land and resources. Our portfolio includes precision agriculture tools, Controlled Release Fertilizers and Slow Release Fertilizers (CRFs/SRFs), as well as tailored fertigation solutions which help optimize crop performance across different soils, crops, and climatic conditions, supporting higher productivity while reducing environmental impacts.

Beyond crop production, ICL also addresses global land and resource constraints through alternative food solutions. Our **ROVITARIS®** plant-based protein platform enables food manufacturers to develop high-quality alternatives to animal-based products. From a resource efficiency perspective, these solutions provide comparable nutritional value while requiring significantly less land, water, and energy per unit of protein.

Through this dual approach, enhancing agricultural productivity and advancing resource-efficient food alternatives, ICL supports a transition toward more sustainable and resilient food systems, while reducing pressure on natural ecosystems.

Read more in our chapter on Food Security.

More Efficiency, Less Environmental Impact

Driving resource efficiency and circularity across operations and products

ICL leverages its position as a global leader in specialized minerals and chemicals to enhance resource optimization across its global value chain. While our operational foundation relies on the extraction of primary raw materials. Through our vertically integrated operations, we implement internal industrial symbiosis practices, capturing and reusing process streams across business segments. This enables the conversion of primary materials into higher-value products while reducing waste and improving overall efficiency.

We also invest in research and development to identify and integrate alternative and circular raw materials, supporting the gradual decoupling of growth from finite resource consumption. This approach contributes to reducing environmental impacts while supporting long-term business resilience.

Our resource stewardship efforts are embedded within our operations. Guided by circular principles, we continuously implement operational improvements to reduce waste and limit reliance on virgin raw materials. By identifying, capturing, and repurposing byproducts and waste heat as inputs across our operations and by closing these loops within our own organizational boundaries, we enhance resource efficiency and reduce our environmental footprint, while also supporting cost optimization and operational stability.

Read more in our chapters on Product Stewardship and Circular Economy.

FOOD SECURITY



Why this matters to us

"I am proud to be part of a company that contributes to feeding approximately 400 million people worldwide and strengthening global food security at a critical time. What we do goes beyond business: by responsibly transforming the minerals we extract into essential solutions, we help support a more resilient and sustainable world. Being part of this mission is both a responsibility and a privilege."



Lilach Geva Harel,
Deputy CEO

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

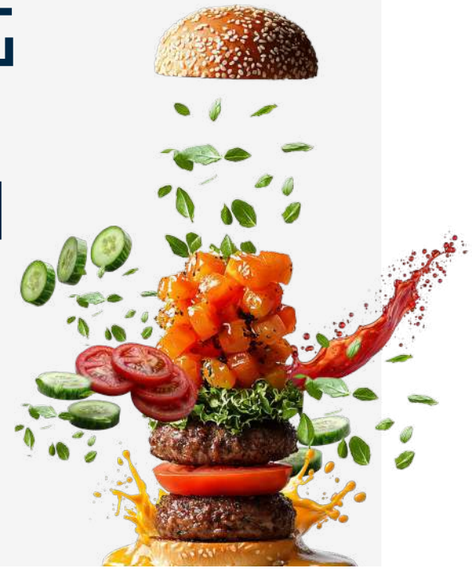
At ICL, feeding the world isn't just a vision – it's our daily reality. Our solutions impact the lives of 400 million people daily – more than the entire population of the United States – impacting approximately 5% of the global population.

Our 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*.

* Figures relating to ICL's contribution to food security are based on an assessment conducted by BDO on behalf of ICL.

ICL's products directly contribute to food security.

FEEDING 400 MILLION PEOPLE EVERY DAY!



Our contribution to food security aligns with the dimensions of nutritional security outlined by the World Health Organization. Through our advanced products, we advance agricultural productivity, leading to increased grain availability, reduced prices for produce, lower production costs, and improved accessibility for disadvantaged populations. Furthermore, by extending shelf life and enhancing food quality, we play 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 and Biostimulants

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 and environmental stressors such as droughts and heat increases.

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

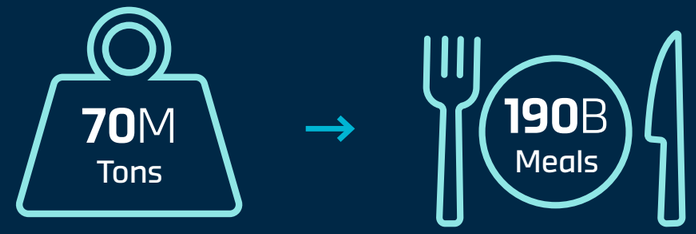
ICL's products provide
an additional net output and improved quality and lifespan

~266 trillion
calories per year

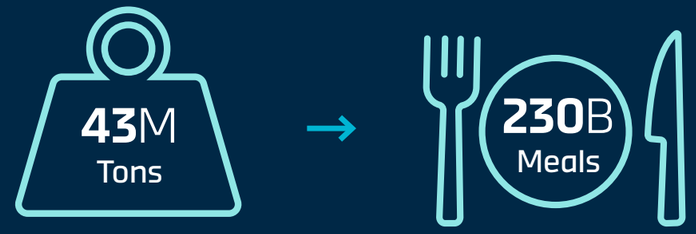
Equivalent to about
420 billion
meals per year

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

Fertilizer Production



Phosphate Uses in Food Products



SUSTAINABLE FOOD SECURITY

Fertilizers are essential to food production, yet they carry environmental impacts. Minimizing nutrient losses, reducing emissions, using alternative raw materials and improving application efficiency are key to sustainable agricultural growth. We address these challenges by adopting the **4R** Nutrient Stewardship framework of the Fertilizer Institute - the **Right source**, at the **Right rate**, at the **Right time**, and in the **Right place** - making nutrient use efficiency (NUE) and environmental stewardship the foundation of our specialty fertilizer portfolio.

Right Source: Matching the specific fertilizer type to the crop's nutritional needs.

Right Rate: Ensuring the application amount aligns with actual crop uptake and soil deficits.

Right Time: Making nutrients available exactly when the crop requires them the most during its growth cycle.

Right Place: Keeping the nutrients exactly where roots can access them (e.g., banding or fertigation)

Source: https://www.tfi.org//about-us/

Our products bring the principles of the 4R Nutrient Stewardship framework to life. Our specialty fertilizer portfolio reflects a comprehensive approach to precision crop nutrition, with each product category designed to optimize the delivery of nutrients and increase crop yields while minimizing environmental losses across the full life cycle of the products: less mining, manufacturing and distribution impacts per unit of crop yield and reduction in GHG emissions in the field. Controlled-release fertilizers (CRFs) regulate the rate and timing of nutrient availability, synchronizing release with crop uptake patterns to maximize nutrient use efficiency and reduce leaching losses. Foliar fertilizers are formulated for direct application to plant leaves, enabling rapid nutrient absorption through the leaf surface and providing a targeted, fast-acting response to nutrient deficiencies at critical growth stages when root uptake alone may be insufficient. Soluble fertilizers, applied through fertigation systems that integrate fertilizer delivery with irrigation water, allow growers to supply precisely calibrated nutrient doses directly to the root zone, conserving water and nutrients while supporting consistent crop quality and yield across diverse growing conditions. Biostimulants and adjuvants - including our Bioz product line - enhance the plant's natural physiological processes, improving tolerance to abiotic and biotic stresses such as heat, drought, and salinity, while adjuvants optimize the uptake and efficacy of other applied inputs, ensuring that the full agronomic value of each application is realized.

Sustaining Growth: The Essential Role of Fertilizers and Biostimulants

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.

We play a significant role in promoting sustainable fertilization by developing advanced nutrient solutions that support both agricultural productivity and environmental stewardship. Our portfolio includes controlled-release fertilizers that synchronize nutrient availability with plant uptake, reducing losses to leaching and volatilization. Additionally, we formulate 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, we contribute 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.

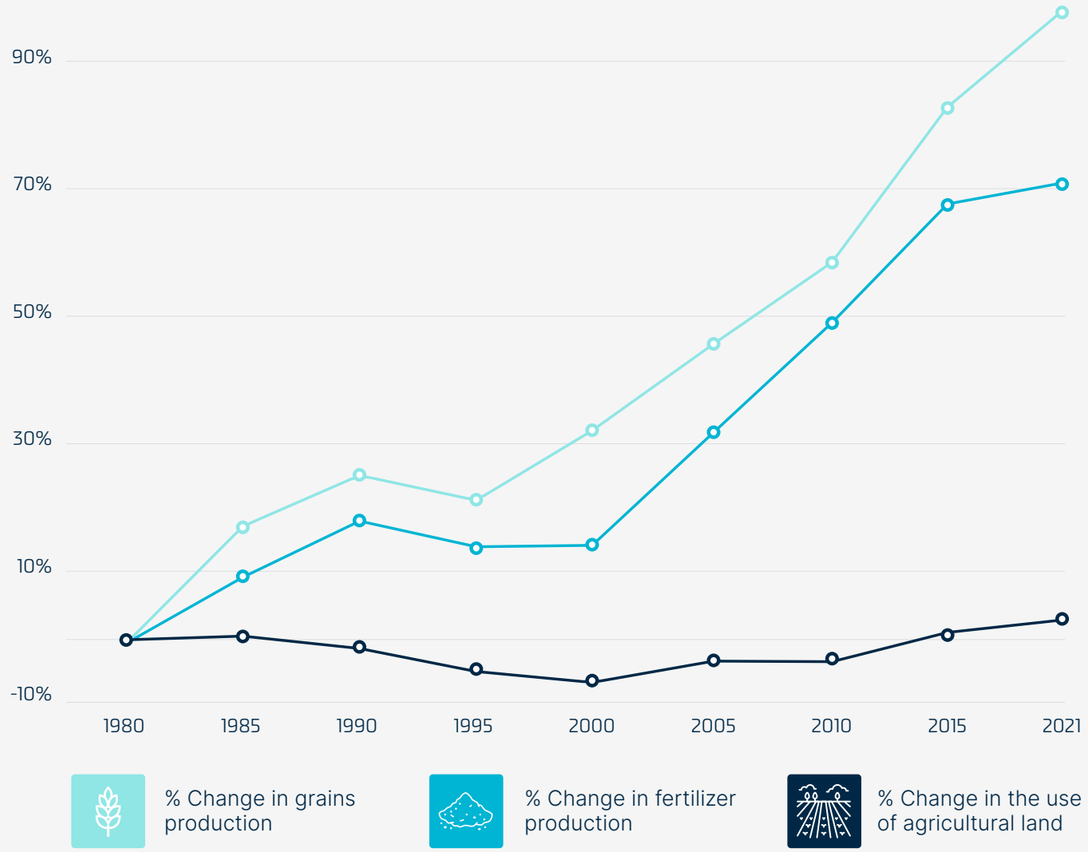
We are also a leader in water soluble fertilizers used for fertigation via drip irrigation system.

Such fertigation practices ensure accurate nutrient placement, increased nutrient absorption by the plant, reductions of fertilizers and water consumption and mitigation of emissions, thus reducing environmental footprint.

Biostimulants play a key role in enhancing crop performance by improving nutrient use efficiency, strengthening crops' natural resilience to environmental stresses and supporting consistent yields and high-quality produce. By enhancing plant vitality and stress tolerance, these solutions contribute to a more reliable and sustainable food production. As a global leader in specialty fertilizers and innovative agricultural solutions, we integrate advanced biostimulant technologies into our portfolio to optimize crop performance and sustainability, supporting farmers in producing safe, high-quality food while promoting responsible agricultural practices.



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



Source: FAO, World Bank

LOCAL PRODUCTION, GREATER RESILIENCE

We inaugurated a new specialty fertilizer facility in Maharashtra, India, marking a new chapter of growth, innovation, and impact. As global disruptions continue to affect fertilizer availability, the local manufacturing of advanced water-soluble fertilizers ensures more reliable access while reducing dependency on cross-border supply chains. Built on our proven production model, the site combines cutting-edge technology with local expertise to deliver precision nutrition, improved efficiency, and more sustainable farming.



Building Verified Insetting Pathways for Scope 3 Decarbonization

Addressing Scope 3 upstream emissions represents one of the most complex hurdles in the global agri-food transition, requiring transparent, standardized frameworks that incentivize and validate field-level carbon reductions. To do so, ICL partnered with Proba, a specialized carbon insetting platform and methodology provider, to develop, standardize, and verify rigorous methodologies for carbon insetting - the structural reduction of greenhouse gas (GHG) emissions directly within a company's own supply chain. Operating as an institutional intermediary, Proba enables fertilizer manufacturers, agri-food corporations, and growers to convert verified sustainability interventions, such as the adoption of low-carbon fertilizers, into tradeable, verified insetting outcomes.

By bridging the structural gap between chemical producers and consumer-facing food companies seeking to meet ambitious Scope 3 targets, the methodologies supporting the quantification on enhanced efficient fertilizers (EEFs) facilitate a highly efficient, transparent, and market-driven ecosystem that supports and incentivizes the adoption of sustainable agricultural practices.

Building on Proba's methodology of "adoption of controlled-release fertilizers to transition to low-carbon agriculture", ICL's products were used in a pilot conducted with Agrifirm and growers in the Netherlands to test emissions reduction in practice. The pilot, audited (validated and verified) by Normec Verifavia, explored the application of insetting approaches across approximately 50 hectares, supporting the adoption of sustainable agricultural practices and enabling the generation of verified impact along the value chain. Through this ongoing initiative, we assessed mechanisms to link upstream agricultural activities with downstream decarbonization targets, while validating a cooperative-based model for delivering lower-carbon products and strengthening value chain engagement.

Doing More with Less: Value Chain Decarbonization

Addressing climate change and advancing decarbonization is a shared journey that no single player can undertake alone. Tackling climate change requires partnerships across the value chain to turn shared ambitions into operational reality.

At ICL, we believe that collaboration with farmers, producers, and customers, combined with innovative agronomic solutions, enables the delivery of measurable environmental benefits while improving productivity per unit of resource and maintaining profitability across the agricultural value chain. By optimizing nutrient availability to match crop needs, our solutions help reduce unnecessary input use while maintaining or improving yields. Our **"doing more with less"** approach supports farmers in addressing key challenges they face, including rising input costs, regulatory pressures, and the need to reduce environmental impacts, while preserving operational simplicity and profitability.

In agriculture, where productivity, resource efficiency and climate performance are closely intertwined, solutions must deliver multiple outcomes simultaneously: higher yields, lower input use, reduced environmental impact and operational simplicity for farmers.





Key Decarbonization Insetting Partnerships

ICL's Controlled Release Fertilizers (CRFs) are designed to address the growing need for higher agricultural productivity by optimizing plant nutrition and nutrient intake efficiency, while supporting lower environmental impact. The stand-out feature of CRFs is their precision agricultural technologies, which regulate the timing and rate of nutrient release to better align nutrient availability with crop demand throughout the growing season. By improving nutrient uptake by plants, our CRFs help maintain stable yields while significantly reducing nutrient losses, including reduced volatilization, denitrification, and leaching, and simplifying fertilizer application, delivering a clear example of doing more with less in practice.

This approach supports agronomic performance while contributing to a reduction in the emissions intensity of crop production, making it a significant tool in collaborative decarbonization efforts across the agricultural value chain. Field trials conducted under diverse agronomic conditions indicate that the enhanced nutrient-use efficiency from CRFs can typically enable nitrogen application reductions up to approximately 30% per hectare and emissions reductions in the range of ~20%–50%, contributing to a meaningful reduction in a crop's emissions factor through a single, easy-to-apply intervention.



Driving Field-Level Decarbonization

These principles of nutrient efficiency and carbon reduction across the value chain are illustrated in practice through our multi-year collaboration with Athenian Brewery / Heineken in Greece. The partnership was established around a shared objective: reducing the CO_2e footprint of barley, Heineken's most important agricultural input, while maintaining crop performance and farmer profitability.

Over three consecutive years, CRF technology was applied and evaluated in collaboration with Greek barley farmers, allowing for learning, refinement and validation under real farming conditions. The results demonstrated that transitioning from conventional fertilization practices to ICL's CRF **OneGo** solution can reduce the CO_2e footprint of barley by up to 29%. In addition to the climate benefits, our **OneGo** approach also brings operational improvements to barley farmers as only one fertilizer application at the beginning of the season is necessary while traditional approaches require at least two applications.

Importantly, the project achieved substantial reductions in in-field emissions without adding operational complexity or economic burden. By maintaining yields, easing on-farm practices and supporting profitability, the collaboration underscores how product innovation and value-chain partnerships can translate climate ambitions into practical outcomes, benefiting upstream farmers, downstream customers, and food security.



Scaling Sustainable Coffee Farming – Partnering with ofi (Olam Food Ingredients)

ICL Growing Solutions has partnered with ofi, Brazil's largest coffee exporter, to integrate a full range of coffee nutrition products into the ofi Direct digital platform - bringing sustainable, low-carbon fertilization solutions within reach of thousands of Brazilian coffee farmers. This collaboration supports improving yields with low-carbon and mitigating environmental impact.

The partnership marks a significant step in ICL's strategy to scale access to innovative plant nutrition solutions. By embedding our portfolio into the ofi Direct app, an established platform used by farmers to market their coffee and access forward contracts, ICL and ofi are advancing a digital-first model for agronomic engagement in one of the world's leading coffee-producing regions.

As a global leader in Controlled Release Fertilizers (CRF), ICL contributes advanced agronomic expertise and a proven track record in improving nutrient efficiency and reducing emissions. Building on this collaboration, we are expanding similar initiatives beyond Brazil, supporting sustainable, low-carbon crop nutrition in coffee and other high-value crops worldwide. Read more.



SPECIALTY CROP NUTRITION

ICL's specialty crop nutrition portfolio translates the 4R Stewardship principles into practice, reflecting our commitment to agricultural excellence and our approach of doing more with less. Our solutions nourish crops, enhance productivity, and improve nutrient use efficiency while reducing emissions, supporting diversified agriculture and fostering more resilient and ecologically responsible farming future.

Top Picks:

ICL's **Controlled Release Fertilizers (CRFs)** apply advanced coating on a nutrient substrate. The advanced coating regulates the release of nutrients into the soil, synchronizing nutrient supply with crop needs. The release of nutrient, using ICL's state-of-the-art coating is depending on soil temperature alone. The release rate is independent of soil type and pH, or other factors. As a result, plants receive a steady nutrient supply, enhancing growth and reducing the risk of nutrient leaching and volatilization into the environment. **CRFs** enable enhanced nutrient use efficiency and improved crop quality and yield. By synchronizing nutrient release with plant uptake, CRFs increase nutrient use efficiency by up to 80% compared to conventional urea application, which means that growers can reduce application rates achieving the same yield. In addition, consistent nutrient availability supports optimal plant growth for higher yields and better-quality produce. They also enable labor and cost savings: The extended nutrient release reduces the frequency of fertilizer applications, leading to savings in labor and application costs. CRFs also reduce nitrogen losses from leaching and volatilization by up to 60% and losses from denitrification by over 10%, reducing excess nutrients escaping into the surrounding environment.

Our family of CRF products include: AGROMASTER® and AGROCOTE®

eqo.X®

In our fertilizer business, we focus on developing plant nutrition products designed to optimize crop nutrient uptake, minimize losses and waste, supporting soil preservation and regeneration. These include our CRF product line, such as our eqo.x, a biodegradable technology developed for open field agriculture. It features a specialized coating that enables the gradual and predictable release of nutrients, aligning with plant uptake patterns and improving nutrient use efficiency (NUE).

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 according to European regulation, 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.

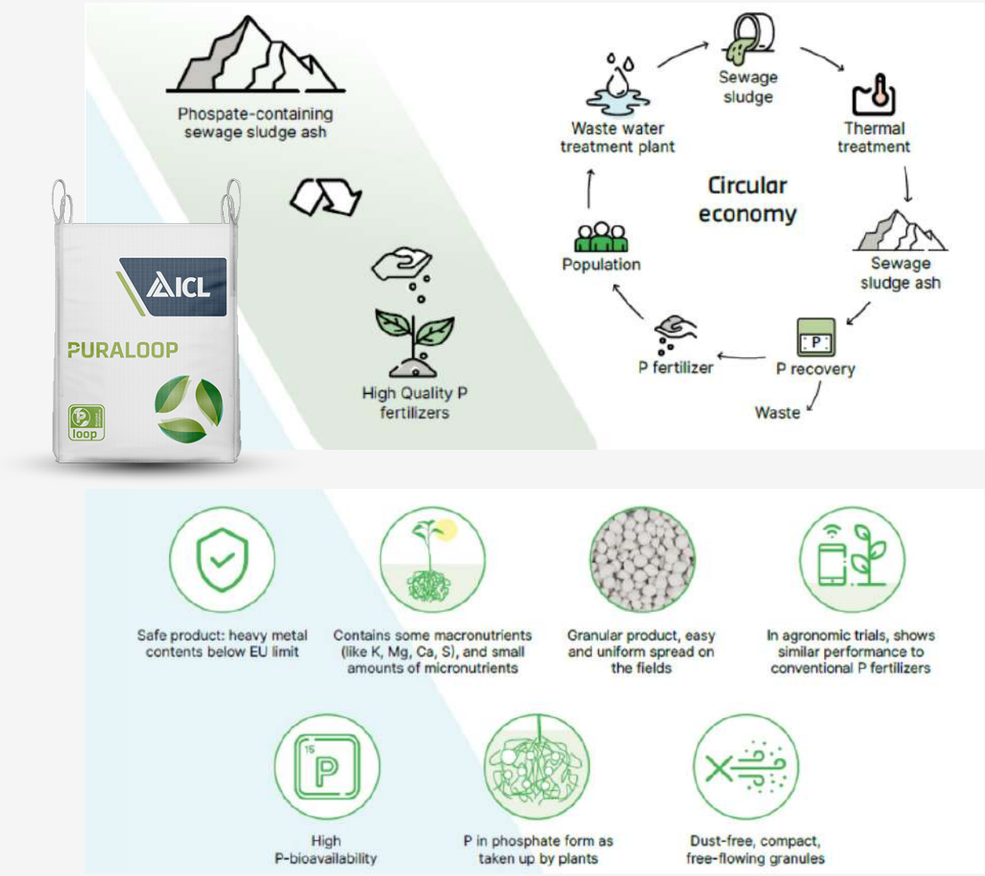
Top Picks:

PURALOOP

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

Puraloop has been recognized with the 2024 European Responsible Care® Award from Cefic, the European Chemical Industry Council, highlighting its contribution to sustainability, innovation, and Responsible Care® within the chemical industry.

Puraloop is a granular phosphorus fertilizer we developed 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.



Top Picks:

Polysulphate

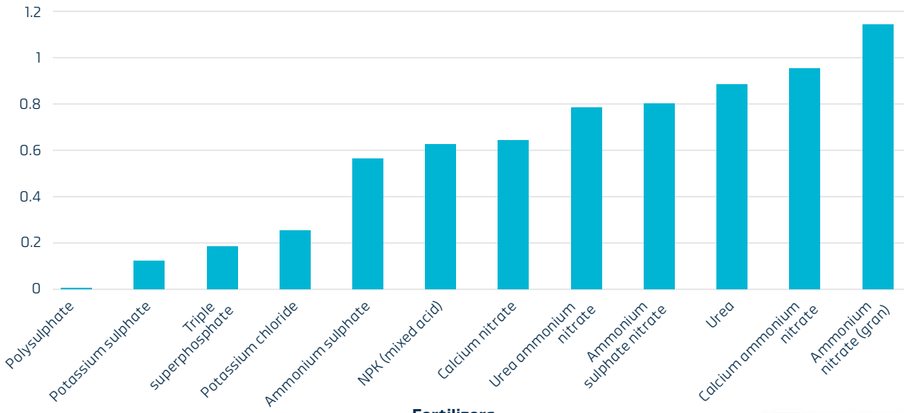
Eco-Friendly Excellence: The Polysulphate® Advantage

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 CO_2e/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.

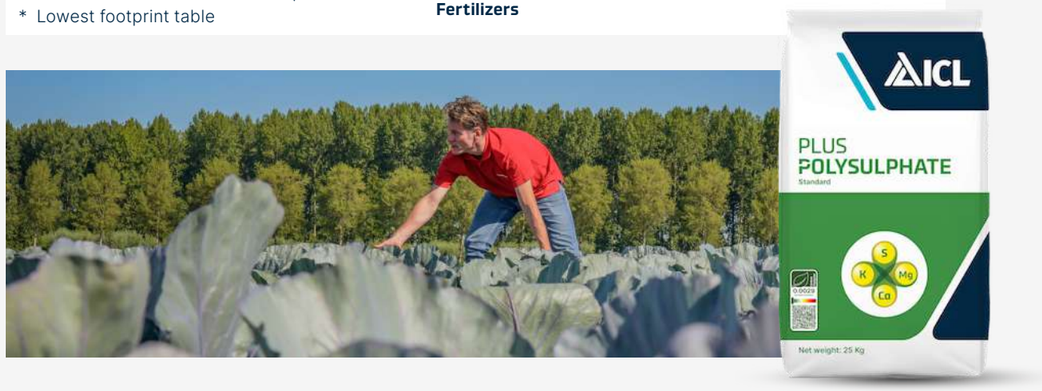
ICL PLUS: Advanced Fertilizers for Responsible Farming

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 CO_2/kg product)



* Lowest footprint table



Top Picks:

BIOZ® BEOZ®

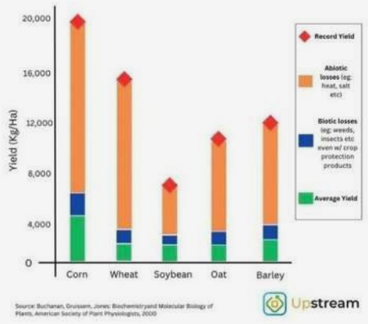
Bioz / Beoz

Bioz, our biostimulants line, is a transformative solution designed to elevate crops to their full potential. Bioz 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.

Biostimulants help unlock a crop's true genetic yield potential by reducing the large gap between average yields and record yields illustrated in the graph below across crops such as corn, wheat, soybean, oat, and barley, with a significant portion of this difference attributed to abiotic stress (shown in orange), including factors like drought, heat, and salinity. While biotic stresses (blue) also contribute to yield losses, abiotic constraints represent the largest untapped opportunity. Biostimulants play a pivotal role in narrowing this yield gap by enhancing plant resilience to environmental stress, improving nutrient uptake efficiency, stimulating root development, and optimizing physiological processes. By mitigating the impact of abiotic stress, biostimulants directly target these abiotic-loss zones, stabilizing plant performance under sub-optimal conditions and allowing more of the crop's inherent capacity to be expressed. As a result, growers can narrow the yield gap, making average yields move closer to the record genetic potential and unlocking higher, more stable yields under real field conditions.

ICL's Bioz biostimulants include 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.



The orange bars illustrate losses from abiotic stress, signaling the opportunity for biostimulant utilization to increase average yields.



Keep Green

Keep Green

BIOZ Keep Green is the first biostimulant 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 CO_2, 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.



Top Picks:

Nova

Advanced Fertigation Solutions: A Sustainable Approach

Our fertigation product line is designed for use in irrigation systems, offering a wide range of water-soluble fertilizers that support precise nutrient delivery and efficient resource use. We tailor some of these formulations to meet specific crop requirements and growing conditions, contributing to improved nutrient uptake and reduced environmental losses. By enabling targeted application through irrigation systems, fertigation products help minimize nutrient runoff and leaching, thereby protecting groundwater quality. Additionally, they support soil health and enhance plant resilience under various stress conditions. Fertigation practices ensure accurate nutrient placement, increased nutrient absorption by the plant, reductions of fertilizers consumption and water savings.

Nova Complex Optima: Protecting Groundwater, Enhancing Yields

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.

Solinure Polymarine: Water-Soluble NPK with Seaweed Enrichment

Solinure Polymarine combines water-soluble NPK fertilizers with seaweed extracts 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, Solinure Polymarine offers various NPK ratios to suit different growth stages and soil requirements.

Our new specialty fertilizer facility in India manufactures water soluble NPK fertilizers and is part of our commitment to promote more sustainable fertilization practices in India, save water, and promote food security by increasing yields.



ADVANCING PLANT NUTRITION THROUGH SCIENCE AND COLLABORATION

ICL's Global Collaboration for Potassium Deficiency Mitigation

ICL plays a key role as an industry partner in a global initiative led by IFA, supporting research and helping translate scientific insights into practical solutions for potassium management as part of balanced and sustainable crop nutrition

As part of this initiative, a global study conducted in collaboration with leading academic researchers from the University of Nebraska–Lincoln (UNL), analyzing the scale and severity of potassium (K) limitation across key field crops worldwide. The research draws on global datasets, on-farm trials, and long-term experiments.

The findings highlight potassium deficiency as a major contributor to yield gaps, showing that in many regions, soils supply sufficient nitrogen and phosphorus but lack adequate potassium, reducing yield potential and stability.



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 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 is an active industry member of Efficient Fertilizer Consortium, a public-private partnership that funds applied research to advance enhanced-efficiency and novel fertilizer technologies that improve crop productivity while reducing nutrient losses and environmental impacts. We contribute both financial support and technical expertise, participate in defining research questions, selecting relevant technologies, and reviewing experimental outcomes within a pre-competitive framework. Through our involvement, we seek to strengthen the scientific evidence base behind advanced fertilizer technologies and translate validated insights into product development, agronomic recommendations, and regulatory dialogue.
In 2025, nine new studies were initiated, expanding the experimental dataset with replicated field trials and controlled measurements. Research generated agronomic, environmental, and nutrient-use efficiency data under real farming conditions. All studies followed a pre-competitive, science-driven framework to produce objective, high-quality evidence.



SPECIALTY FOOD SOLUTIONS

We leverage multiple solutions to support more nutrition, with reduced impact. Our solutions encompass a plant-based protein platform that enables food manufacturers to create high-quality meat alternatives requiring significantly less land, water, and energy per unit of protein compared to conventional animal agriculture. Our phosphate-based solutions to reduce food waste and extend shelf life, addressing critical aspects of global food security. Our functional food ingredients, our mineral-based solution tailored for post-harvest citrus treatment and phosphate additives enable manufacturers to achieve more, enhancing product quality, texture and stability while using fewer resources and reducing waste. Applied across meat, dairy, and plant-based alternatives, our solutions support more efficient and sustainable food production.

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 Yunnan Facility

ICL Innovation Center at YPH China strengthens our agricultural R&D capabilities and supports global food security and environmental sustainability. The center promotes collaboration in areas such as advanced fertilizers, precision agriculture, and sustainable crop nutrition, leveraging ICL's mineral expertise and YPH's regional resources.



DOING MORE WITH LESS

Top Picks:

ROVITARIS®

Crafting Sustainable Alternatives in the Food Industry

We are 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.

Our 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™

Maintaining Citrus Freshness: 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 our commitment to sustainability, providing a safer and more efficient solution to address challenges in the citrus fruit industry.





DOING MORE WITH LESS

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, increased 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.



AGTECH AND FOODTECH

Advancing AgTech Innovation

We are committed to promoting sustainable innovation in FoodTech, AgriTech, and ClimateTech through strategic initiatives such as our 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 our capabilities to deliver viable, scalable outcomes.

For more information, see our chapter on Innovation.

ICL PLANET STARTUP HUB

agmatix

GROWERS



OUR GOALS & TARGETS

Greenhouse Gas Emissions
Reduce absolute Scope 1 & 2 GHG emissions by 30% by 2030 (using 2018 as the baseline) and achieve net zero by 2050 (Scope 1 & 2). Following SBTi validation, and while maintaining our legacy 2030 target, we set near-term targets of a 58.8% reduction in Scope 1 & 2 emissions and a 35% reduction in Scope 3 emissions by 2034 (using 2022 as the baseline).

Product Carbon Footprint
Implement additional phases of our strategic plan to expand coverage of our automated life-cycle analysis digital transformation.

Green Products
Increase revenues from sustainable products, with a focus on specialty products, supported by the advancement of our Scope 3 reduction plan.

Renewable Energy Usage
Increasing the share of our low carbon and renewable energy consumption to 50% by 2040 (using 2018 as the baseline).

Energy Efficiency Improvement
Achieve continuous year-over-year improvements in our energy efficiency, with a 2026 target of a minimum 1% improvement compared to our 2025 energy consumption.

Air Emission Reduction
A reduction of 3% in suspended particulate matter by the end of 2026 (using 2023 as the baseline).

Water Saving
An average annual reduction of 4% in freshwater use and an average annual reduction of 2% in low quality water use (using 2022 as the base line).

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

Market Leadership
Improve our performance in sustainability and ESG indices and practices.

Safety
A reduction of 4% in IR compared to our previous three-year average.

Sustainable Procurement
As part of the TfS initiative, target 1,240 TfS-validated suppliers in 2026.

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

Women in Senior Management
Women holding a minimum of 27% of senior management roles by the end of 2026 and 33% by the end of 2030.

Social Responsibility and Communities
Giving back to communities in which we operate by contributing 1% of our annual earnings towards social responsibility and community initiatives.

* The goals are for 2026 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, we officially embraced the UN's Sustainable Development Goals (SDGs) as our 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 our operation.

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: We advance Global Food Security through innovative food ingredients and crop nutrition solutions that improve nutritional quality, agricultural productivity, and food availability, while reducing food loss and waste. Our sustainable solutions enhance environmental and climate performance, enabling "doing more with less" in practice - improving resource efficiency, reducing emissions intensity, and supporting climate mitigation and adaptation.	2 ZERO HUNGER, 3 GOOD HEALTH AND WELL-BEING, 12 RESPONSIBLE CONSUMPTION AND PRODUCTION, 13 CLIMATE ACTION
We implement sustainable practices through our value chain, promoting climate change resilience, increasing the use of low-carbon and renewables in our energy mix, advancing waste and water responsible management and sustainable procurement practices.	6 CLEAN WATER AND SANITATION, 7 AFFORDABLE AND CLEAN ENERGY, 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE, 12 RESPONSIBLE CONSUMPTION AND PRODUCTION, 13 CLIMATE ACTION, 14 LIFE BELOW WATER, 15 LIFE ON LAND
We place safety as our highest priority, while fostering diversity, conducting our business with integrity and transparency, as well as with inclusiveness and genuine care for human rights.	5 GENDER EQUALITY, 10 REDUCED INEQUALITIES, 16 PEACE, JUSTICE AND STRONG INSTITUTIONS
Innovation is a core component of our DNA - optimizing our operations, expanding into new industry sectors and developing new and advanced products and partnerships.	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE, 17 PARTNERSHIPS FOR THE GOALS
We shape networks of social good within the communities in which we operate, and promote strategic partnerships to advance our goals.	4 QUALITY EDUCATION, 11 SUSTAINABLE CITIES AND COMMUNITIES, 17 PARTNERSHIPS FOR THE GOALS

In 2021, ICL signed and embraced the Women's Empowerment Principles (WEPs), demonstrating its commitment to gender equality at the highest levels. ICL's President and CEO also signed the UN Global Compact's Ten Principles commitment letter. In 2025, our new CEO reaffirmed this commitment by signing both the WEPs and the UN Global Compact commitment letters, underscoring continued leadership alignment. Furthermore, ICL joined the UN Global Compact as an active member and early adopter, reinforcing its commitment to transparency and public reporting on progress.

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



OUR MATERIALITY ASSESSMENT

Why this matters to us

"For me, sustainability is about transparency and building trust with our customers, regulators, and society, demonstrating that our activities are environmentally responsible and well governed. Through my work on regulatory compliance, including towards CSRD and evolving frameworks, as well as ESG governance, I help ensure that sustainability considerations are integrated into how we assess risks and opportunities, operate our business, and make decisions every day."



Vincent Brugge
Head of European Headquarters
& VP, Europe & Asia General Counsel & Compliance

OUR MATERIALITY ASSESSMENT

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

Our approach includes an annual review of topics of relevance to both our external and internal stakeholders. This process enables us to regularly update our materiality assessment, ensuring that emerging issues and their potential impact on the Company's strategy are properly identified and addressed.

Through this approach to ESG materiality assessment, we aim to ensure that our disclosures accurately reflect the issues most relevant to our stakeholders, while keeping our sustainability strategy aligned with our business goals and societal expectations.



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

Phase 1
Identification

External input

- Stakeholders' engagement, surveys of publicly available information from key stakeholders, and media analysis
- 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

Phase 2
Prioritization

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.

Phase 3
Validation

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

Phase 4
Implementation

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.



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.), including conducting interviews with internal stakeholders, who also serve as a proxy for external stakeholders based on their ongoing engagements, and tracking emerging issues of interest or importance to the chemical and mining sectors.

Material topics are also identified through 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 coverage and social networks are also analyzed and best practices among leading peers are benchmarked. As part of our preparation for the EU's CSRD regulation, which initially applies to specific parts of the Company, we have initiated a comprehensive mapping and assessment of our material impacts, risks and opportunities (IRO's), in line with the currently available Double Materiality principle. This approach requires the assessment of both how sustainability issues affect financial performance and how the Company's activities impact the environment and society. We are reviewing how current disclosures would be reflected in the future for this upcoming regulation. Media coverage and social networks are also analyzed, and best practices among leading global peers are benchmarked.

As part of our preparation for the EU's Corporate Sustainability Reporting Directive (CSRD), which initially applies to certain parts of the Company, and is expected to apply on a consolidated ICL level from 2028, 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 evaluating both how sustainability issues affect financial performance and how the Company's activities impact the environment and society.

We are also reviewing how our current disclosures will translate to and align with future reporting requirements under this upcoming regulation. In addition, we have reviewed the conclusions of the DMA process and integrated them into this materiality assessment as preliminary steps toward full implementation in the future.

Prioritization

ICL conducts an 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 defined scale, ranging 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 consider input from governance and stakeholder engagement processes, including matters addressed by our Board of Directors, Company executives, Community Advisory Panels (CAPs), and other engagement channels. This includes engagement with external stakeholders such as industry groups, think tanks, and NGOs.

The analysis is reviewed and finalized by ICL's ESG professional team.



Validation

The list of material topics resulting from the prioritization phase is reviewed and examined by the executive leadership.

Our Material Topics

- S Food Security
- E Sustainable Solutions
- E Safety & Environmental Stewardship of Chemicals and Products
- S Occupational Health & Safety
- E Climate Change & Energy
- E Effluents, Waste & Hazardous Material Management
- E Water Management
- E Air Quality Management
- E Mining & Material Management
- S Diversity & Equal Opportunity
- S Employment & Labor Practices
- G Business Ethics and Compliance
- G Supply Chain Stewardship
- S Human Rights
- S Social Impacts on Communities/community engagement
- S Human Capital Development
- E Sustainable Value Creation Across the Value Chain
- S Security & Emergency Management
- E Nature stewardship and biodiversity

The 2025 materiality assessment reaffirms the significance of environmental topics within ICL's business landscape and stakeholder priorities, particularly with a focus on climate change adaptation and mitigation and water management.

Notably, a key theme identified as critical for both the Company and its stakeholders is ICL's role in supporting agriculture and Zero Hunger (SDG2), positioning the Company as a major contributor to global food security efforts, with a substantial contribution reaching approximately 400 million people annually. We further identified an increasing demand from customers and business partners across our value chain for sustainable value creation through our products and solutions, in line with our "Doing More with Less" approach to delivering efficient, sustainable, innovation-driven value. Biodiversity and nature-related topics were also identified as increasingly important through stakeholder engagement.

There is a broad alignment between internal and external stakeholders on the importance of environmental topics, as well as on key social and governance matters, including labor practices, compliance, and business ethics.

As stakeholder expectations regarding these topics continue to evolve, ICL is taking proactive steps to assess its performance and enhance its reporting practices. This approach ensures the delivery of comprehensive insights into our efforts and progress in addressing these material topics.



Implementation

We recognize the value of lessons learned in shaping our decisions and actions, and understand the importance of incorporating these insights to ensure we meet our stakeholders' expectations. While we strive to operate responsibly and in line with our values, we acknowledge that challenges may arise. In such cases, we take responsibility and implement the appropriate corrective actions. By fostering a culture of continuous learning and accountability, we demonstrate our commitment to ongoing improvement across our operations.

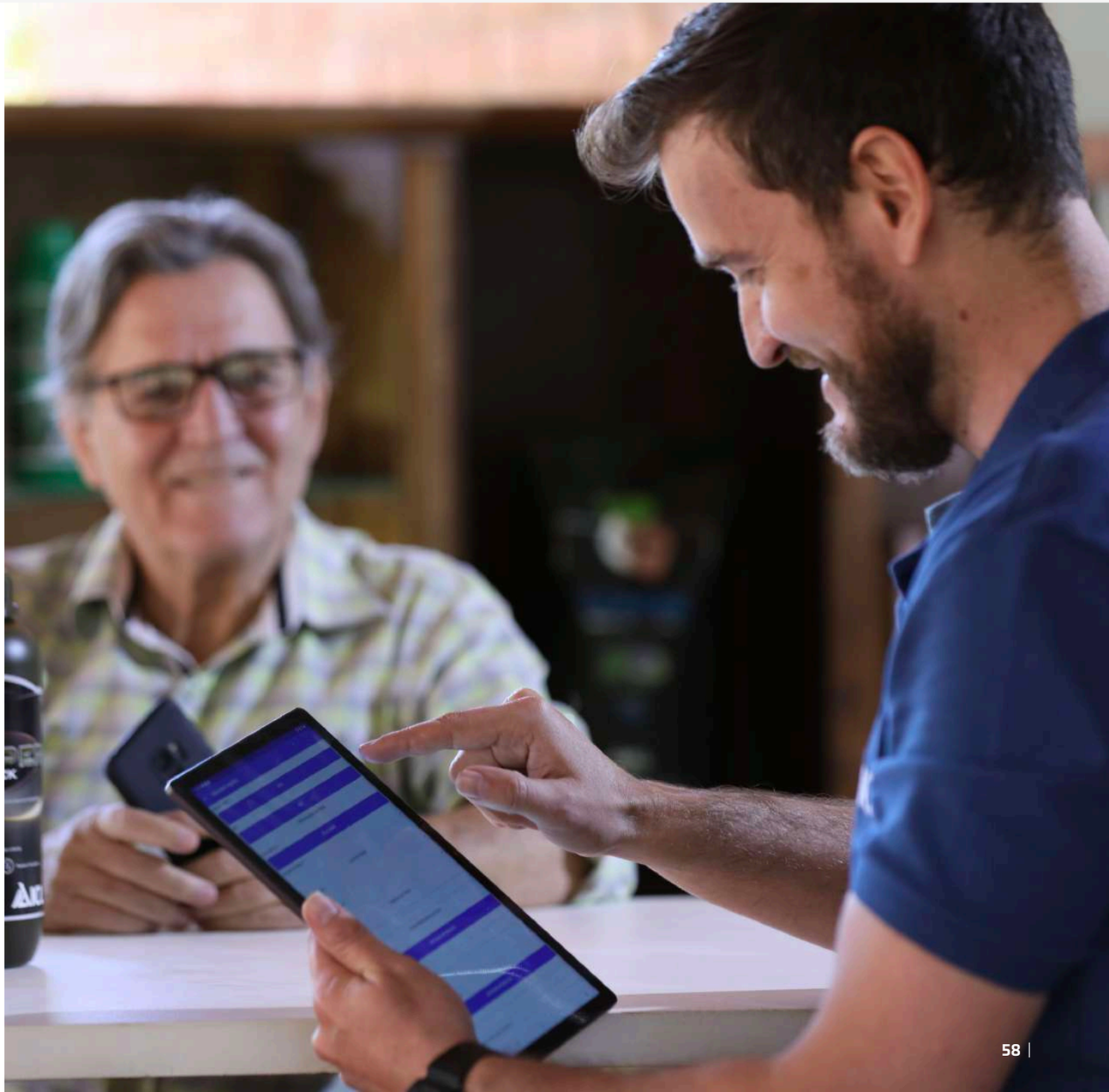
ICL monitors material topics identified through current and prior assessments and implements targets supported by defined governance structures, relevant policies, and performance-based KPIs. We set both annual and long-term goals in priority areas such as climate, including aligning the Company's climate strategy with the objectives of the Paris Agreement, and recently, during 2025, receiving validation from the Science Based Targets initiative (SBTi) for our near-term reduction targets. For more information on our climate-related goals and efforts, see our chapter on Climate and Energy.

Read more about Our Goals and Targets.

For topics identified as material to ICL's operations, and evaluated as areas of key importance, ICL has established targeted policies and actively implements programs to address them. These include, for example, policies related to environmental performance, stewardship and pollution mitigation, such as water and waste management.

In addition, ICL is committed to promoting transparency and responsible practices across its supply chain, including through participation in initiatives such as Together for Sustainability (TfS). This initiative conducts supplier sustainability assessments and audits to promote awareness and improvement in ESG practices and performance among ICL's suppliers. The Company has established quantitative targets in this area, and collaborates with its suppliers to assess and enhance their ESG performance.

As in previous years, this year's report provides updates and additional detail on material topics relevant to ICL's stakeholders, including the Dead Sea water level, ICL's contribution to global food security, climate change mitigation and adaptation, and our updated Codes of Conduct, which reflect our commitment to integrity and ethical business practices.



Analyst Corner | GRI 3-1

OUR STAKEHOLDERS ENGAGEMENT

ICL prioritizes engagement with diverse stakeholders, including employees, customers, suppliers and business partners, 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.

In 2025, we engaged with multiple stakeholders, each in their relevant communication channel.

Driving Customer-Centric Value

ICL maintains continuous engagement with its global customer base through structured channels, including surveys, direct interactions, and ongoing partnerships, enabling the systematic collection of customer insights and expectations. In parallel, the Company facilitates knowledge-sharing through workshops, technical webinars, field events, and agronomist outreach, providing localized, data-driven guidance to support optimized product use.

Investor Engagement and Capital Market Transparency

ICL maintains continuous and transparent engagement with investors and the financial community through a structured disclosure framework and direct market dialogue, including stock exchange filings, quarterly and annual reports, investor conferences, earnings calls, and a dedicated digital investor platform with ESG disclosures. This engagement focuses on providing timely insights into financial performance and strategic direction.

Community Engagement and Social Responsibility

ICL maintains continuous engagement with communities near its global facilities through structured dialogue, including town halls, Community Advisory Panels (CAPs), site tours, and participation in local forums, to address needs and support long-term socio-economic resilience. Engagement focuses on safety and emergency management, alongside initiatives promoting STEM education, local infrastructure development, food security, and local economic growth, including support for regional suppliers and targeted community assistance during crises.

Industry Collaboration and Sector Leadership

ICL engages with industry peers and global trade associations through active participation in joint research initiatives, technical conferences, working groups, and collaborative platforms to share best practices and support regulatory alignment. Engagement focuses on advancing value-chain sustainability, with emphasis on carbon footprint reduction, water efficiency, circular economy models, and strategic collaboration with key downstream industry groups.

Fostering an Inclusive and Resilient Workforce

ICL fosters an inclusive and resilient workforce through continuous engagement via structured, multi-language communication channels, regular dialogue with labor councils and unions, and periodic EOC surveys that capture workforce priorities and enable data-driven retention and development strategies. We support employee wellbeing, safety, and career development through targeted training programs, workplace optimization initiatives, and ongoing feedback mechanisms.

Supplier and Business Partner Engagement

ICL fosters continuous engagement with suppliers and business partners through open communication channels, targeted events, workshops, and vendor conferences, supported by the implementation of our Business Partner Code of Conduct. The Company leverages platforms such as EcoVadis and MatterMaps to enhance transparency, assess supplier sustainability performance, and collect product carbon data, while focusing engagement on compliance, human rights, decarbonization, and continuous improvement through collaborative corrective actions.

Regulatory and Government Authority Engagement

ICL maintains continuous engagement with regulatory bodies and government authorities through transparent communication, regulatory dialogues, site visits, audits, and participation in industry associations, contributing technical expertise to shape regional and global standards in alignment with our corporate values. Engagement focuses on ensuring compliance and supporting sound public policy, with emphasis on environmental performance, permitting processes, and data-driven transparency.

Academic and Research Institution Collaboration

ICL engages with academic institutions, research hubs, and startups through strategic partnerships and funded research initiatives to advance innovation and develop next-generation materials. Engagement also supports expanding product applications and promoting educational access through scholarship programs.

OUR PARTNERSHIPS

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.

Strategic Partnerships and Industry Leadership

We actively collaborate across our value chain to drive innovation, enhance operational excellence, and advance sustainable development.

Among our primary global engagements, ICL maintains institutional ties with Industry Associations and Commercial Partnerships, including the International Fertilizer Association (IFA), an organization dedicated to mitigating global hunger and malnutrition through the efficient, responsible production and distribution of plant nutrients and on a regional level, we hold foundational governance roles within the Manufacturers' Association of Israel (MAOI) to help guide industrial and environmental policy.

As innovation is key at ICL, we have formed strategic partnerships with companies and startups that promote innovation across various sectors and collaborate with premier academic research hubs in the areas of Ag-tech, food tech, and specialty materials and sustainability solutions.



WE CARE

"We are proud to bring ICL's ESG story to life, capturing our achievements and building a shared culture and language around sustainability, while advancing it across our operations.

More than a report, it reflects how we embed sustainability into our everyday work, supporting long-term resilience and value creation. Through the report, we maintain a meaningful dialogue with our stakeholders, communicating our vision, actions, and progress as part of our ongoing sustainability journey and commitment to a more sustainable future."



Lior Schlesinger
ESG & Sustainability Manager



Hila Ellison
Global Marketing & Communication Manager



Oria Suissa
ESG Corporate Responsibility Lead



Yaniv Steiner
Sustainable Finance Manager



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RESOURCE MANAGEMENT

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

Why this matters to us

"At ICL, responsible resource management begins with the understanding that the minerals we extract are essential to food security, agriculture and modern life, and that the way we manage them matters.

Our role is to balance industrial needs with environmental responsibility.

For us, this responsibility is part of our daily work: finding the balance every day - producing minerals efficiently and responsibly, reducing our environmental footprint, and advancing our sustainability vision."



Meital Leon
VP, ICL IL Environment



Tovi Shur
Director, ICL IL Infrastructure

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.

ICL has initiated a process of alignment with TNFD recommendations, applying the LEAP approach to support the management of nature-related impacts and risks.

For further details, see our Biodiversity, Conservation & Nature Stewardship chapter.



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.

TNFD Alignment

Advancing a multi-year process toward alignment with the TNFD recommendations, applying the LEAP approach to strengthen its understanding of nature-related impacts, dependencies, risks and opportunities, building on existing governance, risk management and disclosure frameworks.



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.

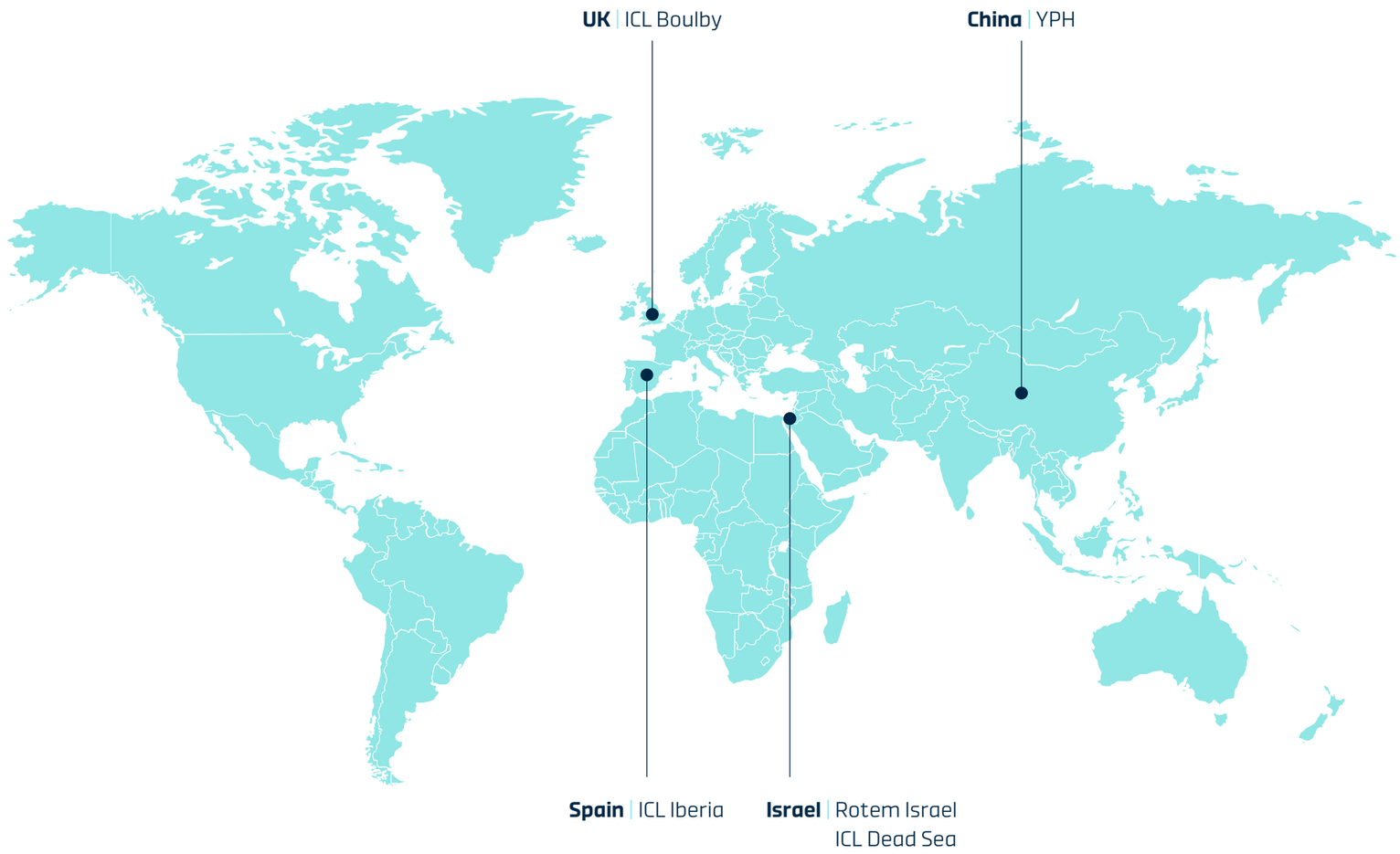
To read more about our mining operations, see our 2025 ICL Annual Report, Item 4 – Information on the Company — D. Property, Plant and Equipment — Mineral Extraction and Mining Operations- Dead Sea" and Note 18 to our Audited Financial Statements.

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, we are committed to advancing 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.

For additional information on ICL's mining sites proximity data and Rehabilitated Areas see our Biodiversity, Conservation & Nature Stewardship.



ICL Dead Sea | Israel

	Production (kt) 2025
Potash	3,572
Compacting plant*	1,743
Bromine	156
Cast Mg	18

* Figures relate to granular potash produced from total potash

9
Production plants

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

1,500
Employees
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 across the globe.

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.

ICL operations, are conducted entirely under the terms of our concessions from the State of Israel, wholly within Israeli borders, and in full compliance with all applicable regulations.

Analyst Corner | GRI 301-1

ICL's contribution to the Israeli economy and to the economic development of southern Israel

- **Economic Contribution:** ICL's contribution to Israel's GDP in 2024 was ILS 17.6 billion (approximately $4.1 billion), making it a substantial contributor to the national economy.
- **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 supports the livelihoods of 19,100 people in the Negev, and is considered a high-quality employer throughout Israel.
- **Employment Impact:** ICL's direct and indirect job creation includes 4,500 direct jobs, and an additional 28,700 indirect jobs across Israel.
- **Export Contribution:** ICL ranks among the top three export companies in Israel, and significantly influences the country's balance of payments and reduces Israel's trade deficit.
- **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 being a blue-chip cornerstone of the Tel Aviv Stock Exchange.

Figures presented are based on a 2024 assessment conducted for ICL by external consultants in Israel (in Hebrew), supplemented by additional data available to the Company for that period.



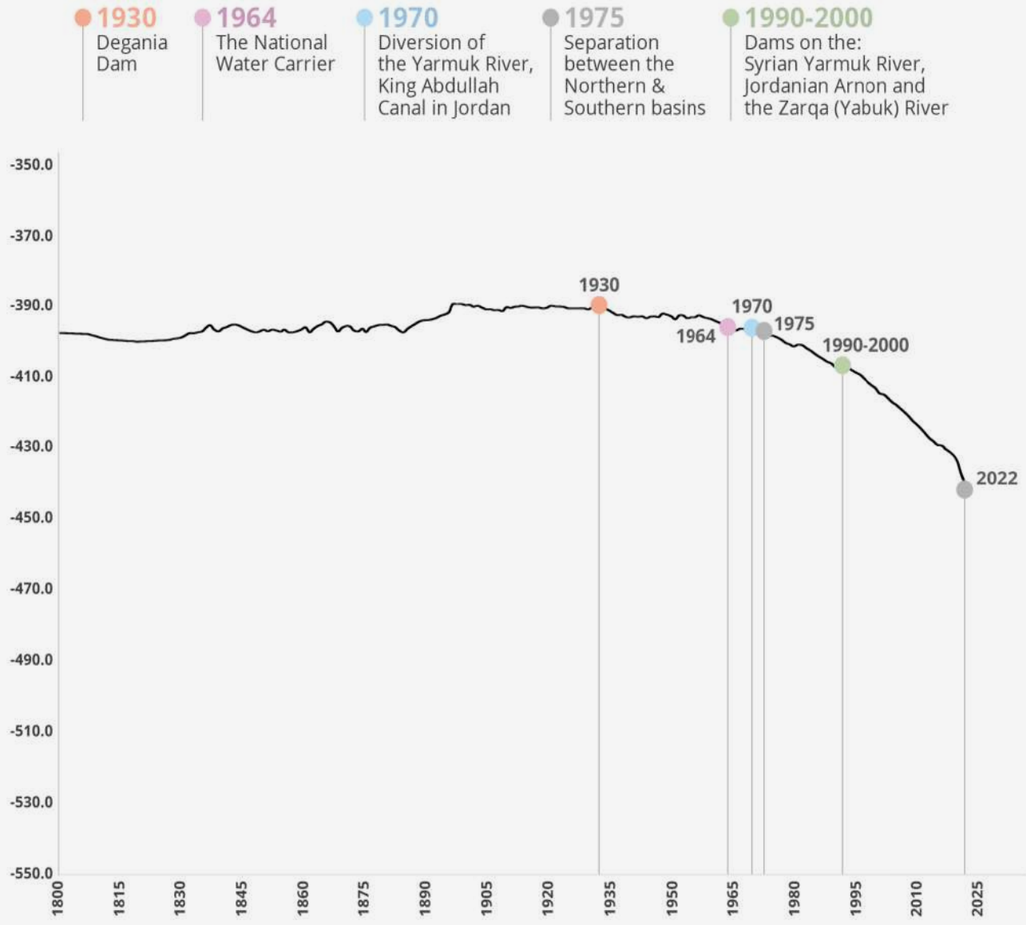
Dead Sea Water Level

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 evaporation 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

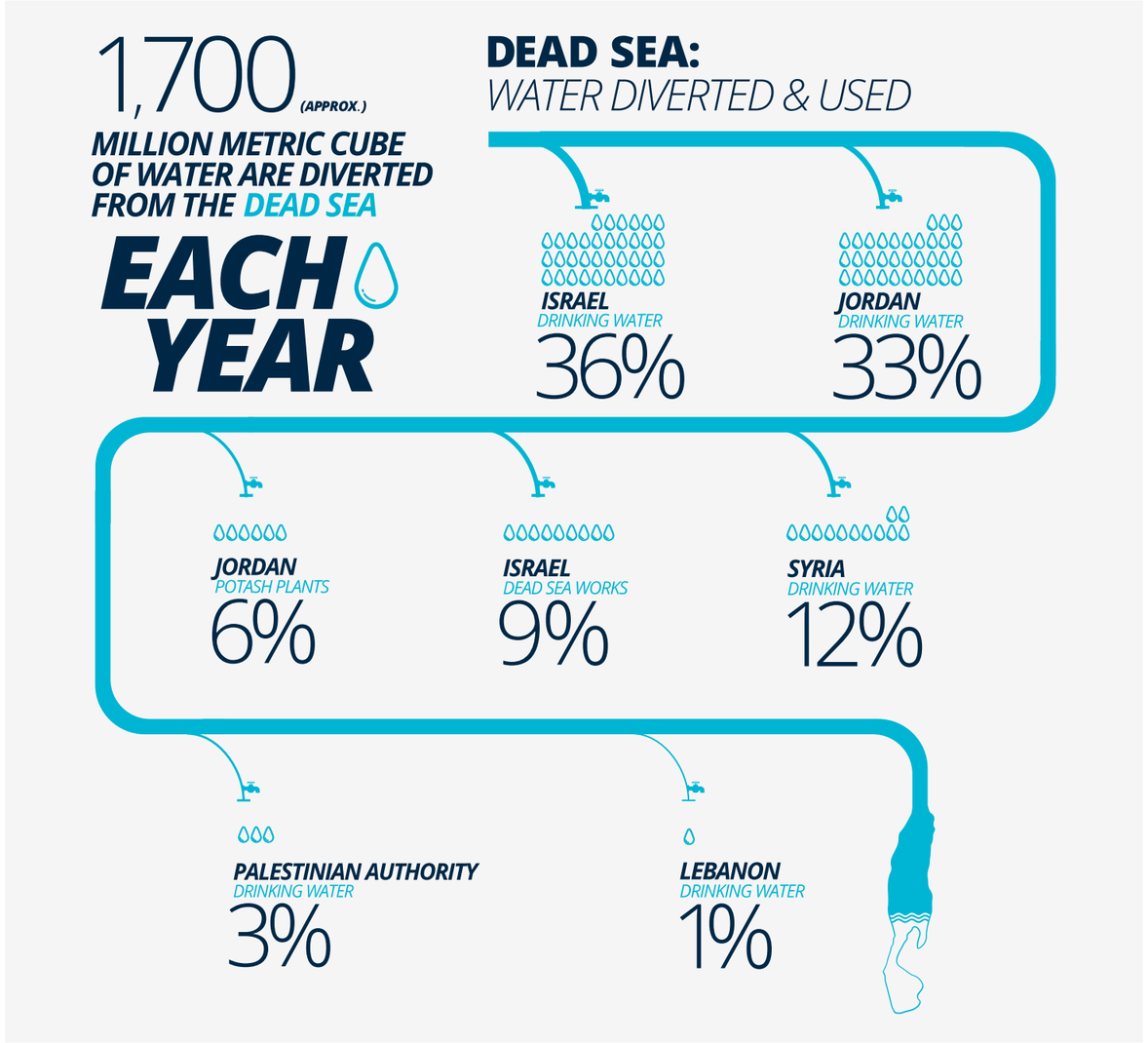


Source: מאגרי המידע הממשלתיים | מפלס ים המלח

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.





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 2025, ICL pumped approximately 476 million cubic meters of brine from the northern basin to the evaporation ponds, with approximately 334 million cubic meters of brine returned to the northern basin upon the process's conclusion. Although the net annual withdrawal this year was lower than average, and, as mentioned, is related to weather conditions, the multi-year average has still been 160 million cubic meters in recent decades.



DEAD SEA
CURRENT
WATER BALANCE

INPUT 310 ↓↓↓ MCM

- 25 MCM — RUN OFF
- 75 MCM — DIRECT RAIN
- 110 MCM — WESTERN SPRINGS
- 100 MCM — EASTERN SPRINGS

OUTPUT 985 ↓↓↓ MCM

- 125 MCM — EVAPORATION BY ARAB POTASH COMPANY (JORDAN)
- 160 MCM — EVAPORATION BY ICL DEAD SEA
- 700 MCM — SURFACE EVAPORATION

THE ANNUAL LOSS OF WATER IN THE DEAD SEA IS APPROXIMATLY

≈ **-700**

MILLION CUBIC METER



* 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).

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.

> "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.



The concession granted to ICL by the government to utilize the Dead Sea's resources is set to expire in 2030. In September 2024, the Israeli Accountant General published a draft report addressing preparations for the expiration of the Company's existing concession and the granting of a new concession in 2030. 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 overall policy for the Dead Sea, the State's recommendations support the continuation of resource extraction from the Dead Sea, while implementing measures aimed at limiting the plants' negative environmental impact.

On March 11, 2025, the State Comptroller published an audit report regarding the State's regulators oversight over compliance and regulatory aspects of the Dead Sea concession, in the areas of environment and land ("the Report"). The Report includes findings indicating regulatory deficiencies in the State authorities' oversight of the Dead Sea concession. The Report did not directly audit DSW and clarified that the findings do not imply any reduction in DSW's contributions to the development of the Negev region and the State. The Report mainly emphasizes the intention to guide decision-makers in shaping the future concession agreement towards the end of the current concession in 2030 and refers to the various regulators to provide responses regarding their conduct on matters related to oversight of the current concession.

In November 2025, ICL and the Dead Sea Companies signed a Memorandum of Understanding with the state regarding the Dead Sea Companies assets required for the operation of the Dead Sea Concession, and regarding other related matters, including ICL's rights under the Concession Law. In addition, based on the principles agreed in the MOU, an Agreement between ICL, the Dead Sea Companies and the State was signed in January 2026. ICL believes that the implementation of the Agreement will remove significant uncertainty and risks around the expected termination of the Concession in 2030, at which time the State intends to grant a new concession in a competitive process, and provide certainty regarding the value of the Concession Assets and the timing of payment by the State, thereby enabling ICL to plan and prepare in the coming years for the end of the concession.

In December 2025, a draft bill of law concerning the future Dead Sea concession was published for public comments. The legislative process is still in its early stages, and further modifications to the draft bill may be introduced. ICL is monitoring the formulation of the Future Concession's terms by the State and will review them once published to the public as part of the tender process. To the extent that the terms are economically viable and ensure a stable regulatory environment, the Company intends to participate in the process and continues to believe that it is the most suitable candidate to operate the Future Concession, among other things, in light of its experience and expertise.

For more information, see Note 18 to our 2025 Audited Financial Statements.

The current water level of the Dead Sea is recorded at approximately -440 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.

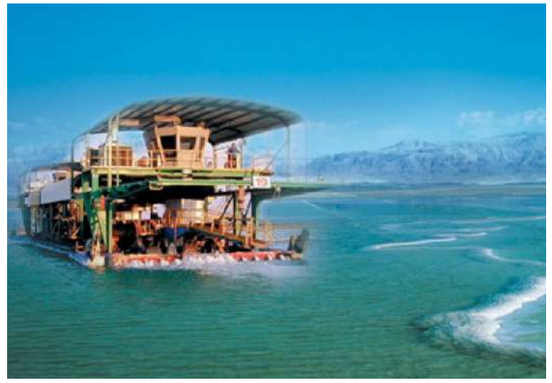
This is attributed to the corresponding reduction in the Dead Sea's surface area and the increase in water salinity concentrations. Based on this model predicting a progressively slower rate of reduction, experts have deduced that the Dead Sea will eventually stabilize at a level of approximately -550 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 has been preserving 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 2025 Annual Report.



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.

Since its opening, the visitor center hosted nearly a quarter of a million visitors.



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, we are working to reduce our impact and restore disturbed areas. Our 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.

These projects aim to minimize our environmental footprint and include projects like our 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 and other partners - both financially and through participation in the project's steering committee - features a saltmarsh lake site bike lane, a tourist retreat area, a waterbird lake with a walking trail surrounding it, a star-viewing trail, and additional visitor facilities, all designed with minimal development to allow exploration without further environmental impact.

The Tze'elim Stream Alluvial

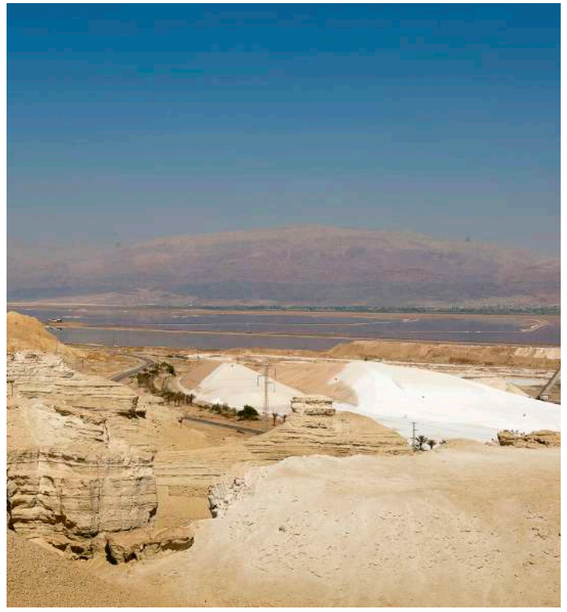
Due to the negative water balance, the water level in the northern basin of the Dead Sea is decreasing. The receding water levels over the years has required ICL to reposition its pumping station northwards to enable continued operations in the Dead Sea region, which also enables the existence of tourism 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.

Following unexpected brine seepage discovered above ground at the edge of the alluvial fan area during 2022, we installed sealing sheets along approximately 2km of the 15km feeder canal in the fan area, in accordance with instructions from Israel's Nature and Parks Authority (INPA).

In 2025, we added additional sealing sheets to further prevent brine seepage. During the winter months of December 2025 through January 2026, flash floods occurred that are expected to accelerate ecological rehabilitation. As of the reporting date, the Company is in discussions with the MoEP regarding the implementation of the remaining corrective 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 2025 Annual Report.



Salt Wall - Implementing a Circular Economy in Infrastructure

In the Dead Sea region, ICL identified an opportunity to make productive use of surplus salt generated as a byproduct of its production processes. Following a request from relevant authorities, ICL Dead Sea initiated an innovative project to utilize excess salt in the creation of a large-scale engineered barrier, designed to integrate with the local landscape and existing infrastructure and to contribute to security needs in the region. The salt wall is approximately 3 meters high on the Israeli side (above the current level of the dikes), and once completed, will extend for approximately 33 kilometers.

The project, approved by the INPA, represents a practical application of circular economy principles, transforming industrial byproducts into functional infrastructure. In parallel, ICL is piloting additional uses of excess salt, including as a material for road infrastructure in the area.

Ein Bokek Stream Restoration Project

The Ein Bokek stream (Nahal Bokek) flows into Pond 5 in the southern basin of the Dead Sea through the grounds of the Ein Bokek hotels. On average, 350-420 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 approximately 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 derives from industries located 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

ICL Dead Sea has been providing funding for high quality water to be pumped to the Ein Bokek stream since 2015. 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 the installation of 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. Water quality monitoring has shown that the higher quantity water has resulted in a significant reduction in the salinity of the Bokek stream.

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.



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 2025 Annual Report.

ICL Rotem | Israel

	Product produced after processing (kt) 2025
Phosphate Rock*	2,211
Green Phosphoric Acid	513
Fertilizers	1,017
White Phosphoric Acid (WPA)	167
Specialty Fertilizers	95

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

3 Mining site

2 Beneficiation Plants

950 Employees

9 Productions plants

Analyst Corner | GRI 301-1



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 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, provided that 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 2025 Annual Report "Item 4 Information on the Company— D. Property, Plant and Equipment", and Note 18 to our Audited Financial Statements.

Barir Field (Sde Barir)

Our existing phosphate mines in the Negev desert hold limited reserves of phosphate rock suitable for specialty products. 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 in adapting 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, 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.

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

We strongly support conducting all necessary evaluations to assess potential health risks and mining operations, including completing an Environmental Impact Assessment (EIA), and we are committed to doing the right thing. In the absence of any progress in promoting the Plan for the Barir field, the Company filed a petition with Israel's Supreme Court in July 2025 against the Israeli Government. In September 2025, the Government of Israel issued a decision to promote the Plan, and accordingly, the petition was withdrawn by mutual consent. Subsequently, the Municipality of Arad filed a petition against the Government of Israel and the Company seeking to revoke the government's decision. In October 2025, the Supreme Court rejected the request for an interim order to halt the Plan's advancement. The proceeding remains pending.

For further details, see Item 8 of the Company's Annual Report on Form 20-F.

There is no certainty regarding the extent of future phosphate rock resources in other areas, or that the Company will succeed in obtaining the required approvals and permits for them, and, even if they are granted, the timing at which they will be received. 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 2025 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 2025, capital expenditures on environmental projects total approximately $204 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 slurry phosphogypsum. The phosphogypsum component settles at the bottom of these ponds, while the remaining fluid 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 fluid 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 2027). On December 14, 2025, following an extended regulatory process, the District Committee for Planning and Construction (the Committee) approved the validity of the reuse plan for Pond 4 under certain conditions, and in line with changes that the Company requested be applied following the committee notes, as a replacement for Pond 5 upon the end of its operational life (the "Plan"). In parallel, in order to ensure a storage solution at the end of Pond 4's operational life in 2030, the Company is advancing a plan to establish Pond 6 in accordance with understandings reached with certain authorities. On December 31, 2025, petitions were filed with the Supreme Court and the District Court in Israel by private parties against the approval of the Plan and its conditions. The plaintiffs in the petitions submitted to both the Supreme Court and the District Court applied for interim orders to withhold the entry into force of the Plan. Both the Supreme Court and District Court rejected the requests for an interim order, and the Plan entered into full force and effect. The proceedings remain pending. For further information, see D. RISK FACTORS in Note 18 to ICL`s Audited Financial Statements.

The Plan was published on December 18, 2025, and came into force on January 1, 2026. In parallel, and in order to ensure a storage solution at the end of Pond 4's operational life in 2030, the Company is advancing a plan to establish Pond 6 in accordance with understandings reached with certain authorities. On December 31, 2025, petitions were filed with the Supreme Court and the District Court in Israel by private parties against the approval of the Plan and its conditions. Alongside the petitions, the applicants submitted applications for interim injunctions to suspend the enforcement of the Plan. These applications were rejected by both the Supreme Court and the District Court.

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'. The restoration of Ponds 1– 4 is continuing in line with a plan approved by the relevant authorities.

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. Implementation of the infrastructure installation plan at the Phosphogypsum pile from the phosphoric acid plant is expected to be completed by the end of 2026. In the interim, temporary infrastructure has been installed to support ongoing operations. At the Phosphogypsum pile of phosphorus salts, implementation is planned for mid-2027.



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. Since 2025, limited and localized mining activities have been conducted. Reclamation work is being carried out at Zin Mine in accordance with the reclamation plan.

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 NIS 5.5 million to Israel's National Park A uthority (NPA) to fund NPA's rescue operations of palm trees at Neot Zin and Akrabim for the years 2022-2026.

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 neutralizing and solidifying the pond's sludge using 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. Regulatory approval was obtained to use sulfur cake in the sludge solidification process for a certain pond. The feasibility of using this method for an additional pond designated for rehabilitation will be farther examined.



Reclamation and Remediation

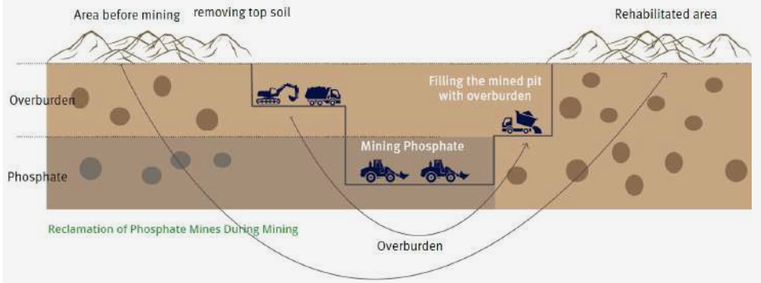
Reclamation holds significant importance to our mining operations at ICL. In our approach to reclamation, we consider relevant environmental aspects such as water, soil, habitats and vegetation for our site-specific reclamation processes. ICL has a legal obligation to reclaim land used for operations 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 2025, we made significant progress in restoring 34 hectares of historical fields at Rotem (Hatrurim). At our Zin and Oron sites, approximately 250 hectares were rehabilitated while an additional 100 hectares are currently under rehabilitation. This includes 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, we have prioritized restoration efforts. We carefully remove topsoil at the onset of mining operations and redistribute it in adjacent areas where landscape design work has been completed. This proactive measure facilitates the return of organisms to the area and supports regeneration of the ecosystem.

Currently, ICL Rotem is remediating its historical phosphogypsum ponds (No. 1-3) according to an approved engineering remediation plan based on the ‘Florida Standard’.

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 2025 Annual Report.

During 2025, ICL marked a meaningful partnership, when the ‘Midburn’ festival was held on rehabilitated land operated by the company - a 1,100 dunam (110 hecters) area in the Negev that had previously operated as a phosphate mine and has since undergone ecological rehabilitation works. Midburn, a large-scale local cultural event inspired by the global ‘Burning Man’ festival, is organized by an independent nonprofit community and attracts thousands of participants each year.

By enabling the event to take place on a restored former mining site, ICL demonstrated the long-term impact of its land-reclamation efforts and the potential for rehabilitated areas to serve new community and cultural purposes. This underscores the company’s broader ESG commitment to responsible resource management and meaningful engagement with local communities, while ensuring that legacy mining areas continue to provide sustainable and socially valuable benefits.



Photo by: Rei Ash

ICL Iberia | Spain

	Potash Production 2025
Ore hoisted from Cabanasses mine (kt)	3,449
Head Grade % KCl	26%
KCl Produced (kt)	805
Product Grade % KCl	95%

80,500 m^2
Area

42 years
Concession

4M tonnes
Annual ship loading capacity

$50.4M approx.
Investment

Analyst Corner | GRI 301-1



ICL Iberia operates potash mines ranging from 730 to 1,000 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 about 80% of its production to various countries in the EU, Asia and the Americas. The production 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 in 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 locations where current mining occurs, and where possible future mining activities may occur.

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

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 CO_2 emissions, as well as improving safety and ventilation conditions.

Inaugurated in 2020, ICL's terminal at the Port of Barcelona more than quadrupled loading capacity while significantly reducing environmental impact. The terminal enables greater use of rail transport, reducing 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. During 2025 ICL expanded its rail operations by adding a fourth train rail to Tramer, decreasing its emissions emitted by trucks.

The year 2025 marked a completion of a significant phase in the Phoenix Plan, building on the consolidation of renovation and improvement work completed at the Súria production plant. These upgrades, originally finalized in 2024, enabled the site to maintain record-level production of 800k tonnes of KCl. With the latest enhancements at the processing plant, including the SHT-5 system and the train loading infrastructure, the Phoenix Plan, launched in 2011, can now be considered fully completed. Throughout 2025, production levels remained consistently high, confirming that the improvements implemented were both effective and sustainable.



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 Catalonian government for its production sites in Suria and Sallent. These restoration efforts, scheduled until 2095 for Suria and 2072 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 environmental responsibility and 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 tones, the plan entails removing 450K tonnes per year. Following the completion of the new collector, which is expected in the coming years, the removal 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. 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.

Botjosa's Salt Mountain

As of 2025, a total of

236,244 tons of salt

were mined from the Botjosa site.
Of this amount, 66,682 tons
were dissolved into the collector, and
16,987 tons of purified salt were produced.

The Environmental Management of the Salt deposit





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 hundreds of 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 mining 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.

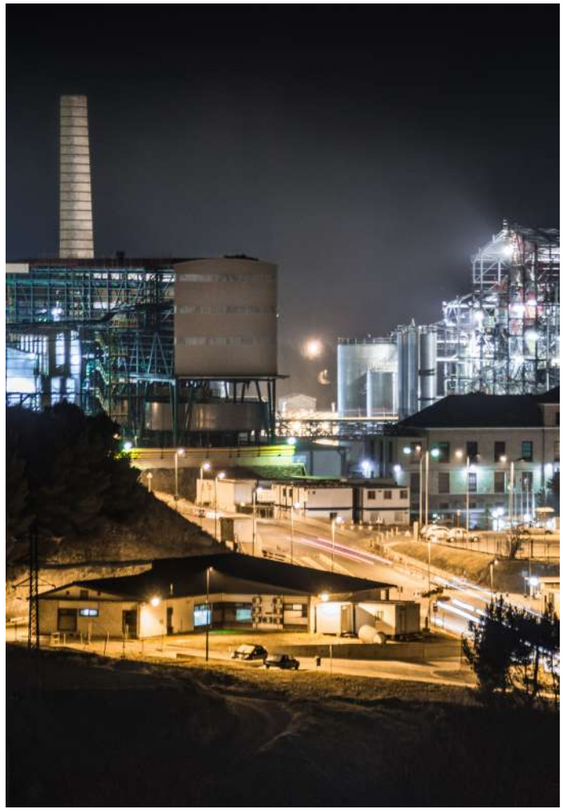
Under the TSM initiative, mandated by the Spanish Standardization Authority, mining companies like ICL Iberia are subject to annual audits in various critical areas. These include tailings management, community engagement, occupational health and safety, biodiversity preservation, crisis preparedness,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

Starting in 2024, one of the key objectives 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 June 2025, with no instances of non-conformity detected, and the calculation of our carbon and water footprint, reaffirms our 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.

Environmental Monitoring and Biodiversity Efforts

Our previous restoration efforts, particularly at La Botjosa and Vilafruns, have been acknowledged by various members of the community, including local town councils, residents, and environmental organizations, as contributing 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 2025 Annual Report.

ICL Boulby | UK

	Production Data (kt) 2025
Polyhalite hoisted	751
Total Polyhalite Production	761

1
Mine

1
Production plants

555
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. The mine is the deepest in the UK, reaching depths of up to 1,100m.

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".

Analyst Corner | GRI 301-1

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 0.00029 kg CO_2e 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.

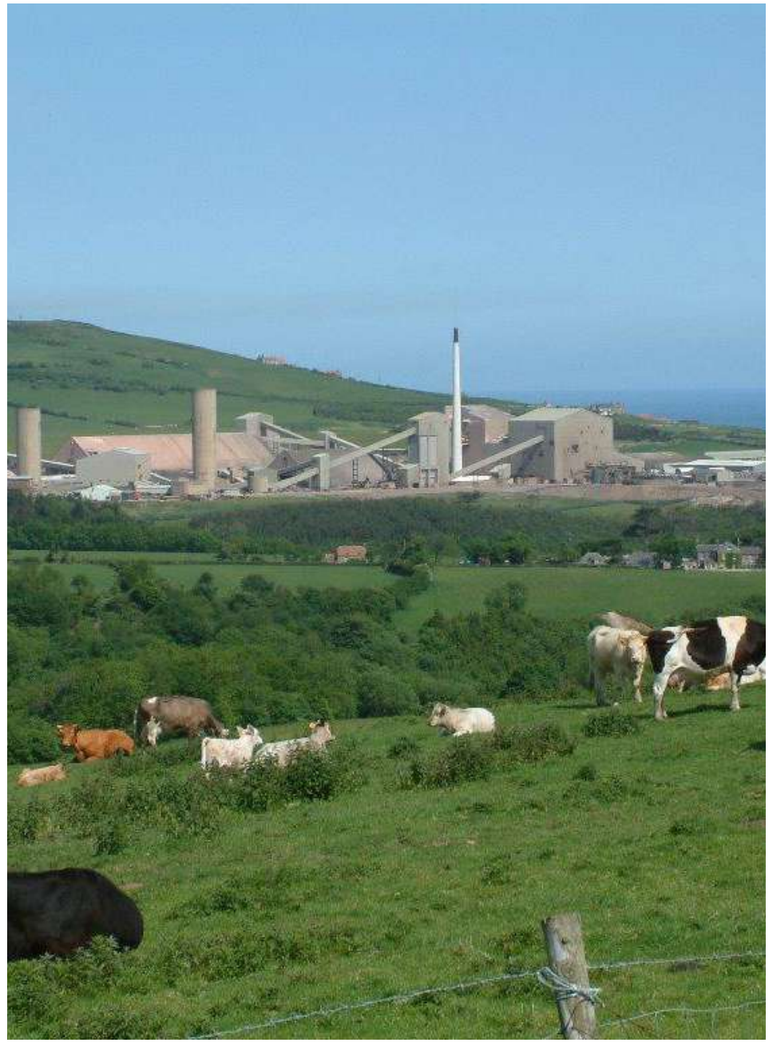
The Boulby mine is one of the main producers of rock salt in the UK, which is vital in helping to keep UK roads open during the winter. It is responsible for supplying around half of the UK's needs for de-icing material to local authorities and highway contractors. **Without rock salt from Boulby, the 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.

Peat Mines and Peat Alternatives in the UK

An ICL UK subsidiary within the Growing Solutions segment operates in the production of professional growing media for the UK and Irish markets. Harvesting activity of peat at major key sites in Scotland ceased in 2024 following the expiration of their permits and peat moor restoration at these sites have commenced and are currently ongoing in line with planning obligations. ICL has invested over several years in peat alternatives at its production site in Scotland and has developed Fibagro Advance which is a premium, FSC-certified wood fibre substrate manufactured utilizing local wood waste materials to produce a sustainable, high-quality peat-free growing media for professional horticulture.

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 2025 Annual Report.



ICL JV YPH | China

	Total Mine Production of Raw Ore, 2025
Tonnes mined (kt)	3,499
Grade (% P_2O_5 before/after beneficiation)	21% / 29%

1
Mining site

1
Flotation plant

1,561
Employees

Multiple
Productions plants

Analyst Corner | GRI 301-1



YPH, ICL's equally owned joint venture in China, manages the Haikou Phosphate Mine and processing site in China's Xishan district. The site 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 Haikou and Baitacun 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 conducted. 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.

The phosphate is a low organic type, and, as such, it is suitable for phosphoric acid production. A beneficiation plant is situated proximate to the Haikou Mine which is 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.

Two open pits were scheduled for rehabilitation beginning in 2025 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 manufacture of technical grade white phosphoric acid, one plant that manufactures 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 through R&D collaborations, as well as by developing additional downstream capabilities. In 2025, we reached a significant operating milestone, achieving full capacity utilization of 133,000 tons of WPA across all plants. This output supports the growing demand for LFP batteries as well as our established technical grade and food grade phosphate markets. To further drive our growth strategy, we commissioned a new 50K ton MKP plant in May 2025. By integrating this new facility as a primary consumer of our WPA production, we have strengthened our market position and expanded our ability to deliver high-quality, specialized products to our global partners.



Utilizing 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 2025, approximately 4.3 million tonnes of phosphogypsum were utilized under this project. The smaller Shuangshao open pit was completed at the beginning of 2026.

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. As a result, 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.

Using phosphate tailings

During the second half of 2026, YPH will initiate a new project for utilizing tailings for ecological restoration, the Xianshengya Ecological Restoration Project. The mine pit has a capacity of 7.2 million tons of tailings.

The project employs a technical approach that uses phosphate tailings combined with specialized flocculating agents and cementitious materials to produce innovative backfill materials for mine ecological restoration, serving as a substitute for virgin soil. These novel backfill materials will be used to fill subsided terrain in mined-out areas and reshape the topography, after which traditional ecological restoration techniques such as topsoiling and revegetation will be applied to achieve comprehensive restoration.

This restoration solution represents an innovative technical route for mine pit ecological restoration, offering a higher-value approach to restoring degraded mining sites.

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 2025 amounted to approximately 115 million yuan (approximately $15.97 million). By the end of 2025, the cumulative reclaimed land in the entire mining area was approximately 3,944mu (approximately 2.63 million square meters). Reclamation vegetation work covering about 384 mu (approximately 256k square meters) of the mine's gob area – the space within the mine that has been mined out - was completed in 2025, with plans to reclaim vegetation for an additional 600mu (approximately 400k square meters) in 2026.



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 2025 Annual Report.

CLIMATE CHANGE & ENERGY



Why this matters to us

"Addressing climate change is one of the most important responsibilities of our generation and of those to come, and one of ICL's greatest opportunities to lead our industry. By combining science-based targets, reliable data practices, innovation, managing climate risks and opportunities, alongside collaboration across our value chain, we are turning climate strategy into measurable action - strengthening resilience and supporting the transition to a lower carbon future."

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

OUR APPROACH

We recognize that climate change presents challenges and opportunities across our operations, supply chain and end markets. In response, we integrate climate considerations into our business strategy and align our activities with key global megatrends, including resilient agriculture and food systems, energy transition through renewable and low-carbon energy use, energy efficiency, climate resilience and risk management for our own operations and our value chain, and Circular Economy practices. Through this approach, we seek to manage climate-related risks and opportunities, support climate change mitigation and adaptation, and strengthen resilience across our value chain.

ICL contributes to climate-related solutions through our broad portfolio of products and technologies that support more sustainable and climate-resilient food and agriculture systems.

Our agricultural solutions, such as controlled-release fertilizers, bio-stimulants, and advanced data-driven technologies are designed to improve resource efficiency, enhance crop resilience, and support more sustainable agricultural practices.

In addition, our food ingredients and solutions help extend shelf life and reduce food spoilage, thereby supporting more efficient food systems and contributing to lower food waste across the food value chain. We also offer a growing range of lower-carbon products designed to support more resource-efficient and lower-emission value chains.

We promote Circular Economy principles across our operations by minimizing waste, repurposing by-products, and increasing the use of recycled input materials. These practices support more efficient use of resources and contribute to improved environmental performance across our operations, while also supporting a reduction in the carbon intensity of our operations.

Guided by the UN Sustainable Development Goals, we are committed to reducing greenhouse gas emissions from our operations as well as promoting climate resilience throughout our value chain.



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.

ICL's Science Based Target Journey

2022
Climate Strategy Alignment
ICL's Board of Directors and executive management aligned ICL's climate strategy with the goals of the Paris Agreement.

February 2023
Board Approval & Commitment
ICL's Board approved the submission of a declaration to the SBTi organization, committing to establishing a near-term, science-based target.

March 2023
SBTi Confirmation
SBTi officially confirmed ICL's commitment to develop near-term targets in accordance with the criteria and processes of SBTi.

2025
SBTi Target Validation
Following target submission, SBTi validated ICL's near-term greenhouse gas emissions reduction targets.

In 2025, SBTi validated ICL's near-term greenhouse gas emissions reduction targets of 58.8% by 2034 (vs. 2022 base year). Additionally, we aim to reduce our absolute Scope 3 emissions by 35% within the same timeframe.

While keeping our legacy goal for 2030, these targets are expected to enable us to exceed a 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 is 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 Climate Strategy

ICL's climate strategy aims to reduce greenhouse gas (GHG) emissions across our operations and value chain while supporting long-term business resilience and growth. The strategy is built on a set of five interconnected pillars that address climate mitigation and adaptation, aligned with our core businesses, risk profile, and long-term value creation.

Pillar 1

Operational Decarbonization & Energy Transition

Reducing emissions from our own operations is the foundation of ICL's climate strategy. We focus on improving energy efficiency, reducing process-related emissions, and accelerating our transition to low-carbon and renewable energy sources across our global sites.

Over the past decade, we have significantly reduced our reliance on heavy fuels, replacing them with natural gas across our major operations. Our energy transition is supported by established business continuity practices that aim to ensure a reliable and stable energy supply. We maintain infrastructure and procurement frameworks designed to meet long-term energy needs, including diversified sourcing, long-term power purchase agreements (PPAs) for renewable energy, and on-site low-carbon and renewable energy generation, including the utilization of waste heat and other energy-related by-products. These measures support operational resilience while enabling the integration of lower-carbon and renewable energy sources into ICL's energy mix.

To support effective execution, we operate an integrated "One ICL" decarbonization approach led by a multidisciplinary team that identifies, evaluates, and prioritizes emission-reduction initiatives within ICL's standard investment and capital allocation framework. This approach ensures alignment with financial planning, annual KPIs, long-term targets, and management decision-making. Read more on Decarbonization Levers.

Scope 1&2 update process – 'One ICL' Approach to Decarbonization

- Abatement initiative identification and collection
- Monitoring of abatement impact and evaluation of decarbonization strategy
- Centralized assessment and evaluation of initiatives
- Local implementation of abatement initiatives
- Management review of selected abatement initiatives
- Approved initiatives to include in financial planning

Pillar 2

Climate-Resilient & Low-Carbon Product Portfolio

Climate-Resilient Food & Agriculture Solutions

Climate change places increasing pressure on agricultural productivity and food systems. Through our core businesses, ICL supports both climate mitigation and adaptation by providing solutions that enhance resource efficiency, crop resilience, and food security.

Our agricultural portfolio includes controlled-release fertilizers, bio-stimulants, and advanced data - and AI-driven solutions designed to improve nutrient use efficiency, reduce losses, and support resilient agricultural practices under changing climatic conditions. Across the food value chain, our food ingredients and solutions contribute to extended shelf life and reduced food waste, supporting more efficient and resilient food systems.

Through close engagement with customers, including technical support and training, we aim to ensure the effective and responsible use of our products and maximize their climate-related benefits.

Low-Carbon & Climate-Relevant Products

In parallel, ICL is expanding and differentiating a portfolio of products with lower carbon intensity and clear climate relevance across agriculture, food ingredients, and industrial markets.

This includes products with inherently lower carbon footprints, as well as products developed using life-cycle considerations and supported by product carbon footprint assessments. By offering low-carbon alternatives and climate-relevant solutions, we support our customers' mitigation and adaptation efforts and respond to evolving market and regulatory expectations. Read more on Sustainable Solutions for Climate Mitigation and Adaptation.



Pillar 3

Resilient Value Chain & Scope 3 Engagement

Climate-related risks and emissions extend beyond ICL's operations. Strengthening value chain resilience and addressing Scope 3 emissions are therefore integral to our strategy.

We assess potential climate-related disruptions affecting the transportation of raw materials and finished products and integrate physical climate risks affecting key suppliers into our multi-scenario risk analysis. These insights support more informed decision-making and resource allocation, contributing to enhanced supply chain resilience and supporting operational continuity amid evolving climate challenges.

To strengthen our resilience, we are also working to reduce our dependency on critical single-source suppliers by developing and implementing alternative sourcing solutions. In parallel, we continue optimizing logistics and transportation through initiatives such as alternative fuels, electric vehicles, and more energy-efficient shipping practices.

Supplier engagement is supported through the Together for Sustainability (TfS) initiative, which promotes sustainability awareness, transparency, and continuous improvement. We also investigate lower-carbon sourcing alternatives and collaborate with suppliers to enhance sustainability practices across our value chain. Read More on Decarbonization of Our Value Chain - Addressing Scope 3 Emissions.

Pillar 4

Innovation & Technology for Climate Solutions

Innovation and technology are critical drivers of ICL's climate strategy. Through our research, development, and innovation (RD&I) activities, we advance next-generation fertilizers, food technologies, novel materials, digital agriculture solutions, and low-carbon processes that support climate mitigation and adaptation across our business and value chain.

ICL's RD&I organization establishes both short-term and long-term objectives related to greenhouse gas emissions reduction and climate resilience. Research, redesign, and implementation of low-carbon and climate-relevant solutions are introduced to address both process and product-related emissions and to respond to evolving market and regulatory expectations. These efforts are supported by ICL's internal accelerator program, "**BIG**", which enables the development and scaling of solutions that contribute to GHG reduction and long-term value creation. Read More in our chapter on Innovation.

Pillar 5

Sustainable Finance & Climate-Linked Incentives

Sustainable finance is a key enabler of ICL's climate strategy, aligning capital allocation, financial incentives, and decision-making with our sustainability and climate objectives. By linking financing mechanisms and performance-based incentives to ESG and climate-related targets, we reinforce accountability for execution and integrate sustainability considerations into core financial processes.

We have established a sustainable finance framework that supports the delivery of our climate strategy by incentivizing progress on greenhouse gas emissions reduction and other material ESG priorities. Performance against climate- and sustainability-related KPIs is monitored on an ongoing basis and supported by appropriate governance and assurance processes.

In parallel, climate- and ESG-related KPIs are embedded in our executives' performance and incentive mechanisms, strengthening alignment between strategic objectives, operational delivery, and financial outcomes. Together, sustainable finance instruments and climate-linked incentives are supporting our transition to a low-carbon and climate-resilient business model while maintaining financial discipline and long-term value creation. Read More in our chapter on Sustainable Financing.



Building A Resilient Foundation - Our Climate Strategy Enablers

Our delivery of ICL's climate strategy across all pillars is supported by a robust and integrated framework for data, measurement, governance, and assurance.

This framework is designed to ensure consistency, reliability, and decision-making across our operations and value chain. The effective implementation of our climate strategy is supported by capacity building and engagement at employee, management, and Board levels, and ongoing collaboration with key stakeholders. These include targeted training and awareness programs, supporting a clear understanding of climate-related risks, data requirements, and responsibilities across our organization. It also includes enabling the integration of climate considerations into our daily operations and strategic decision-making processes. In addition, the implementation of climate initiatives is supported by cross-functional collaboration across our operations, procurement, finance, and sustainability functions, enabling coordinated delivery and effective execution of decarbonization actions across our organization.



We have established structured processes to measure, monitor, and report our greenhouse gas (GHG) emissions across **Scope 1, Scope 2, and Scope 3,** using internationally recognized standards. Climate-related data is embedded into our governance and management processes, including enterprise risk management, capital allocation, and performance management. In addition, climate-related risks and opportunities are systematically integrated into our enterprise risk management processes, including the use of scenario analysis and risk prioritization, to support our proactive risk mitigation and resilience planning.

We collect emissions data across manufacturing, logistics, and other relevant activities under ICL's operational control, and this data is consolidated on a regular basis to support internal management, strategic planning, and external disclosures. The data and insights are used to inform decarbonization planning, evaluate investment decisions, track progress against targets, and support accountability at both site and corporate levels.

To enhance data quality and comparability over time, ICL applies internal validation and quality-assurance controls and progressively strengthens data granularity, including increased use of supplier-specific information where available. Digital systems support the aggregation, management, and analysis of emissions data, enabling a consistent "single source of truth" for regulatory, voluntary, and internal reporting needs.

Assurance is a core component of this framework. ICL conducts regular third-party verification of its Scope 1 and Scope 2 emissions and applies defined methodologies for Scope 3 measurement, supporting the establishment of reliable baselines and transparent tracking of progress. This assurance approach underpins our confidence in reported data and supports continuous improvement in our methodologies and controls.

Transparency is central to ICL's climate governance. We voluntarily disclose climate-related risks, opportunities, and performance in line with the core principles of the Task Force on Climate-related Financial Disclosures (TCFD), and through recognized external reporting platforms and ESG assessments. Dedicated methodology documents define ICL's Scope 1, Scope 2, and Scope 3 measurement approaches, including boundaries, data sources, and calculation principles, and are referenced to support clarity and auditability without duplicating technical detail in the strategy narrative.

We also engage with a broad range of our stakeholders, including employees, suppliers, customers, industry partners, and regulators, to promote transparency, share knowledge, and support the advancement of climate-related practices across our value chain.

Together, these enablers provide the foundation for effective execution of our climate strategy, support assurance-ready reporting, and align with evolving regulatory, investor, and stakeholder expectations.

TCFD

ICL is committed to enhancing its understanding and preparedness for climate-related risks and opportunities. This is the fifth consecutive year in which we voluntarily disclosed information regarding climate-change risks and opportunities according to the core principles of the Task Force on Climate-related Financial Disclosures (TCFD) framework, and we intend to continue to advance 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, the CSRD and other global climate reporting standards to assess their implications for future reporting.

We have integrated 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 (including Physical and Transition Risk & Opportunities), please see the following sections in our 2025 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

Climate Change & GHG Governance

For more information on our ESG governance, and, particularly, climate and GHG related matters, see our chapter on Corporate Governance as well as ICL's 2025 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.



Sustainable Solutions for Climate Mitigation & Adaptation

ICL provides products and services that enhance the resilience of the global food chain. We focus on developing solutions that support both climate change mitigation and adaptation, offering a diverse portfolio that contributes to improved crop yield and resilience, enables balanced fertilization, reduces nutrient losses through leaching and volatilization, and supports more efficient water use. In addition, we offer solutions that extend product shelf life and help reduce food waste. Through these solutions, we bring our ”doing more with less“ approach to life, helping the agricultural community to produce more food with fewer resources while reducing environmental impact. Read more about our “doing more with less” approach in our chapter on Sustainable Impact.

Advancing Climate Change Mitigation and Adaptation Across the Food Chain

Our products and services are designed to address the evolving challenges of climate change across the agricultural value chain. Our fertilizers support plant growth under increasingly challenging conditions, including drought and heat, by improving nutrient availability and enhancing soil health.

Our portfolio includes **Controlled Release Fertilizers (CRFs)** and bio-stimulants that improve nutrient use efficiency while reducing emissions in the use phase, including nitrous oxide (N_2O), thereby contributing to climate change mitigation.

Other solutions support adaptation to climate stress. For example, **Keep Green** helps protect coffee plant leaves from excessive solar radiation, supporting crop resilience under changing climate conditions.

We also advance AgTech innovation through precision agriculture, including AI-enabled solutions, as well as regenerative agriculture practices, carbon utilization initiatives, and biological solutions. In parallel, we deliver food solutions that support food security, including alternative proteins, products that reduce spoilage, extend shelf life, and reduce the need for refrigeration. These solutions contribute to reducing food waste and associated greenhouse gas emissions.

Industrial Products and Products with Low Carbon Footprints

We are committed to developing a portfolio of industrial and specialty products with lower carbon footprints sustainability across our value chain, from raw material extraction through production and downstream applications, supporting the transition to more sustainable value chains across our business segments. As demand for low-carbon solutions continues to grow, we are focusing on improving our environmental performance through product innovation, enhanced data capabilities, and life cycle assessment (LCA)-based decision-making.

To support this approach, we are enhancing our digital capabilities, enabling the provision of high-resolution carbon footprint data and supporting the development of lower-carbon alternatives across our portfolio. In parallel, we are implementing advanced technologies to strengthen our carbon footprint measurement and LCA capabilities across products and processes, supporting more accurate and consistent evaluation of environmental performance and informing decision-making across the value chain.

ICL’s ability to offer products with lower carbon footprints enables its value chain partners to deliver solutions with reduced environmental impact. One example is **Polysulphate®**, a multi-nutrient fertilizer in our Growing Solutions segment that requires no chemical processing and generates no waste products. Based on calculated Global Warming Potential (GWP) values, Polysulphate demonstrates a comparatively low carbon footprint within its category.

In the Industrial Products segment, ICL produces bromine in Israel. The Company engaged ECOINVEMT, a leading provider of environmental life-cycle inventory data, to assess the carbon footprint of our bromine production. Following a review of production processes and primary operational data, including material and energy inputs and methodological parameters, ECOINVENT delivered its updated assessment in October 2025, confirming that the carbon footprint of bromine produced in Israel is the lowest calculated carbon footprint globally among the bromine datasets represented in the ECOINVENT database. This verified dataset serves as a reference for carbon footprint assessments of downstream products, supporting consistent and transparent calculations across ICL’s portfolio. It also demonstrates the potential benefits of bromine-based solutions for downstream industries in reducing environmental impacts.

In addition, our diversified product portfolio includes solutions supporting the battery materials market, where we continue to develop our activities related to the supply of raw materials for this growing sector, contributing to the advancement of lower-carbon technologies and energy storage solutions.

Promoting innovation and resilience in agriculture

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.**



Decarbonization of Our Value Chain - Addressing Scope 3 Emissions

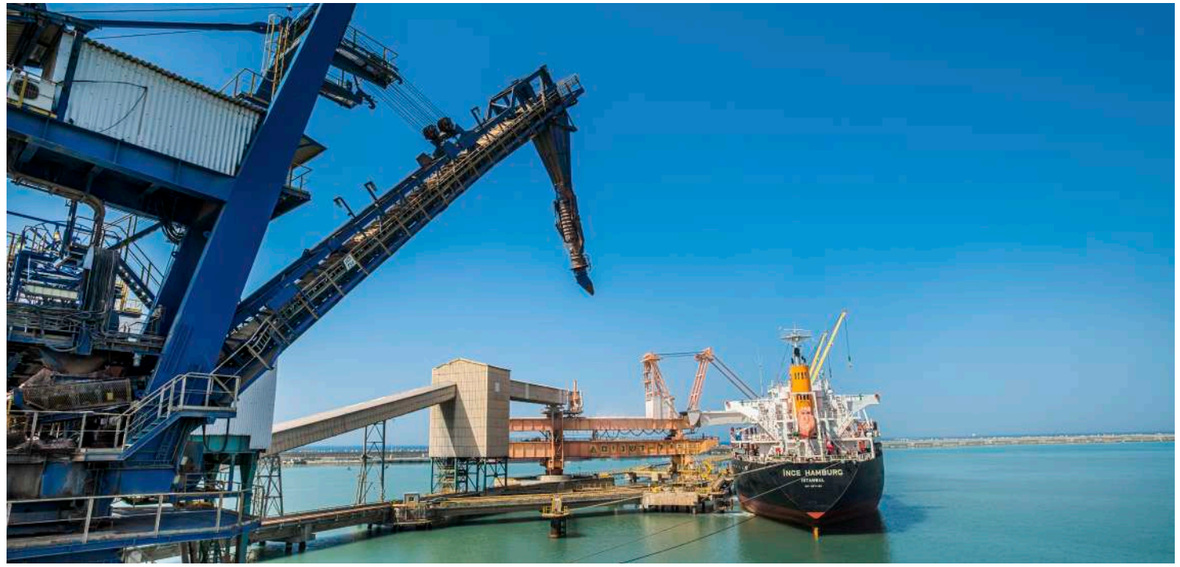
We are addressing the reduction of our Scope 3 emissions through multifaceted activities and have incorporated a reduction of our Scope 3 emissions as part of our SBTi targets. To address these targets we have incorporated relevant KPIs for the procurement of sustainable raw materials.

We are also investigating low-carbon and enhanced sustainable sourcing of raw materials as a key part of our overall strategy. We continue to conduct assessments of our primary raw materials to identify alternative options that could help mitigate our emissions. 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. Once suppliers with significant impacts are identified, we plan to engage in partnerships focused on education, training, and monitoring to collectively reduce our 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. 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.

In 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, and include optimizing logistics and transportation by exploring options such as alternative fuels, electric vehicles, and energy-efficient shipping practices.

Our specialty products and sustainable solutions play a key role in advancing our long-term sustainability strategy. These solutions offer lower environmental impact compared to conventional fertilization methods and contribute to both climate change mitigation and adaptation efforts. By focusing on the development of a unique product portfolio, we aim to enhance agricultural productivity while minimizing resource use and supporting resilience to climate-related challenges. In addition, we offer unique products with low-carbon footprints across our portfolio. Read more on our Sustainability Index in our chapters on Product Stewardship and Food Security.

We are also focused on enhancing our product carbon footprint (PCF) dataset by reaching out to suppliers to provide primary data and lower footprint alternatives, aligning with the GHG Protocol and Together for Sustainability's PCF Guideline.



OUR GOALS



30% by 2030

Our legacy goal: a 30% reduction of our greenhouse gases (GHG) emissions (Scope 1 & 2) by 2030 (vs. 2018).



50%

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



Net Zero

We aim to be net zero by 2050.



SBTi

In 2025 SBTi validated our near-term greenhouse gas emissions reduction targets.
Scope 1 and 2 emissions reduction target of 58.8% by 2034 (vs. our 2022 base year) and Scope 3 emissions reduction target of 35% within the same timeframe.
Advancing our preparation of a multi-year Scope 3 Strategic Reduction Plan, supporting ICL SBTi 2034 targets (focusing on categories: 1, 4, 9).



Energy Efficiency

Achieve continuous year-over-year improvements in our Energy Efficiency, with a 2026 target of at least a 1% improvement compared to our 2025 energy consumption.



$10M

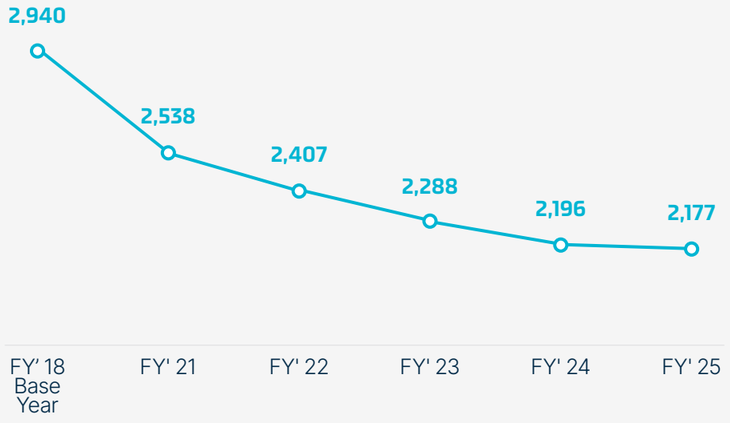
In 2025, we achieved our SCO program efficiency targets of $10 million in savings and a reduction of 15,000 tonnes of CO_2. and even exceeded them through $15 million in energy efficiency savings and a reduction of 18,000 tonnes of CO_2. Looking ahead to 2026, we are maintaining the same targets of $10 million in savings and a reduction of 15,000 tonnes of CO_2.

OUR PERFORMANCE

GHG EMISSIONS AND DECARBONIZATION 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 our entire company and have resulted in a 26% reduction of all Scope 1 and 2 GHG emissions vs. our 2018 baseline. This was achieved over a relatively short period of six years (between 2018 and 2025) while we increased production. An independent assurance process was performed which included Limited Assurance of ICL's 2025 (Scope 1 and Scope 2) GHG emissions. In accordance with the International Standard on Assurance Engagements ISAE 3000 (Revised).

Greenhouse Gas Emissions (CO_2e)



Decarbonization Roadmap

To date, we are on the path to achieving our legacy goal of a 30% reduction in Scope 1 and 2 emissions by 2030 (vs. 2018). We achieved a 26% reduction in emissions over the period from 2018 to 2025.

Emission Scope 1 & 2

	Units	2018	2019	2020	2021	2022	2023	2024	2025	Reduction 2025 vs. 2018	% Reduction 2025 vs. 2018
Scope 1	CO_2e tonnes (thousands)	2,220	2,233	2,140	2,158	2,126	2,102	2,131	2,088	132	5.9%
Scope 2 (market base)	CO_2e tonnes (thousands)	720	416	367	380	281	186	65	89	631	87.7%
Total Scope 1+2	CO_2e tonnes (thousands)	2,940	2,649	2,507	2,538	2,407	2,288	2,196	2,177	763	26.0%

We achieved a 26% reduction in our Scope 1 and 2 emissions between 2018 and 2025 through a series of strategic actions. These included:

- Commissioning our Combined Heat and Power (CHP) plant in Sdom, Israel, which 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.
- Implementing energy efficiency measures and utilizing waste heat at various global sites. 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.
- Decommissioning fossil fuel-based facilities, such as our PAMA oil shale power plant in Israel.
- Procuring renewable energy in Brazil, China, Europe, Israel, and the US. This also included signing long-term power purchase agreements with renewable energy suppliers.
- Forming a dedicated, cross-organizational team comprising representatives from our Energy, Sustainability, Global Procurement Organization (GPO) and divisional operational excellence leaders. The team actively engages in efforts to procure electricity generated from renewable sources. The team plays a vital role in supporting capital investments aimed at establishing on-site renewable energy production at our facilities across our operations. These efforts have led, among other things, to ICL entering long-term power purchase agreements with two Israeli providers of "green electricity" which are expected to abate over 1.25 million tonnes of CO_2e during the term of the agreements.

Decarbonization Levers

Energy Efficiency

Energy efficiency is a key component of our approach to reducing our environmental footprint. In 2025, we launched an upgraded energy efficiency program, **Sustainable Cost Optimization – Sustainability (SCO Sustainability)**.

As part of the program, we established an integrated process led by a dedicated multidisciplinary team. This team identifies, assesses, and prioritizes potential emission-reduction initiatives and evaluates them within our standard investment framework. This ensures alignment with financial planning, capital allocation priorities, and overall business strategy, while also taking into account expected sustainability impacts and climate-related benefits.

This integrated evaluation approach enables effective prioritization and supports efficient allocation of resources across the decarbonization roadmap. It provides a comprehensive view of abatement opportunities across the organization and supports informed decision-making regarding project approval and sequencing.

Integration of this process into financial planning cycles, annual KPIs, long-term targets, and management decision-making enhances consistency and alignment with core business processes. As a result, ICL's decarbonization efforts are more embedded, measurable, and transparent, enabling improved tracking of progress over time and supporting the achievement of our GHG reduction targets.

In 2025, we met and exceeded our SCO program efficiency targets, delivering $15 million in energy efficiency savings and reducing our CO_2 emissions by 18,000 tonnes.



Energy Efficiency Success

At our Boulby UK site, we improved standard operating procedures and daily monitoring via an energy dashboard. These improvements highlighted deviations within the gas data allowing the team to carry out investigations – resulting in a 14.5% increase in gas efficiency in kWh/tonne of product produced.

Transitioning to Low-Carbon and Renewable Energy

To meet our short and long-term objectives of Net Zero by 2050 for Scope 1 and Scope 2, we set a path to reduce carbon emissions at our production sites. We seek opportunities to increase the use of renewable energy as part of ICL's fuel mix. 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 on-site, using biofuels and biomass, where applicable, and investing in low carbon technology.

Our focus is to identify a path where our growth is decoupled from increased GHG emissions. Therefore, we are mapping our sites for opportunities for use of alternative energy. We already recover some energy and are 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.



Replacing Fossil Fuels with Alternative Energy

Some of our sites in Brazil are replacing steam boilers that are fueled by fossil fuels, with biomass-based boilers. At our Jacarei I Brazil site, we switched a significant part of fuel used for steam production in the on-site steam boiler, from LNG to Biofuel (woodchips, FSC Certified). This change has resulted in a 70% decrease in gas consumption on site and in emission reductions as well.

In one of our sites in Israel, we are using hydrogen, a byproduct of the chemical reaction, as a replacement for fossil fuels.

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 processes 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.



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.
- Driving direct emissions reductions by enhancing energy efficiency, scaling electrification, and lowering non-combustion GHGs.

Onsite renewable energy installations

As part of our efforts to increase our renewable energy sources in our energy mix, we are expanding our focus on photovoltaic (PV) installations at our operations. Plans are underway to deploy PV installations at suitable sites. We have engaged leading renewable energy partners to install PV units on suitable dual-use surfaces at our Israeli and European operations, with capacity potential of dozens of megawatts peak (MWp). Looking ahead, we are exploring the possibility of launching additional PV installations at other regions as well.

As part of these efforts, in 2025 our PV installations at one of our industrial sites in Germany began to generate renewable energy.

Subject to regulatory approval, we plan to install a 5 MWp ground-mounted PV system at our Periclase site in Israel in the near future to replace 8.5 million kilowatt-hours (kWh) of fossil fuel energy consumption annually.

Within a decade, we also plan to install a PV plant coupled with advanced storage solutions at our Dead Sea site in Israel as part of our long-term sustainability strategy.





Green Sdom Project

Our major flagship endeavor, the “Green Sdom Project”, marks a significant step towards transforming ICL Dead Sea, our largest industrial site, located in Sdom, Israel, into a hub powered by renewable energy, as part of our ambitious decarbonation plan and in support of our goal to reach Net Zero by 2050.

The project is designed to significantly increase the consumption of energy from renewable sources through solar PV fields, providing a total capacity of approximately 1,500 MWp, along with energy storage utilizing a variety of technologies and solutions.

Pending approval from the relevant authorities and regulators in Israel, the project’s first phase aims to commence operations by 2034, potentially reducing the Dead Sea site’s carbon footprint by over 50%.

This large-scale project, given its magnitude and positive environmental impact, is leading ICL to engage its stakeholders to promote the initiative, including the development of potential partnerships.

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.

In Israel, a new carbon tax on fossil fuels, including natural gas, came into effect in 2025. It will be implemented gradually until 2030 and is expected to lead to an increase in fuel prices. It also increased the emissions covered under the emissions-limiting regulations. Approximately 21% of ICL’s Scope 1 emissions are covered under emissions-limiting regulations.

Additionally, under the European Green Deal, the EU adopted a Carbon Border Adjustment Mechanism (CBAM) regulation in 2023. This mechanism was created to stop carbon leakage from the EU (i.e. the risk that the EU carbon emissions reduction regulations will be offset by increases in emissions in jurisdictions with less stringent regulations) and it is already affecting some of our operations. The EU CBAM charges will phase in over a period of nine years, commencing in 2026. Other carbon mechanisms may be implemented in the future. We are subject to laws and regulations requiring the disclosure of climate-related information. ICL’s main EU subsidiaries were expected to report under the EU Corporate Sustainability Reporting Directive (CSRD), originally set for 2026 using 2025 fiscal data. However, this timeline has been delayed. Following the adoption and publication of the EU “Simplification Omnibus” package, certain requirements and timelines have been adjusted, which has affected the timing and scope of our reporting. As a result, the exact timing for specific disclosure under the CSRD has shifted with most recent developments suggesting that ICL will be expected to report in 2028 for fiscal year 2027. We are aligning our processes and data management procedures accordingly.

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 our 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 43%. 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 2025 Annual Report - Item 5.

	2018	2019	2020	2021	2022	2023	2024	2025
GHG Intensity (emissions / Revenue t-$M)	529	505	500	365	240	304	321	304

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	2025
Carbon Offsetting CO_2e tonnes (thousands)	0	0	0	0	0

Scope 3

Our overall 2024 Scope 3 emissions decreased by 6% compared with our 2022 base year. There was a decrease in upstream related emissions and a slight decrease in downstream related emissions.

We finalized our third comprehensive measurement and assurance process, verified by ERM Certification and Verification Services Limited (CVS), of our Scope 3 emissions for the year 2024, adhering to the latest best practices. Our Scope 3 carbon footprint for 2024 covers upstream indirect emissions (referred to as Scope 3 categories 1-8) and downstream indirect emissions (referred to as Scope 3 categories 9-15). 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 comprehensive overview of our value chain.



Scope 3 Category	Total 2022 (in tonnes CO_2e)	Total 2023 (in tonnes CO_2e)	Total 2024 (in tonnes CO_2e)
1. Purchased goods and services	1,708	1,266	1,454
2. Capital goods	226	185	193
3. Fuel & energy-related activities	393	435	445
4. Upstream transportation & distribution	730	615	667
5. Waste generated in operations	19.6	21	21
6. Business travel	5.8	5	5
7. Employee commuting	6.5	6	6
8. Upstream leased assets	3.9	4	4
Total Upstream	**3,093**	**2,537**	**2,795**
9. Downstream transportation & distribution	83	51	68
11. Use of sold products	1,073	1,088	1,038
12. End-of-life treatment of sold products	989	1,092	1,015
13. Downstream leased assets	0.5	0.5	0.4
14. Franchises	Not applicable	Not applicable	Not applicable
15. Investments	8	6	8
Total Downstream	**2,153**	**2,237.5**	**2,129**
Grand Total Scope 3	**5,246**	**4,774.5**	**4,924**

We are currently engaged in the data collection and calculation phase for Scope 3 emissions related to 2025. Our focus on value chain emissions (Scope 3 GHG emissions) over the course of 2025 includes collaboration with both our suppliers and our clients to identify opportunities to reduce emissions.

ENERGY PEFORMANCE

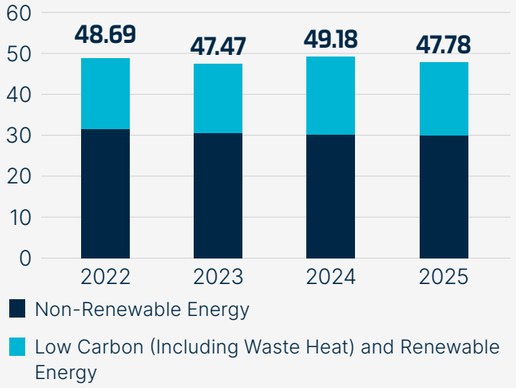
Our energy consumption in 2025 was mostly stable with a slight decrease compared to 2024, mostly due to some decrease in activity.

In 2025, approximately 7% of the energy that we consumed was electricity purchased from the grid, including electricity acquired from national grids with renewable energy certificates (RECs) or Guarantees of Origin. Overall, in 2025, approximately 9% of our total energy use was sourced from renewable energy (both direct and indirect) and our overall global renewable energy consumption was 4.2 million GJ (1,172k 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 37% of its total net energy mix.**

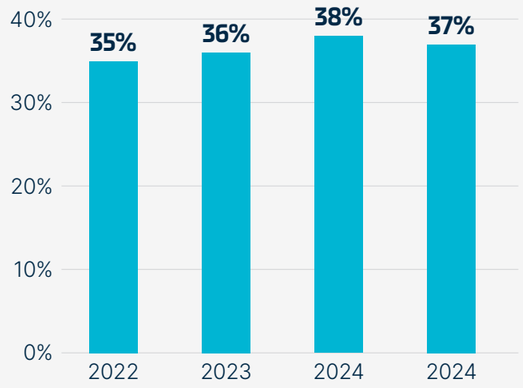
During the year ICL reduced its overall energy consumption. Some of this reduction also impacted the amount of renewable energy purchased. ICL nearly remained constant in its renewable and low-carbon energy ratio of its energy mix.

We continue our journey to increase the share of low-carbon and renewable energy in our energy mix. Looking ahead, we are exploring additional opportunities to integrate more renewable energy and waste-heat recovery across our facilities, and expect the ratio of renewable energy in ICL's energy mix to further increase in support of our goal of reducing our GHG emissions.

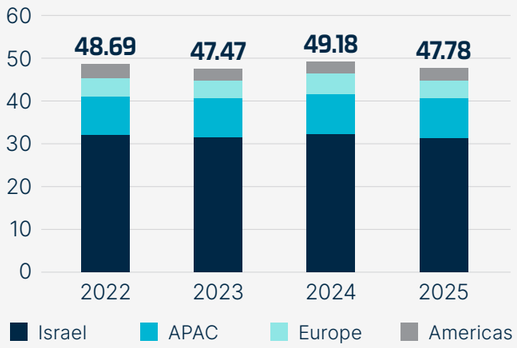
Total Energy Consumption - Net*
Millions GJ



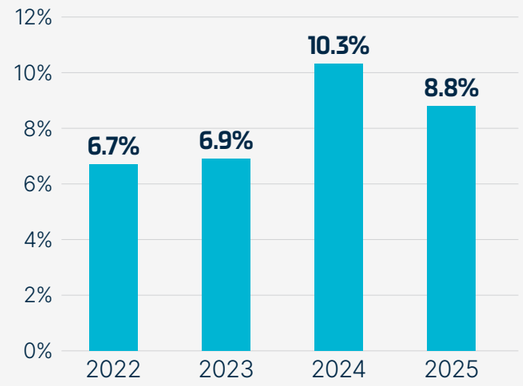
Low Carbon and Renewable Energy - Net*



Total Energy Consumption by Geographical Region - Net* | Millions GJ



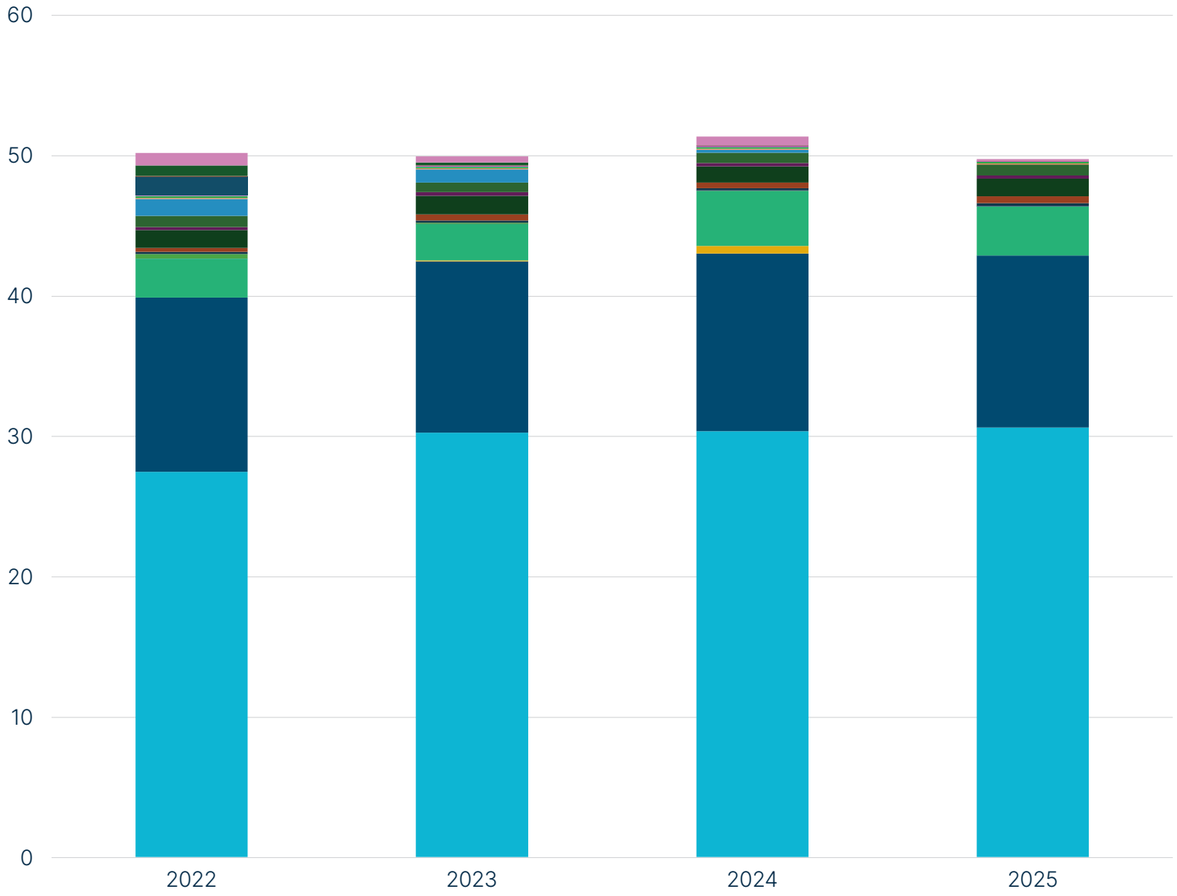
Renewable Energy - Net*





* Net energy consumption: Total energy purchased and produced by the organization ("Gross Energy") minus energy sold.

Total Energy by Type - Gross | Millions GJ



		2022	2023	2024	2025
Low Carbon (Including Waste Heat) and Renewable Source	HVO	0.00	0.07	0.55	0
	Electricity from renewable sources	2.79	2.60	3.93	3.52
	Electricity from onsite solar power	0.00	0.0002	0.0005	0.002
	Ethanol (100%)	0.00002	0.00006	0.00003	0.00004
	Hydrogen captured from chemical reactions	0.00	0.0005	0.02	0.014
	Electricity from nuclear power	0.32	0.08	0.00	0
	Wood & wood chips	0.16	0.16	0.16	0.21
	Steam from other renewable source	0.28	0.43	0.41	0.49
	Onsite electricity generation from exothermic reactions, waste heat or heated gases from chemical processes	1.28	1.33	1.14	1.25
	Onsite steam generation from exothermic reactions, waste heat or heated gases from chemical processes	12.43	12.23	12.67	12.28
Non-Renewable Source	Coal	0.20	0.26	0.26	0.22
	Diesel	0.81	0.69	0.73	0.79
	Electricity from the local grid/utility	1.20	0.93	0.20	*0.6
	Gasoline / Petrol	0.08	0.08	0.08	0.08
	Heavy fuel oil (“residual”)	0.12	0.11	0.11	0.11
	Kerosene/Heating Oil	0.002	0.005	0.004	0.006
	LPG	0.03	0.07	0.10	0.062
	Natural gas	27.48	30.28	30.39	30.64
	Oil Shale	1.37	0.00	0.00	0.00
	Propane	0.05	0.02	0.002	0.002
	Purchased electricity from natural gas power plants	0.75	0.21	0.02	0
	Purchased steam	0.88	0.44	0.63	0.12
Grand Total		**50.25**	**49.97**	**51.40**	**50.39**

* Gross Energy: Total energy consumption by ICL plus the energy sold to external entities.

* Including purchased compressed air.

Energy Intensity

We continue to implement on-going energy efficiency activities. Our energy consumption remained 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 four years.

This means that for every unit of energy consumed, we now emit fewer GHGs than before. This reduction indicates that our operations have become more sustainable, producing less pollution per unit of energy used. In 2025, we reduced both our overall energy consumption and reduced our GHG emissions and maintained our intensity as regards our GHG emission per GJ consumed.

	2022	2023	2024	2025
Energy Consumption GJ / Sales US$ millions	4,862	6,299	7,189	6,676
GHG Emissions / Energy Consumption GJ	0.049	0.048	0.045	0.043

Navigating a Volatile Energy Ecosystem

Our business continuity practices support the availability and reliability of energy supply across its operations. We maintain infrastructure and procurement frameworks that are designed to support long-term stability in meeting energy needs, including diversified energy sourcing and long-term contractual arrangements. This approach supports operational resilience by reducing exposure to supply disruptions and enables the secure integration of lower carbon and renewable energy sources as part of our transition strategy.

ICL operates its own Combined Heat and Power (CHP) plants and utilizes waste heat for the production of electricity and steam, improving overall energy efficiency. In parallel, we have secured long-term power purchase agreements (PPAs) for renewable energy and continue to advance on-site renewable energy generation, including photovoltaic (PV) systems and biofuel-based steam boilers.

In addition, we are implementing energy efficiency projects across our production processes to optimize our energy use and reduce our environmental impact.

Supported by dedicated risk management teams and cross-functional technical working groups focused on energy efficiency and procurement, we actively manage exposure to energy market volatility while supporting operational resilience and the transition to lower-carbon energy sources.



New ICL Campus in Beer Sheva, Israel

As part of ICL's long-standing commitment to the Negev and to strengthen the communities in which we operate, in 2025 we continued to invest in sustainable growth and regional development through the completion of our new campus in Beer Sheva, Israel. The transition of about 800 employees to the campus represents a significant milestone in our efforts to embed sustainability, employee well-being, and local impact into our core operations.

The campus was designed and constructed in accordance with the **Israeli Green Building Standard (3-Star rating)** and incorporates advanced, resource-efficient systems for climate control, energy, and lighting. These include highly efficient chillers, clean air systems, extensive use of natural daylight, and energy-saving lighting throughout the facility. The campus also integrates green landscaping, indoor and outdoor plants, and efficient irrigation systems.

Supporting the transition to sustainable mobility, the site includes approximately **100 electric-vehicle charging stations,** dedicated infrastructure for electric bicycles with charging rooms and locker facilities, and proximity to major public transportation hubs. A rooftop solar energy system is planned as part of the campus's long-term energy strategy.

Employee well-being is an integral part of the campus experience through our **BeWell@ICL** approach in which we included on-site fitness facilities, bicycle rooms and showers, and other initiatives to promote healthy nutrition. As part of this effort, the campus collaborates with its catering provider to promote plant-based and vegan food options, supporting healthier and more sustainable dietary choices.



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 CO_2 emissions of 100 grams/km by the end of 2026. We met our annual reduction target for 2025, by reducing our average CO_2 emissions to 105 grams/km.

As a pioneer in Israel, ICL offers a comprehensive package to encourage its employees to select electric vehicles (EVs, including hybrid and fully electric vehicles) which now constitute about 25% 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 2025, we achieved our target of expanding our EV fleet to 300 vehicles and increasing the number of hybrid or electric cars to 400, representing an over 50% increase compared to 2024, and supporting our commitment to reducing our CO_2 emissions.



Transparency

Third Party Assurance of ICL's GHG Emissions

ICL has successfully conducted a third-party assurance of 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 2025 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 2024. The public independent assurance statements and historic Assurance Statements can be viewed in ICL's Document Hub.

ICL has also successfully conducted a third-party assurance of its energy consumption. An independent assurance process was performed, which included Limited Assurance of ICL's 2025 energy consumption, conducted by ERM CVS. Additional assurance related documents can be viewed in ICL's Document Hub.

Climate Reporting and Stakeholder Engagement

We voluntary report our climate risks and opportunities in our Annual Report, employing the core principles of the TCFD framework.

In addition, we continue to report our relevant ESG ratings and initiatives. Since 2011, we have consistently reported our 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 2025, we maintained our CDP Climate score of an "A", and improved our Water Security score to an "A", earning a place on the prestigious CDP "Double 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	2025
ICL CDP Climate	B	B	A-	A	A
Materials sector Average	B	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.



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 assessments 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 2025 Annual Report - Item 4 – Information on the Company – Risk Management.

Certified Energy Management System

In 2025, 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. Currently, 94% of our production sites have been certified.

For additional information regarding ISO certifications, see our chapter on ERM.

WATER & WASTEWATER MANAGEMENT



12 RESPONSIBLE CONSUMPTION AND PRODUCTION

6 CLEAN WATER AND SANITATION

Why this matters to us

"Water is a critical input across many of our processes, and how we manage it directly affects operational performance.
From my perspective, it starts with a clear understanding of where and how water is used, and a continuous effort to improve efficiency and reduce reliance on freshwater where possible.
This focus helps us maintain stable operations while using water in a more responsible and measured way, reflecting our commitment to water stewardship."

Reiner Exner,
SVP, ICL Phosphate
Specialty Global Operations

OUR APPROACH

We acknowledge that access to safe and clean water is a basic human right and recognize the growing concern of water scarcity, further exacerbated by climate change. As a result, we are dedicated to the sustainable management of water resources across all our operations.

We recognize that water is an essential resource and that addressing the water-energy-food nexus, in the context of climate change, is one of the key challenges faced by global society, particularly across the agricultural value chain.

Our Water Management Policy outlines ICL's proactive approach and extensive efforts to enhance water efficiency, reduce impacts on water sources, advance innovative solutions for water usage and wastewater management, and manage water-related risks and impacts in all of our operations and the areas in which we operate.

Accordingly, we allocate capital in line with our key priorities, including improving water efficiency across our operations, safeguarding water quality, developing innovative solutions and managing water-related risks. To minimize our impact on potable water, where possible, we strive to use brackish water for operational processes or other alternative water sources (including condensate and recycled water) that are not suitable for potable use.

We safeguard water quality through a robust effluent management system and strive to minimize the impact of our operations on water quality, availability and accessibility. We perceive effluents as an integral part of our water lifecycle, and as part of our approach to a Circular Economy, we work to enable reuse of our effluents where feasible.

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.

Analyst Corner | SASB RT-CH-140a.3 | GRI 3-3

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 2025 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 Potash Division President, and Head of Israel Phosphate Operations, who is also in charge of ICL's global EHS, and a member of ICL's GEC Forum and GEC Sustainability Committee, together with the divisions operational VPs, are responsible for executing ICL's overall water management strategy and ensuring its implementation throughout the organization. ICL's Operational Executive Committee (OEC), allows collaboration of the Potash Division President, and Head of Israel Phosphate Operations, with the operational VPs who 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. 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.

Risks related to water and wastewater are also discussed in our physical climate committee, including extreme weather events.

OUR GOALS

We are proud to report that in line with our EHS and water management policies, in 2025 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 2026, which are considered as ongoing goals for the future. Building on the process and outcomes of the OEC Committee's work, and the progress achieved to date, we are currently advancing the development of longer-term water reduction objectives. This ongoing effort reflects our intention to define a clear multi-year pathway for further improvement, while ensuring that future targets are grounded in analysis, operational feasibility, and alignment with our evolving business needs.

We have established Company-wide goals aimed at water reduction and related targets. Our management KPIs include water-related targets as our water saving objectives.

In parallel, ICL has defined a set of water stewardship objectives focusing on:

Increasing water efficiency, sourcing water responsibly and continuously improving our water conservation practices.

Establishing long term plans for water management and water use reduction for all production sites.

Reducing, recovering, recycling, and reusing water and increasing the use of alternative water sources.

Implementing water related risk management plans for extreme weather events in all relevant sites by 2030.

Enhancing the efficient use of natural resources and implementing the concept of Circular Economy while carrying out core operational activities.



Analyst Corner | SASB RT-CH-140a.3 | GRI 3-3

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 2025, we continued to reduce our total water withdrawal in line with our multi-year reduction targets, which are measured as an annual average decrease from our 2022 baseline. In 2025, we achieved a cumulative reduction of approximately 15.8% in freshwater use and 8.7% in non-fresh low-quality (alternative) water use, both compared to our 2022 levels. These results translate into an annual average reduction of 5.3% for freshwater and 2.9% 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 2025 we reached a total reduction of over 10.8% in total water withdrawal compared to 2022.



Water Withdrawal

m³ (millions)	2022	2023	2024	2025
Freshwater withdrawal	19.6	17.4	17	16.5
Non-Freshwater withdrawal	47.2	44.9	45.9	43.1
Total Water Withdrawal**	66.8	62.3	62.9	59.6
Other Managed Water*	2.2	2.4	1.3	2.0

* Following a refinement of the water reporting methodology, in accordance with the ICMM Water Reporting Good practice guide and the WAF User Guide 2.0, non-freshwater withdrawal is reported excluding Other Managed Water (OMW), which is presented separately. Water is classified as OMW when it is actively managed (e.g physically pumped, treated or has material evaporative losses) by the facility and flows from the source (OMW Inputs) to a destination (OMW Outputs) without being used or tasked by the Operational Facility. Unless stated otherwise, water and water-related figures, presented in this chapter exclude Other Managed Water.

** Total Water Withdrawal comprises freshwater and non-freshwater withdrawal only, in line with industry best practices that distinguish OMW from the Company's overall water balance. For comparability purposes and consistency with prior reporting, the total figures including OMW for 2022–2025 are 69.0, 64.7, 64.2, and 61.6, accordingly.

Note: All figures exclude annual water withdrawal from or returned to the Dead Sea, which is regarded as brine 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, 1.05 and 1.02 million m³ for 2022, 2023, 2024 and 2025 accordingly) and rainwater.

ICL sites use alternative water sources wherever feasible. These alternative sources (based on our non-fresh water figures) account for 72.3% of the water used at ICL operations (or 70.6% when excluding low-quality river water).

Water Security in Israel

A Model of Innovation and Resource Efficiency

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.

A central pillar of this approach is Israel's extensive seawater desalination infrastructure. Today, a significant share of the country's potable water supply is produced through six major desalination plants using reverse osmosis technology. This advanced system provides high-quality water and accounts for the majority of Israel's freshwater consumption, enabling a stable and reliable supply despite the country's limited natural water resources. Beyond securing supply, desalination plays a key environmental role by reducing pressure on natural water sources. It has enabled the preservation and recovery of the Sea of Galilee and other freshwater reservoirs, while also supporting the reversal of the National Water Carrier flow, allowing desalinated water to be transferred northward. Together with broader water management practices, including high rates of wastewater reuse especially for agriculture, this system reflects a holistic approach to resource efficiency, demonstrating how innovation, policy, and infrastructure can work together to sustainably manage water in water-stressed regions.

Desalinated water accounts for 45% of Israel's overall potable water supply*. Assuming this ratio, ICL sites in Israel use approximately 5.1 million m³ of desalinated water, representing 31.1% of ICL total freshwater withdrawals.

* Based on the Water Supply Report of Mekorot – Israel's National Water Company, 2024.



Source: https://www.gov.il/he/pages/desalination-stractures

Analyst Corner | SASB RT-CH-140a.3. | GRI 303-3 | SASB RT-CH-140a.1

Intensity

ICL continues to implement water efficiency measures across its operations. In 2025, total water withdrawal decreased, while revenues increased, resulting in a reduction in water intensity.

Water Withdrawal Balance Intensity

m^3/$million	2023	2024	2025
	8,267	9,195	8,332

Freshwater Intensity

m^3/$million	2023	2024	2025
	2,309	2,485	2,307

Water Recycled or Reused

m^3/$million	2022	2023	2024	2025
	6.7	8.6	8.3	9.5

Extended Focus on Water Stewardship

In 2025, ICL's OEC Committee placed an extended focus on water stewardship, as part of its broader oversight mandate, reinforcing the strategic importance of responsible water management across ICL operations. The committee was tasked to define a long-term water strategy, set ambitious reduction targets, and evaluate the investments required to achieve these goals. Relevant ICL's division presidents and the divisions operational VPs of all divisions participated in the ongoing corporate effort, alongside site managers and designated water leaders from each site, ensuring a holistic ICL approach that connects strategic planning with operational execution.

The committee's work includes enterprise-wide meetings to present its objectives, timelines, and key achievements, alongside dedicated sessions with each division to analyze water processes at the site level, evaluate reduction potential, identify cross-site learnings from similar production processes, and develop water-consumption forecasts through 2030. This process outcomes are aiding ICL to shape long-term corporate efforts, plans and goals, further strengthening our commitment to responsible, efficient, and sustainable water management. For more information on the OEC committee and our ESG governance see our chapter on Corporate Governance.



Analyst Corner | SASB RT-CH-140a.3

Key Reduction Initiatives

Our efforts to reduce water use continued through 2025. At our YPH site in China, a comprehensive water reduction program was implemented, based on full mapping of site water inputs and usage. The results were driven by a sustained series of optimization actions and cross-functional efforts to improve efficiency, reduce consumption, and expand water reuse across a wide range of processes, in alignment with local regulatory requirements. These efforts resulted in savings of approximately 3 million m^3 of water (non-fresh).

Our ICL Dead Sea Magnesium plant has achieved substantial reductions in its consumption of non-fresh water, driven by a comprehensive facility-wide focus on minimizing water use and improving efficiency.

These achievements were made possible through a combination of actions including, increased awareness, systematic monitoring, and the implementation of measurement and tracking tools, supported by broad cooperation across multiple plant units.

In 2025, targeted water-saving initiatives were advanced, including enhanced monitoring and measurement of key water lines, process optimization to reduce the use of soft water and distilled water, and improved water system management through routine tracking. Additional proactive measures were taken to reduce industrial water consumption and improve control of water use in fire protection systems. Together, these actions generated meaningful water savings at the plant, with a reduction of nearly 100,000 m^3 (compared to 2024 water consumption), strengthened control and oversight of water consumption, and established a foundation for continued efficiency improvements in coming years.

Building on the significant reduction of more than 1,000,000 m^3 of freshwater achieved by the end of 2023, and further reductions achieved during 2025, our ICL Rotem site continues to advance its long-term water efficiency efforts. In 2025, we further advanced water reduction goals for the Rotem site, aiming to further reduce freshwater consumption in accordance with ICL's multi-year water reduction pathway. To support this, a dedicated innovation conference was held, involving 35 key personnel, and generating approximately 70 ideas to support the site strategic program. Subsequently, several task forces were established to advance initiatives with the highest feasibility and reduction potential. These efforts have already demonstrated tangible results, with additional reduction in water consumption achieved during 2025.

In 2025, ICL Dead Sea, certified under the ISO 46001 Water Efficiency Management Systems standard, continued to implement its innovative digitalization project to track water withdrawal and consumption cycles and support the site's water reduction efforts. To promote ICL's water management best practices, additional ICL sites in Israel and Europe are enhancing their digital visibility into their water use.

ICL Iberia operates in Catalonia, Spain, an area that has experienced severe droughts in recent years. These conditions have significantly limited freshwater availability for both industrial use and local communities.

For ICL Iberia, sustainable water management is more than an operational efficiency practice; it represents a commitment to the communities where we operate, which rely on shared freshwater resources. Recognizing that, ICL Iberia has advanced on a comprehensive water stewardship journey, focusing on alternative water sources and improved water efficiency.

In 2022, an internal Water Commission was established to lead a comprehensive program focused on improving water management, including the assessment, design, and implementation of efficiency measures. ICL Iberia has implemented measures under this program focused on efficiency, recycling, and optimization within existing operations.

As a result of these efforts, water extraction from the Cardener and Llobregat rivers was reduced by 66% for industrial processes and 54% for potable water use. The overall water consumption intensity reached 29 m^3 per tonne of mineral processed in 2025, representing a 16% improvement compared to 2024, demonstrating ICL Iberia's commitment to resource efficiency and environmental responsibility. Through innovative initiatives, out of the box thinking and adhering to circularity principles, freshwater use was reduced by approximately 70% from 2022 to 2025, taking advantage of non-freshwater and recycled sources and, our total water consumption was also reduced by 42% in the same period.

Managing Water Risks

Proactively Managing Water-related Risks and Impacts

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. Once a year our relevant sites conducts re-evaluation to ensure validation of risk assessment, controls and mitigation measures. This risk identification process has deepened our understanding of our business dependency on water resources, and therefore the importance of sustainably managing these resources.

Some of our production sites are located in arid and desert regions exposed to increased flood risk associated with extreme weather events. While most flooding incidents have been minor, ICL has implemented preventive infrastructure measures designed to mitigate the potential impact of severe flooding scenarios and protect site operations. In certain locations, these measures also contribute to the resilience of surrounding communities and critical infrastructure.

At other sites, reduced water availability has been identified as a relevant physical risk. In response, ICL invests in water efficiency initiatives and supporting infrastructure, including floodwater reservoirs, which are used both for floodwater management and as an alternative water source, thereby enhancing operational resilience.

For further information on water risks, see "Item 4. Information on the Company - ICL Related Risk and Opportunities Disclosures" in ICL's 2025 Annual Report and our chapter on ERM.

In 2025, there were no Formal Enforcement Actions related to incidents of non-compliance associated with water quality permits, standards and regulations.

Analyst Corner | SASB RT-CH-140a.3., | SASB RT-CH-140a.2.

Monitoring, Transparency and Disclosure

To support the efficient and responsible management of water resources, ICL has established a comprehensive data and measurement infrastructure across its operations. This monitoring framework enables us to systematically track our water withdrawal, consumption, and discharge, supporting the establishment of reliable baselines and informed, datadriven decisionmaking. Our water data is assured on an annual basis by external third-party verification, reinforcing the reliability, consistency, and accuracy of the reported information.

Transparency is a key component of ICL's water stewardship approach. Water management teams submit required audits and reports to relevant regulatory authorities, which publicly disclose primary data related to water use and wastewater.

In addition, we voluntarily disclose water-related risks and opportunities, and performance in line with the principles and framework of the Task Force on Climate-related Financial Disclosures (TCFD), and through participation in the CDP Water Security platform.

In 2025, ICL achieved an "A" score in CDP Water Security, earning a place on the CDP double A List. This recognition reflects the strength of our governance, transparency, and performance in water management.

ICL continues to enhance its internal systems, data capabilities, and processes to support continuous improvement, strengthen disclosure practices, and maintain alignment with evolving regulatory and stakeholder expectations, while strengthening our leading position among companies in the industry.

Year	2022	2023	2024	2025
ICL CDP Water Security scores	C	B	A-	A
Activity group average (chemicals)	B	C	B	B

External Verification of ICL's Water Withdrawal Metrics

ICL has successfully conducted a third-party assurance on its water withdrawal metrics for 2025. An independent assurance process was performed, which included Limited Assurance of ICL's 2025 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.



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.

In relevant production facilities, wastewater is either treated on site or managed through external treatment solutions. We operate water treatment processes to ensure that wastewater is discharged safely and in line with local regulations and requirements. At other sites, wastewater is treated by qualified third-party providers at authorized wastewater treatment facilities. In addition, some of our sites reuse or recycle water for internal operational needs, enabling synergies between ICL sites, and supporting external uses where appropriate.

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 ICL's facilities report their wastewater discharged information according to local regulations.

Our production facilities have implemented a range of water conservation initiatives, including recycling and the use of treated wastewater. In addition some of our sites in Brazil and Europe have identified new opportunities for their effluents, creating new industrial synergies, in which wastewater from one facility is used as input for another, These practices support more efficient resource use and contribute to circular water management, thereby doing more with less.

Discharge (million m^3)	2023	2024	2025
	12.7	10.9	12.9

* Following the refinement of the water reporting methodology described above, figures for prior years were updated to reflect the revised approach.

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.

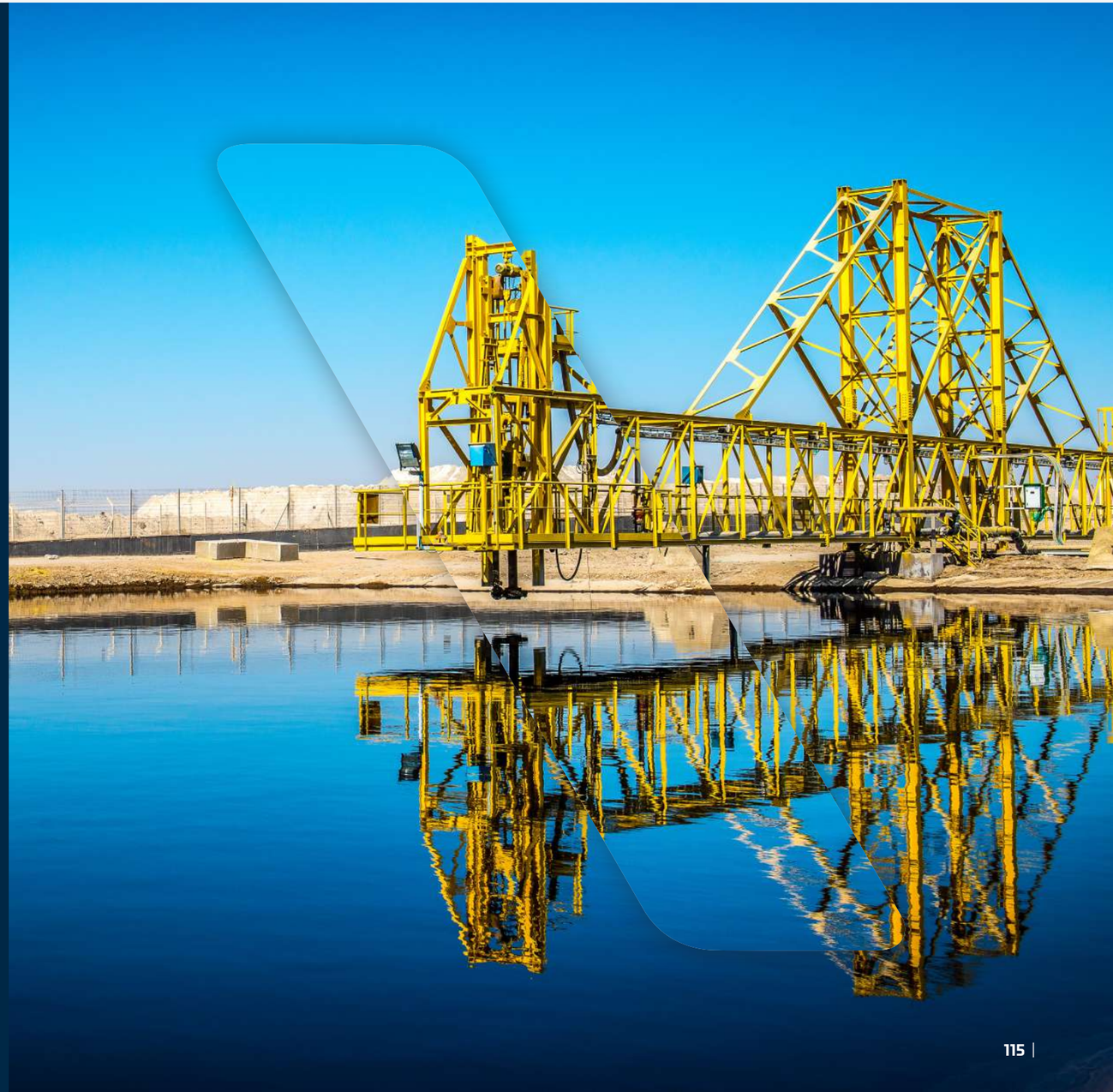
The plan currently includes additional wastewater streams created by air emission purification processes required by Israel's Clean Air Law.

ICL Rotem set and achieved a 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 m^3 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.

According to the plan, among the measures taken to reduce wastewater streams were:

- Reducing effluent quantity by reuse of wastewater instead of freshwater. An example of this is the diversion of fertilizer wastewater for use in the enrichment plant and the phosphoric acid plant processes, replacing freshwater consumption in accordance with the site's water balance.
- 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.
- Phytoremediation Treatment of the "Dekel" Pond Effluents. A circular water management initiative is advancing, utilizing halophytic plants to treat saline process water. The initiative aims to reduce chloride and metal levels in the pond effluents, enabling their reuse beyond the primary enrichment process. A successful proof-of-concept confirmed the effectiveness of this natural filtration method and we have since transitioned to a large-scale pilot phase, marking a significant step toward reducing our freshwater footprint and optimizing resource recovery.



Enhancing Water Management throughout Our Value Chain

Water plays a significant role in ICL's operations. both as a key component in production processes and as an essential resource across the value chains in which we operate. Our customers and business partners rely on water-intensive systems, particularly in agriculture, making efficient water use a shared priority.

In this context, ICL promotes water efficiency through its products, innovation, and partnerships, applying a "doing more with less" approach that focuses on maximizing value while minimizing water use. Through this approach, we aim to support our customers and business partners in achieving their water-efficiency and sustainability goals.

Read more on our Doing More approach in our chapter on Sustainable Impact – Doing More.

More Yield, Less Impact on Water in Agriculture

ICL is dedicated to the responsible and sustainable use of water within the food supply chain (fertilizers and agriculture). We focus on developing and implementing innovative solutions that optimize water use while maintaining the effectiveness and performance of our agricultural solutions.

Through ongoing research and collaboration efforts, we are actively engaged in creating innovative fertilizer solutions and agronomic practices that enhance water use efficiency, improve nutrient uptake, reduce losses and minimize waste. These solutions support more efficient use of both water and inputs, contributing to improved agricultural productivity.

ICL aims to provide farmers with solutions that align with the principles of responsible water management, supporting a more sustainable and resilient future for the global agricultural system. Our solutions address the water-energy-food-climate nexus, helping to mitigate water scarcity challenges while supporting global food security.

Water-soluble fertilizers for fertigation:

ICL has developed water-soluble fertilizers designed for fertigation systems, where nutrients are delivered through irrigation water. This approach ensures uniform distribution of fertilizers during irrigation, enhancing nutrient availability and efficiency. By enabling precise fertilizers application, based on soil conditions and crop growth stages, fertigation supports optimized use of both water and fertilization inputs, contributing to more efficient agricultural practices.

H2Flo - water conservation solutions:

ICL's wetting and water conservation agent, facilitates both vertical and horizontal water movement into the soil. By enhancing soil moisture distribution, H2Flo empowers growers and farmers to optimize their irrigation practices and improve water efficiency. Further information is available on H2Flo website.

Controlled Release Fertilizers (CRFs):

ICL's Controlled Release Fertilizers (CRFs) improve crop yields while reducing nutrient loss. By minimizing volatilization, denitrification, and leaching, CRFs help to minimize environmental impacts. Improved nutrient uptake by plants reduces excess fertilizer release into the environment, supporting lower nutrient runoff into water sources and contributing to the mitigation of eutrophication.

Nova Complex Optima (DMPP):

Nova Complex Optima incorporates a nitrification inhibitor (DMPP) that helps reduce nitrate leaching and lower the risk of groundwater contamination. By slowing the conversion of ammonium to nitrate, this solution contributes to sustainable agriculture by enhancing nutrient efficiency, supporting soil health, and reducing nitrous oxide emissions, while improving nutrient availability for crops.

Higher Efficiency Lower Water Use for Industrial Solutions:

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 key challenges in industrial water treatment.

- ICL's microbial water treatment solutions address microbial contamination in industrial water systems. Our bromine-based biocides, known for their exceptionally high biofilm treatment capabilities, are applied in cooling towers, paper production plants, oil drilling operations and other industrial water systems worldwide.

  These innovative solutions help control microbial threats improving heat transfer and energy efficiency and overall water system performance. By preventing corrosion and limiting material degradation caused by microbial sources, they contribute to longer equipment lifespan and reduced production failures. Our anti-microbial water treatment solutions are complemented by global technical and regulatory support, in compliance with local 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.

- A new, innovative solution is ICL's TextiMag™, an odor-adsorption technology that naturally reduces odor without the use of harsh chemicals. It is the first-ever magnesium-based odor adsorption technology developed for the textile industry. TextiMag™ has been certified as a bluesign® system partner, and its formulation is designed with safety, traceability, and environmental responsibility in mind, including reducing resource use such as water. Read more in our chapter on Product Stewardship.

See additional information regarding our TextiMag™.

WASTE MANAGEMENT



Why this matters to us

"Responsible waste management is integral to how we operate and reflects the standards we set for ourselves. Across our sites, we continuously work to reduce waste generation, increase reuse, and advance circular practices. By embedding these principles into our daily operations, we minimize environmental impact while strengthening the efficiency and resilience of our business."

Yuval Amitai,
VP, IP Global Operations & EHS

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 doing more with the resources available to us - 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.

Governance of waste management

For information on our governance of ESG, including waste management-related matters, see our chapter on Corporate Governance and our 2025 Annual Report – Item 4 – Information on the Company - Governance and Management of Climate Related Risks and Opportunities.

ICL's Potash Division President, and Head of Israel Phosphate Operations, who is also in charge of ICL's global EHS, and a member of ICL's GEC Forum and GEC Sustainability Committee, together with our divisions' operational VPs, are responsible for executing ICL's overall waste management strategy and ensuring its implementation throughout the organization. ICL's Operational Executive Committee (OEC), allows collaboration of the Potash Division President, and Head of Israel Phosphate Operations, with the operational VPs who 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, covering all ICL sites globally. Additionally, 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.



Analyst Corner | GRI 3-3 | GRI 306-2

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.

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 2025, 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 2026 and continue to guide our long-term efforts toward more sustainable waste practices.



OUR PERFORMANCE

Waste and Hazardous Waste by Treatment Method (offsite)

HAZARDOUS WASTE		2022 - thousand tonnes	%	2023 - thousand tonnes	%	2024 - thousand tonnes	%	2025 – thousand tonnes	%
Recovery	Recycling/reuse	4.8	17%	4.1	17%	3.7	15%	2.9	15%
	Incineration (with energy recovery)	1.8	6%	0.4	2%	0.7	3%	2.2	12%
Disposal	Landfill	18.5	64%	16.7	70%	18.4	73%	11.9	63%
	Incineration (without energy recovery)	3.8	13%	2.7	11%	2.4	10%	1.8	10%
	Total	**28.9**		**23.9**		**25.2**		**18.8**	

NON-HAZARDOUS WASTE									
Recovery	Recycling/reuse (including energy recovery)	35.6	52%	31.7	51%	30.9	51%	29.3	53%
Disposal	Landfill (including incineration)	32.4	48%	30.8	49%	30.1	49%	25.6	47%
	Total	**68.0**		**62.5**		**61.0**		**54.9**	

In 2025, we recorded a cumulative 26.3% reduction in landfill waste (hazardous and non-hazardous) and a 34.9% cumulative reduction in hazardous waste, compared to our 2022 baseline. These results reflect an average annual reduction of 8.8% in landfill waste (hazardous and non-hazardous) and 11.6% in hazardous waste, fully aligned with our multi-year targets.

In 2025, ICL recycled **44%** of its total waste (hazardous and non-hazardous) and **47%** when including energy recovery, 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.

Analyst Corner | SASB RT-CH-150a.1 | GRI 306-4 | GRI 306-5

Successful Waste Management and Treatment

Industrial ecology and Circular Economy have long been embedded in ICL's business DNA. We continuously seek new opportunities to advance these principles. In 2025, our sites in Brazil and Europe identified opportunities to utilize by-products from nearby ICL operations as sources for raw materials, thereby reducing both virgin raw material consumption and waste. In addition, several sites in Israel received approval from the authorities to use specific waste streams as means to rehabilitate various areas, including natural sink holes and areas of industrial ponds. For more information about our Circular Economy activities, see our chapter on Circular Economy.

In addition, we made significant progress in the disposal of historical waste in our Neot Hovav facility that was managed and disposed of using appropriate and approved treatment pathways. This multi-year effort, which required substantial resources, resulted in a meaningful reduction of historical waste volumes in 2025. Treatment of the waste is partially conducted through a combustion facility (Bromine Recovery Unit), which recovers hydro-bromine acid, while additional quantities were directed to external designated treatment facilities.

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.

Monitoring

We monitor waste-related data, which is verified annually by external third parties to ensure reliability and accuracy. thereby enhancing overall data quality.

Waste data, including hazardous and non-hazardous waste and treatment methods (Recovery/Disposal), for the years 2022, 2023, 2024 and 2025 has undergone comprehensive external assurance. Based on this process, 2022 was designated as our baseline year for waste performance, and future waste reduction targets were established based on average annual reductions compared to this year. These efforts are aligned with and support our Scope 3 emissions category 5 (Waste generated in operations) 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 of our 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 our 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 continuously explore opportunities to use alternative raw materials and develop innovative materials to mitigate our environmental impact and reduce our dependence on virgin raw materials for fertilizer production. This approach also includes collaboration with procurement functions and suppliers to optimize material selection, increase the use of recycled and secondary inputs where feasible, and reduce upstream waste generation. 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 explores alternative raw materials and byproduct uses, and our operational teams which map potential waste streams and identify solutions.

For additional information, see our chapter on Circular Economy.



AIR



Why this matters to us

"Managing air emissions is central to our commitment to responsible operations and environmental stewardship. By combining technology, efficiency, and continuous improvement, we are reducing emissions while supporting sustainable industrial growth."

Ami Tzukert
VP, ICL Growing Solutions
Global Operations

AIR EMISSIONS REDUCTION

Reducing 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 their impact on the environment, as well as the health and well-being of our employees and communities in proximity to our operations.

Air emissions are regulated by comprehensive laws, such as the EU's IED directive, the 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 at all 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 2025, we remained on track to meet this goal.

We implement initiatives and programs to reduce air emission across all our operations in accordance with our EHS strategy. We have obtained air emission permits for all our production sites that require such permits.

Through our utilization of accepted technologies, we also strive to maintain air quality and to reduce our air emissions to respective targets and levels by implementing preventative measures in accordance with local laws and relevant permits.

In addition, we conduct audits to verify our compliance with legal requirements, including air emission permits, across all our operations, and perform corrective actions in the event that gaps are discovered.

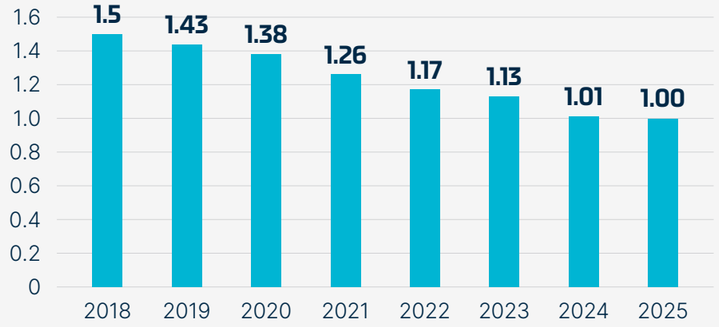


Metrics*

In 2025, we continued our efforts to reduce air emissions, resulting in reduction of PM, NOx, SOx, VOC and ammonia emissions compared to 2024.

* In the charts below, 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.

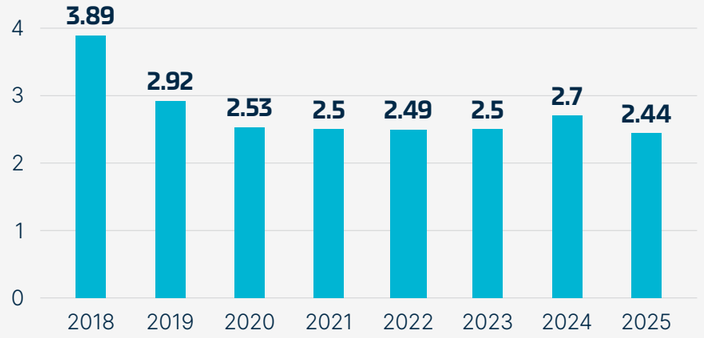
Nitrogen Oxides (NOx)
thousands of metric tonnes



NOx emissions continued to decrease by 0.5% in 2025 compared to 2024, and by 33% compared to 2018.

Our efforts to reduce NOx emissions in recent years include phasing out the use of oil shale by transitioning to natural gas at our energy resource development facility (PAMA) at our ICL Rotem site in Israel, as well as the implementation of NOx and N_2O treatment technologies at the nitrous acid facility stack at our ICL Haifa F&C site. In addition, we continue to enhance operational management and processes optimization, to further reduce emissions. Over the long term, as we continue to evolve our energy mix and shift from fossil fuels to renewable alternatives, we expect a corresponding reduction in NOx emissions.

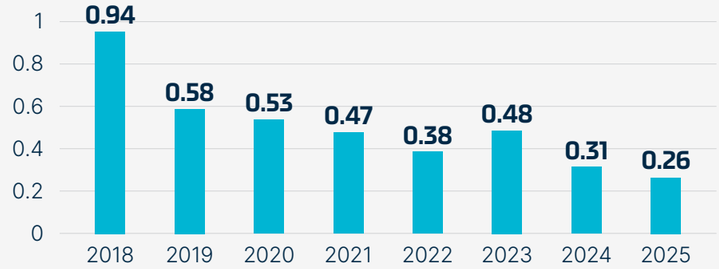
Sulfur Oxides (SOx)
thousands of metric tonnes



In 2025, ICL's global SOx emissions decreased by 9.5% compared to 2024 and by 37.2% compared to 2018.

Our efforts to reduce SOx emissions in the recent years include the transition to a highly efficient gas-powered Combine Heat and Power (CHP) plant in 2018 and phasing out our use of oil shale and transitioning to natural gas at the PAMA site in Rotem. These measures have contributed to reduction of NOx, SOx, PM and GHG emissions.

Suspended Particulate Matter (PM)
thousands of metric tonnes



PM emissions continued to decrease significantly in 2025, decreased by 14.8% compared to 2024, in line with the with the downward trend of the past several years.

We remain on track to achieve our 2026 target for PM emissions reduction.

Compared to 2018, PM emissions decreased by 71.9% in 2025, reflecting the cumulative impact of multi-year dust reduction initiatives. These reductions were primarily driven by significant investments in air emissions abatement technologies at our Dead Sea Magnesium site.

Achieving Significant Particulate Matter Emissions Reduction in Dead Sea Magnesium

In 2025, following a major investment, DSM completed a multi-year air emissions project, marking a significate milestone in reducing particulate matter emissions. The installation of the third and final particulate emissions reduction unit was finalized this year. Leveraging advanced Wet Electrostatic Precipitators (WESP) technology, the project enabled us to substantially reduce both PM emissions and hydrochloric acid (HCl) emissions, while maintaining low energy consumption. As a result, PM emissions at our DSM site were reduced by approximately 85% within two years.

For further information on air quality related projects, see ICL's Annual Report (Item 4 – Information on the Company, B. BUSINESS OVERVIEW), pp. 91 and 136.

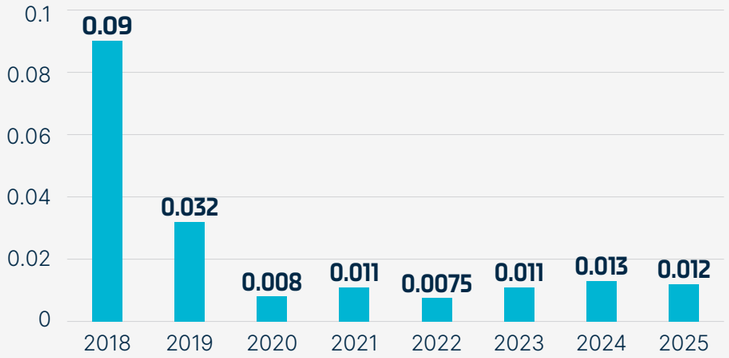
Volatile Organic Compounds (VOC)
thousands of metric tonnes

	2023	2024	2025
VOC	0.16	0.17	0.16

In 2025, we implemented a refined calculation methodology to enhance the precision of our Volatile Organic Compound (VOC) emissions data. To ensure transparent year-over-year comparability, we have retroactively recalculated our 2023 and 2024 emissions data alongside the disclosure of our 2025 performance.

Over the long term, as we continue to evolve our energy mix and shift from fossil fuels with renewable alternatives, we expect a corresponding reduction in combustion-related VOC emissions.

Ammonia (NH_3)
thousands metric tonnes



In 2025, ICL's global NH_3 emissions remained mostly stable compared to 2024, decreasing by 0.8%, and declined by 6.7% since 2018, mainly due to significant reduction efforts at our YPH China and ICL Haifa F&C sites.

33% reduction in NOx emissions*

37% reduction in SOx emissions*

72% reduction in PM emissions*

87% reduction in ammonia emissions*

* Compared to 2018.



Resource Efficiency & Pollution Prevention

Beyond reducing emissions from our own operations, we develop solutions that enable other industries to do more with less environmental impact. This is exemplified by our Merquel® product line which enables coal-fired power plants to significantly reduce mercury emissions.

ICL's Merquel® bromine-based solutions provide highly effective mercury emissions control, enabling power plants to achieve up to 90% reduction in mercury emissions. Complementing this, our magnesium-based oil additives improve turbine efficiency while reducing pollution levels. These solutions support more efficient energy generation with lower emissions, contributing to environmental preservation and regulatory compliance.

CIRCULAR ECONOMY



12 RESPONSIBLE CONSUMPTION AND PRODUCTION

Why this matters to us

"For me, circular economy is not just about resource efficiency, it is a strong driver for combining innovative solutions with new ways of thinking to create greater value. By integrating circular principles into phosphate fertilizer development, we transform secondary resources into advanced nutrient solutions with enhanced performance.

Our focus extends beyond reducing reliance on virgin raw materials to designing fertilizers with unique traits that improve nutrient use efficiency, support crop performance, and deliver tangible value to farmers."

Mickey Vinocour
Head of R&D,
Phosphate Commodity

OUR APPROACH

At ICL, we view Circular Economy as a key component in the transition from a traditional linear model toward more sustainable and resource-efficient systems, aligned with our "Doing More with Less" approach. As pressure on finite natural resources continues to increase, the effective management of critical minerals and the efficient use of nutrients become increasingly important. By advancing Circular Economy solutions across our value chain, we aim to maximize resource efficiency, minimize waste, and extract greater value from every input. This approach supports improved environmental performance while strengthening long-term business resilience.

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.

For more details, please refer to our Circular Economy Position Statement.

Committed to this vision, we integrate circular practices across our core business practices. We prioritize responsible resource management by searching for innovative alternatives for raw materials, 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 wherever feasible. We actively engage in the development of sustainable solutions and processes, aligning our operations and products with Circular Economy principles that permeate our entire value chain.

These principles are embedded across key aspects of our activities, including product design, sustainable procurement practices, operational excellence, waste management and innovative R&D initiatives. For more information about our "Doing More with Less" approach across our value chain and its contribution to food security, see our chapter on "Sustainable Impact – Doing More with Less" and regarding our sustainable procurement practices and waste management approaches, read our chapters on our Responsible Supply Chain and Waste Management.

Our journey towards circularity begins with our approach to materials management. We leverage our expertise in an vertically integrated industrial model and our manufacturing process, where by-products from one site repurposed as valuable inputs for another. This approach is embedded in our core business model, and we continuously explore opportunities to expand and further enhance it across our operations.

In parallel, we prioritize the responsible sourcing and efficient use of materials throughout their lifecycle. This includes identifying opportunities to extend material value, reduce waste at early stages, and improve resource efficiency across production processes. As part of our circular strategy, we also advance the use of alternative and secondary raw materials, aligning our procurement practices with Circular Economy principles. Through collaboration with suppliers and ongoing innovation, we aim to reduce upstream waste generation and support more sustainable resource use across our value chain.



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 serve 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.

Our approach extends to our RD&I and product offerings. While we innovate and actively engage in development and promotion of sustainable solutions and processes, in parallel we continue to evaluate the environmental impact of our products. Our RD&I endeavors comply with our "Sustainability Index" which facilitates a GO/NO-GO decision-making analysis based on defined environmental criteria. For more information on our "Sustainability Index", read our chapter on Product Stewardship.

Striving for operational excellence across our sites, we ensure highly efficient use of materials, processes, and outputs. We embed Circular Economy principles in ICL's Waste Management Policy to leverage circularity that will contribute to waste reduction programs and initiatives aimed at reaching desired targets.

By developing products at our own facilities and by seeking opportunities with partners as part of our business strategy, we aim to reduce our environmental impact, enhance sustainability, and maximize the value derived from our products. Read more in our chapter on Product Stewardship.

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.



OUR GOALS

ICL is dedicated to the integration of circularity across 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.

In 2025, ICL established SCO Sustainability (Sustainable Cost Optimization – Sustainability), a new sustainability cost efficiency program focused on efficiency, sustainability and saving energy. Our global SCO Sustainability program includes 'Circular Economy & Energy Efficiency' principles. For 2026, SCO-related targets include achieving contributions of tens of millions of dollars in savings, driven by continued optimization across our operations and value chain. These savings are expected to be realized through disciplined cost management initiatives, process efficiency improvements, procurement optimization, operational excellence programs, and enhanced cross-functional collaboration, while maintaining safety, environmental and quality standards.

In addition, other goals embedded in specific site managers' KPI's include implementation of Circular Economy plans and recycling additional types of waste.

ICL set several targets for 2025, including:

2% Average annual reduction in landfill waste (Hazardous & Non-Hazardous)

3% Average annual reduction in hazardous waste

4% Average annual reduction of freshwater use

2% Average annual reduction in low quality water

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 chapters on Water & Wastewater Management and Waste Management.

* 2022 as the base line



OUR PERFORMANCE

Guided by our "Doing More with Less" approach, we are driving systematic resource efficiency and circularity across our global product lifecycles and operations. We continuously implement operational improvements to minimize waste and limit our reliance on virgin raw materials, supporting the gradual decoupling of growth from finite resource consumption.

Central to this strategy is our ability to capture and repurpose industrial process streams, byproducts, and waste heat as valuable inputs across our various across business segments. By closing these loops within our own organizational boundaries, we are able to convert primary materials into higher value products while reducing waste and improving overall efficiency.

To future-proof our supply chain, we also invest in research and development to identify and integrate alternative and circular raw materials. This approach contributes to reducing environmental impacts while supporting long term business resilience. One of our key priorities is to identify viable alternatives for raw materials, while improving the uptake of plant nutrients, thereby reducing their release into the environment and minimizing their environmental impact. Read more about food security and efficient plant nutrition in our chapter on "Sustainable Impact - Doing More with Less".

Resource Efficiency and Circularity in our Sustainable Solutions Offering

Alternative Sources for Phosphate

We seek to disrupt our linear supply chains by exploring alternative raw materials, and our RD&I unit is continuously innovating in these areas. We continuously explore new technologies to use secondary phosphate sources as alternatives to virgin raw materials. We are developing future resources for our fertilizer products, including recycling and recovery of phosphorus and nitrogen from secondary sources. We have found opportunities for 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 that utilizes recycled nutrients recovered from sewage sludge treatments. This pioneering fertilizer addresses the critical issue of resource conservation in agriculture and promotes sustainable farming.

ICL received the European Chemical Industry Council (Cefic)'s 2024 Responsible Care® Award for the exceptional contribution of PuraLoop® to advance the Antwerp Declaration. PuraLoop® was declared a winner under the "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.



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

In our fertilizer business, we focus on developing and producing plant nutrition products that are designed to optimize nutrient intake by crops, minimize waste, and promote soil preservation and regeneration. This includes controlled release fertilizers (CRF), bio-stimulants, Recycled-P and specialty fertilizers. Read more in our chapter on Food Security.

For instance, ICL's Eqo.x release technology represents an advanced CRF tailored for open-field agriculture that uses a novel 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, eqo.x enables higher or comparable yields with reduced fertilizer rates.

Read more on eqo.x.

eqo.x®

02

ICL`s JOHA® is an innovative line of emulsifying salts designed to enhance protein content in processed cheese, while reducing the need for additional ingredients.

JOHA®

03

In ornamental horticulture, ICL markets Fibagro Advance®, a peat-alternative growing media that uses waste from the timber industry and a thermo-mechanical process to create a unique matrix that improves moisture and nutrient retention. The product has a lower carbon footprint compared to peats and other peat alternatives. This sustainable alternative, sourced from FSC certified raw materials, offers ecological and economic benefits.

Fibagro® Advance

04

ICL's agronomics staff works 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.

agmatix GROWERS

Recycling Solutions for Flame Retardants Plastic Waste

ICL is advancing sustainable product solutions by recovering bromine from side-streams. Our production facilities in Terneuzen (NL) and Neot Hovav (IL) utilize advanced technologies to process these side-streams 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.

Building on these projects, we are exploring initiatives focused on chemical recycling around polyurethane with phosphorus flame retardants.



Resource Efficiency and Circularity Across Our Operations

We invest intense efforts to integrate our products, by-products and waste-heat into circular processes and to retain high efficiency levels of all our operations. We implement internal industrial symbiosis practices. With these processes in place, we aim to achieve higher efficiency with lower environmental impact.

In 2025, ICL launched a new and upgraded efficiency program - 'Sustainable Cost Optimization - Sustainability' (SCO Sustainability) which focuses on creating an energy efficiency mindset at the organizational level, working according to a best practice framework.



More Efficiency, Less Environmental Impact - 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.

The following examples highlight our actions to maximize the use of byproducts and optimize our efficiency:

01

At our Periclase site in Israel, we recently renewed our contract for an additional 10 years to continue capturing and liquefying CO_2 emissions from the HCl neutralization process. Approximately 20,000 metric tonnes of CO_2 are treated annually, purified, and sold for various industrial applications, including soft drinks, desalination, and the chemical industry. During 2025, we sold approximately 18,000 metric tonnes of CO_2 and used approximately 2,000 metric tonnes of CO_2 internally. This initiative contributes to reducing greenhouse gas emissions and promoting sustainable resource utilization.

02

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. As part of our resource efficiency efforts, hydrogen generated at the chlorine production facility is reused as fuel for the thermal oxidizer plant, which treats emissions from the ethylene dibromide (EDB) production process.

03

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 use in the tanning process, fostering industrial symbiosis and minimizing material waste.

04

At our phosphoric acid purification plant in **Cajati, Brazil,** all 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 site treatment, approximately 20% of the wastewater is reused in the process to reduce raw water consumption.

05

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). Currently, over 80% of this FSA generated is treated on-site at ICL Rotem using a solidification process that we developed in which FSA is neutralized into a non-hazardous material. This solidified, neutralized material is used as raw material for reclamation of mines and PG ponds.

The balance of FSA production is sold commercially as a fluorine and silica source.

In addition, ICL Rotem is engaged in a planned collaboration with NTA (Urban Transportation Routes Ltd) to support a solution for NTA's surplus natural excavation material generated from large-scale infrastructure work in central Israel, starting in 2028 and subject to regulatory approvals. Under this arrangement, approximately 2 million cubic meters of excavated material are proposed to be transported to southern Israel by rail, contributing to a reduction in truck traffic and congestion on central Israel's roads.

Through this cooperation, ICL Rotem enables responsible management of excavation surpluses and supports national infrastructure development via lower-impact logistics solutions. The material is expected to be used in mine reclamation activities at the Company's sites.

For additional information regarding effluents and other circularity initiatives, including the reuse of materials as phosphogypsum and outputs of our sulfur cake treatment, see our chapters on Resource Management, Waste Management and Water & Wastewater.

06

In China, as part of **YPH's** Circular Economy efforts, we have developed various applications for phosphogypsum. 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 from its production lines, following eco-friendly treatment, as well as 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 General Industrial Solid Waste Storage and Landfill Pollution Control Standards.

In 2025, YPH utilized approximately **42.8** million tonnes of phosphogypsum.

Another notable solution incorporates phosphogypsum into road pavement material, and a successful road paving project is ongoing.

Read more about phosphogypsum utilization and additional circularity initiatives, including the reuse of secondary materials, in our chapter on Resource Management.

07

ICL byproducts are also used as construction materials and for mine and road rehabilitation. At **ICL Dead Sea**, salt, a byproduct of our production process, is used as a material 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.

08

ICL's Rotem and Periclase sites use treated wastewater for irrigation, thereby reducing freshwater consumption. ICL Dead Sea and Neot Hovav also use treated wastewater in cooling towers, further reducing our need for additional freshwater.

For further insights into waste management and recycling initiatives, See our chapters on Waste Management and Water & Wastewater Management.

BIODIVERSITY, CONSERVATION & NATURE STEWARDSHIP



Why this matters to us

"As a geologist, I am deeply aware of the responsibility that comes with managing natural resources, and of the need to balance resource development with the preservation of the natural environment. We approach this through site-specific planning, responsible environmental management and open dialogue with local communities and authorities, recognizing that trust is essential to effective nature stewardship."

Simon Volin,
Chief Geologist and Raw Material Manager

OUR APPROACH

Strategy

As a global specialty minerals company with mining and processing operations, ICL prioritizes the efficient and responsible use of natural resources and recognizes the importance of biodiversity and nature conservation to sustainable development. We are committed to meeting regulatory standards established by relevant authorities and managing mineral extraction in line with concession terms, and we aim to minimize the impact of our mining and production activities on ecosystems.

Through a site-specific approach, we integrate biodiversity and nature considerations across relevant operations. In 2024 we established ICL's Biodiversity and Nature Conservation Position Statement, reflecting our efforts to integrate biodiversity considerations across our operations and reinforcing our responsibility to protect natural ecosystems. We seek to incorporate biodiversity and nature assessments as part of our planning and approval of operations, where applicable. Through sustainable land use practices, protection of sensitive areas and mitigation measures aligned with the mitigation hierarchy (avoid, minimize, restore, and compensate), we work to reduce nature loss and associated risks. We collaborate with stakeholders and develop local and strategic partnerships to promote biodiversity conservation and align with stakeholder expectations. Embracing innovation, we explore sustainable solutions to minimize our ecological footprint and optimize biodiversity outcomes.

As nature-related (including biodiversity) concerns are rising, among both internal and external stakeholders, reflected in various evolving standards, including within the European Sustainability Reporting Standards (ESRS) under the Corporate Sustainability Reporting Directive (CSRD), as well as emerging developments under the International Sustainability Standards Board (ISSB), we initiated a process to align nature disclosure with the recommendations of the Taskforce on Nature-related Financial Disclosures (TNFD) and to integrate them into our nature-related impact and Enterprise Risk Management process and disclosure practices. Based on the Locate, Evaluate, Assess and Prepare ("LEAP") approach of the TNFD, we launched a corporate-level process, aligned with and supporting the TNFD recommendations, to identify, assess and manage nature-related impacts, dependencies, pressures, risks and opportunities. Building on ICL's long-standing adoption of the TCFD's core principles, we have leveraged our robust governance infrastructure, our risk management processes and our existing environmental management, and integrate nature-related considerations into our existing TCFD practices. For more information on our TCFD practices see the chapter on "Climate Change & Energy".

The LEAP process will support the nature-related material impacts, risks and opportunities already identified and further address how they are prioritized and addressed through policies, targets and actions.

ICL Sustainable Solutions Supporting Nature and Food Security

ICL's Sustainable Solutions support biodiversity and nature conservation across our downstream value chain. By offering specialty fertilizers that enhance fertilizer efficiency, support sustainable agricultural practices, and enhance crop yields on existing farmland, as well as specialty solutions for the food industry that extend product shelf life and reduce food waste, our products contribute to both food security and the preservation of natural resources, reducing the need to expand agricultural land into natural habitats, thus helping preserve biodiversity. This reflects our "doing more with less" approach, enabling higher productivity, minimizing waste, and optimizing the use of natural resources across the value chain.

Our specialty fertilizers and biostimulants portfolio - including controlled-release fertilizers (CRFs) and Water Soluble Fertilizers - supports biodiversity protection and nature-positive outcomes when deployed within the 4R Nutrient Stewardship framework (right source, right rate, right time and right place). By improving nutrient use efficiency and synchronizing nutrient availability with crop demand, these solutions help minimize nutrient losses to soil, water and air, thereby reducing pressure on surrounding ecosystems and sensitive habitats. Applying nutrients according to 4R principles contributes to improved soil health, including enhanced soil biology and microbial activity, reduced soil degradation, and lower risks of eutrophication in adjacent water bodies - all of which are critical enablers of on-farm biodiversity and ecosystem resilience. Precision nutrient management also helps limit land-use change by supporting higher productivity on existing agricultural land, contributing indirectly to the conservation of natural habitats and biodiversity.

Through the integration of precision agriculture tools and advanced fertilizer technologies, ICL's specialty solutions align agricultural productivity with biodiversity protection, supporting responsible nutrient management as part of a broader transition toward nature-positive and regenerative agricultural systems. We also partner with farmers to implement balanced fertilization practices that support both agricultural productivity and environmental sustainability. In addition, we pursue developing products that utilize nutrients recovered from waste and from natural sources, offering sustainable alternatives that reduce the need for virgin resource extraction. For more information, including on products that help close the phosphorus cycle, and reduce pressure on natural ecosystems, see our chapters on "Sustainable Impact – Doing More", "Food Security", "Product Stewardship & Lifecycle" and "Circular Economy".

Nature Governance

Building on our adoption of the TCFD's core principles, the enhancement of our ESG governance farmwork, and our established risk management processes that integrate environmental and climate-related risks, nature-related (including biodiversity) considerations are embedded within ICL's overall ESG strategy, governance structure, and risk management framework.

Our existing governance structure already addresses sustainability, environment and human rights matters, including the oversight and management of nature-related and biodiversity topics. We are enhancing our internal process aiming to align with core elements of the TNFD recommendations, while oversight, management, and guidance will remain with our existing governance bodies.
The TNFD framework introduces not only nature-related considerations but also strengthens the link between nature and human rights dimensions. ICL already addresses these aspects through its Human Rights policy (see our "Labor & Human Rights" chapter), as well as through ongoing engagement with local communities and other stakeholders. This engagement is guided by our 'Social Investments and Community Relations Policy' and our 'Stakeholder Engagement and Community Involvement' goal, as detailed below.

For additional information on our ESG governance and oversight, see our chapter on "Corporate Governance".



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OUR GOALS

TNFD Alignment



ICL is dedicated to enhancing its capabilities and focusing on nature-related issues. We have begun a multi-year journey towards alignment with TNFD recommendations, which are embedded in several reporting frameworks. We strive to conduct a full TNFD-aligned nature assessment, according with the LEAP approach, to provide a more comprehensive view of nature-related impacts, dependencies, risks and opportunities across our operations. This process will guide the development and advancement of our nature-related practices, building upon our existing structures for governance, strategy, risk management, metrics and targets, and disclosures.

Conservation and Restoration



ICL has 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.

Stakeholder Engagement and Community Involvement



Recognizing the importance of local communities in biodiversity conservation efforts, we are committed to engaging with various stakeholders to solicit their input, address concerns, and to partnerships to protect the ecosystem. By integrating local knowledge and expertise, we enhance the effectiveness and inclusivity of our biodiversity conservation efforts.

Biodiversity Assessments



We are committed to investing 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 seek to incorporate biodiversity assessments as part of our operational planning, where applicable.

OUR PERFORMANCE

TNFD Alignment

As part of our sustainability strategy, in 2025, we initiated a dedicated process to identify, assess and manage nature-related impacts, risks and opportunities based on the **LEAP** (Locate, Evaluate, Assess and Prepare) approach of TNFD. This structured methodology requires first **locating** interfaces with nature across geographies and value chains, then **evaluating** how their activities depend on and impact ecosystems, followed by **assessing** the material nature-related risks and opportunities that arise from these interactions. Finally, the methodology guides the **preparation** of responses through strategic, governance, risk management and disclosure actions aligned with TNFD recommendations. This approach provides a consistent, decision-useful framework to support robust biodiversity analysis and nature-related financial disclosures.



To date, our process has focused on our own operations, and we aim to extend this assessment across our value chain over time. In the Locate phase, we conducted spatial screening to identify where our activities interface with nature across geographies and our operations. We aligned our current disclosure with the TNFD LEAP approach, including its methodology and definitions, to refine the indication of sites within or near biodiversity-sensitive areas, such as Protected Areas and Key Biodiversity Areas. This screening highlighted potentially material locations, including, but not limited to, mining sites, and established a refined view of where our activities may intersect with sensitive ecosystems. At this stage, we also conduct a high-level review of our consolidated biodiversity footprint to assess nature-related pressure data at the Company level across our operations.

In the **Evaluate phase,** the assessment will focus on examining how our Company activities interact with nature, considering key dependencies and potential impact on biodiversity and ecosystems. This evaluation will be informed by internationally recognized scientific frameworks, including the drivers of biodiversity loss identified by the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES). These drivers include land use change, resources use, pollution and climate change. At a consolidated level, the evaluation is intended to enhance our overall understanding of where material interactions with nature may exist, and where ecosystem services may be important to the continuity and resilience of the Company's operations.

Building on the outcome of the **Locate phase,** the assessment will be further refined to support the identification of priority sites by combining (i) site-level environmental data used to characterize potential pressures, and (ii) global geospatial datasets that highlight pressure-sensitive and biodiversity-relevant areas. Where available, site-level information, including existing mitigation measures, satellite imagery, impact assessments, and ecological surveys will be used to inform the evaluation of potential materiality, and to support the identification of sites that may interact with biodiversity-sensitive areas and that warrant further analysis or consideration in subsequent phases of the LEAP approach.

The outputs from the initial stages are expected to support an improved understanding of where ICL's activities may give rise to relevant nature-related pressures at the Company level, and to inform where continued site-level assessments and initiatives may be appropriate to further explore interactions with ecosystems. These outputs are also expected to help inform where additional considerations of biodiversity-related aspects may be warranted across selected operational activities, and to reaffirm the relevance of existing programs that address key impact drivers identified through the process.

Consistent with our current processes for environmental and climate related-risk management, the **Assess phase** is expected to enable the prioritization of material nature-related risks and opportunities, and if applicable nature-related risks are expected to be considered for alignment and integration into ICL's Enterprise Risk Management (ERM) framework. For more detail, see our chapters on "Enterprise Risk Management" and "Climate Change & Energy".

Subsequently, the progression to the **Prepare phase** is expected to support an evaluation of existing responses to naturerelated risks and opportunities, and to inform the potential enhancement of responses across strategy, governance, risk management, and disclosures, in line with TNFD recommendations.

For further information on ICL's strategy, governance, goals, actions and efforts related to mitigating relevant impact drivers, please refer to the chapters "Resource Management", "Climate Change and Energy", "Water & Wastewater Management", "Waste Management", "Air", "Circular Economy", "Labor & Human Rights" and "Product Stewardship & Lifecycle".

The initial steps we have taken are already contributing to our overall improvement of internal capabilities to identify, assess and manage nature-related matters, and are expected to further support our capacity building over time. This evolving process is intended to provide a foundation for our continued progress in future years and to support our disclosures aligned with the TNFD recommendations, which are designated to be consistent with multiple international frameworks. As the process progresses, we will continue to strengthen our nature-related capacity as part of our multi-year journey toward our TNFD Alignment goal.

ICL's Mining Sites Proximity Data

The following table illustrate our initial assessment of our mining sites under the Locate stage and GRI indicators. As part of our ongoing alignment with the TNFD and the LEAP approach, the relevant data was refined reflecting enhanced methodologies applied during the Locate (L) phase. This work included a more precise definition of operational activity areas and site polygons, ensuring that the spatial representation of each site more accurately reflects actual areas of activity compared to prior years. In line with TNFD guidance to locate interfaces with nature and identify interactions with sensitive locations, the assessment considers the spatial context surrounding each site, rather than being limited to site boundaries. Accordingly, a buffer zone was applied in the model to support a more robust evaluation of potential interactions with surrounding ecosystems. This methodological approach, together with the explicit consideration of IUCN Protected Areas (PAs) and Key Biodiversity Areas (KBAs)*, has resulted in changes to the presentation of data in the table below, including updates to how licensed mining activity areas are described in relation to nearby sensitive areas. These refinements strengthen the accuracy and consistency of ICL's biodiversity-related disclosures and support a clearer understanding of potential nature-related interfaces at the site level.

Site	Location	Type of Operation	Total Area (mining & production) km²	Mining Area Above/ Below Ground	Attribute	Location in Relation to Protected Area or Key Biodiversity Area
ICL Dead Sea (Sdom site)	Dead Sea, Israel	Extractive & production	150 (evaporation ponds)	Above ground	Maritime	◉ PA ◉ KBA
ICL Dead Sea (Ashalim)	Dead Sea - Region, Israel	Extractive	0.59	Above ground	Terrestrial	
ICL Dead Sea (Heimar)	Dead Sea - Region, Israel	Extractive	0.828	Above ground	Terrestrial	
ICL Dead Sea (Zin)	Dead Sea - Region, Israel	Extractive	0.55	Above ground	Terrestrial	
ICL Iberia (Iberpotash) - Suria	Suria, Spain	Extractive & production	10.2	Above and below ground	Terrestrial	◉ PA ○ KBA
ICL Iberia (Iberpotash) - Sallent	Sallent, Spain	Extractive & production	19.9	Above and below ground	Terrestrial	○ PA ◉ KBA
ICL UK (Boulby)	Boulby, Cleveland UK	Extractive & production	0.08	Above and below ground	Both maritime and terrestrial	◉ PA ◉ KBA
ICL China YPH Haikou	Kunming, China	Extractive	0.287	Above ground	Terrestrial	◉ PA ○ KBA
ICL Rotem site	Negev Desert, Israel	Extractive & production	48	Above ground	Terrestrial	◉ PA ◉ KBA
ICL Rotem Oron and Zin	Negev Desert, Israel	Extractive & production	130	Above ground	Terrestrial	◉ PA ◉ KBA

* Protected Area is a clearly defined geographical space, recognized, dedicated and managed, through legal or other effective means, to achieve the long-term conservation of nature with associated ecosystem services and cultural values; and Key Biodiversity Area is a site contributing significantly to the global persistence of biodiversity.

Conservation and Restoration Initiatives

ICL Boulby has been working with the Industry Nature Conservation Association (INCA) to monitor and manage 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. In 2025, gorse management work was carried out on the grassland on site where the Small Pearl-bordered Fritillary butterfly reintroduction occurred. This makes the grassland area more attractive to this butterfly's food plant, Common Dog-violet, as well as other invertebrates.

ICL Boulby has also engaged with the Tees Valley Combined Authority (TVCA) in supporting the 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) was conducted and submitted to the Forestry Commission.

In 2024, ICL Boulby also assumed responsibility for managing Whitecliff Wood 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. 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, and revegetation of depopulated areas to reduce erosion and the formation of landslides.

During 2025, ICL Iberia also demolished an old power plant on the Cogulló salt mountain and removed former water tanks located outside the Vilafruns mine, and revegetated these areas.

For nearly a decade, **ICL Dead Sea** has planted native, non-invasive species following an initiative originally conducted in collaboration with the Israel Nature and Parks Authority (INPA). This long-term effort supports the preservation and enhancement of the area's unique biodiversity.

Sdom Saltmarsh Lake, located south of the ICL Dead Sea site, serves as a wet habitat within a desert environment, boasting rich biodiversity. The lake was originally formed as a result of ICL Dead Sea's excavation activities and has since become an important habitat for a variety of species, including migratory birds. Over the years, the lake has maintained relatively good water quality, supported by rising groundwater levels in the excavated area.

In 2025, ICL Dead Sea advanced rehabilitation planning for the Zin quarry area by developing ecological restoration guidance that builds on the wet habitat that has formed at "Sdom Saltmarsh Lake" and the surrounding desert salt-flat environment. The plan focuses on creating a stable mosaic of wet and dry habitats, supported by ongoing monitoring to guide long-term management. The restoration guidance also includes measures to minimize artificial light in sensitive areas and apply dark-sky lighting principles where lighting is required, to help protect nocturnal wildlife.


Photo by: David Nitzan

ICL Rotem advanced its rehabilitation and hand-back of restored mining areas in 2025, in line with the INPA sign-off process. Rehabilitation work focused on stabilizing restored slopes and reconnecting drainage channels to support natural flow pathways and ecological restoration. Field inspections and as-built mapping and checks were used to confirm that restored landforms and drainage patterns align with the approved rehabilitation design and support a functional drainage system. For further information on ICL Rotem's broader reclamation and remediation activities, read our chapter on Resource Management.

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 chapter on Resource Management.


Photo by: David Nitzan

Biodiversity Assessment and Studies

Ecology surveys conducted in 2025 provided additional valuable insights into the species inhabiting the **ICL Boulby** site area. A winter roost visit to the disused tunnel in Mines Wood in early 2025 investigated the Brown Long-eared bat colony. No bats were observed on the tunnel walls or in the wooden bat boxes during the visit. Sixteen Herald moths were recorded overwintering in the tunnel. A bat method statement was prepared to guide proposed works to make the tunnel inaccessible to trespassers while avoiding impacts on bats that may use the tunnel throughout the year.

Remote field cameras were deployed in Whitecliff Wood to survey large mammals, including otters. Roe deer were confirmed at the site near the watercourse.

Looking ahead to 2026, planned work includes continued surveys of bat hibernation roosts using static bat detectors. Additional ecological surveys in Whitecliff Wood will inform site management, including further remote camera trapping, an evening bat transect in summer, and breeding bird surveys. An invertebrate survey focused on butterflies will be undertaken in the grassland areas of Mines Wood to check for the Small Pearl-bordered Fritillary and assess whether the 2023 release was successful, while recording other invertebrates. Moth surveys are planned at Whitecliff Wood, and grassland areas within Mines Wood will be surveyed for botanical interest in line with the management plan, with findings used to guide management to maintain and, where possible, enhance floral diversity.

These developments at the **ICL Boulby** site demonstrate our continued commitment to environmental conservation and stewardship. The surveys conducted provide information that will inform future decisions regarding site management and maintenance.

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.

Over the past nine 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 collected from the field as part of our contribution to the rehabilitation and recovery of vegetation in reclaimed areas.

In 2025, **ICL Dead Sea** completed an ecological assessment to support the planned rehabilitation of the Zin quarry area, including the expansion and enhancement of the existing saline wet habitat at Sdom Saltmarsh Lake. The assessment included site field surveys and habitat and vegetation mapping in and around the lake. It also drew on existing monitoring information and wildlife observation records, including bird records and other fauna groups such as bats, to inform rehabilitation planning and longer-term monitoring. The assessment identified priority follow-up surveys to strengthen the baseline as rehabilitation planning progresses, with targeted work on aquatic ecology.



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. Monitoring conducted during 2025 recorded positive nesting activity across many of the nest boxes, including barn owl chicks and kestrel presence, indicating continued and effective use of the installed infrastructure.

As part of ICL's ongoing stakeholder engagement efforts, representatives from the **Rotem** and **ICL Dead Sea** sites actively participated in public panels and forums with local community stakeholders and relevant government authorities. These engagements addressed site-related projects, and additional environmental and operational matters, and served as a platform for dialogue, transparency and public participation. These discussions included environmental and mining aspects related to Ein Yrk'am within the Oron North plan. Through this ongoing interaction, we seek to incorporate stakeholder input, strengthen trust with surrounding communities and support informed decision-making in relation to nature stewardship.

At the Sdom Saltmarsh Lake, **ICL Dead Sea** operates, in collaboration with local stakeholders, a public birdwatching lookout. A camera installed at the site provides continuous 24/7 live streaming of the lake and its birdlife. Sensor-based monitoring system is operated by ICL Dead Sea to continuously track water quality and ensure the lake's stability. The Company is advancing a comprehensive rehabilitation plan for the area, which includes the construction of a birdwatching hide, a boardwalk over the water, a walking trail, and the expansion of the lake southward for public benefit.

In addition, the Company operates an educational program with the local community focused on birdwatching around the lake. As part of this program, a dedicated bird guide was developed for species visiting and nesting in the area, and guides at the Moshe Novomeiski Potash Company Heritage Site lead birdwatching tours for visitors. To enhance the visitor experience, binoculars are available for borrowing at the visitor center.

As part of a community-led initiative, ICL Dead Sea collaborated with residents of the Kikar Sdom communities and artist Avishai Dahan to install multiple metal signs featuring characteristic bird species observed at the lake, with the aim of enhancing public awareness of local birdlife. The lake is visited by a wide variety of migratory bird species and also serves as a nesting site for others. To support education and public engagement, informational signage was developed highlighting selected bird species present at the lake. The signage, accessible to the general public, provides educational information on local birdlife and supports awareness of the lake's biodiversity.



In 2025, ICL Dead Sea continued advancing a project to protect birds from electrocution along high-voltage power lines. In collaboration with the INPA, power poles in high-risk areas were identified, and bird-safe insulation devices were installed on these poles during the year.

ICL Iberia conducts annual clean-up initiatives in the forests surrounding its operations. In 2025, dozens of employees, local residents, FP Dual (dual vocational training), students, and volunteers from environmental and social organizations, such as Centre Excursionista de Súria and Ampans, participated in a clean-up activity in the Cal Jové Forest. Furthermore, in 2025, as part of ICL Iberia's ongoing annual tree planting efforts, we planted native species and removed invasive species to support ecosystem restoration.





PRODUCT STEWARDSHIP & LIFECYCLE



Why this matters to us

"Sustainability is my guiding purpose. It shapes every decision I make, from managing regulatory information and securing product licensing, to responsible product design and end-of-life considerations. At ICL, aligning our operations with evolving regulatory and environmental standards enable us to deliver compliant, safe products while supporting long-term sustainability and responsible product stewardship."

Julia Dempe,
VP, ICL Global HERA

OUR APPROACH

Product stewardship is embedded in ICL's operations, spanning every stage of the lifecycle of our products, from raw material extraction and product development to production, operations and end-of-life management, as well as utilizing safe and sustainable practices throughout our 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 ISO, OHSAS and Responsible Care® principles to ensure responsible chemical management.

We are also dedicated to providing guidelines and thorough training to our customers to encourage their safe, efficient and sustainable use of our products.

In addition, 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 and their life cycle.

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 portfolio of sustainable solutions and prioritizing products that contribute to these vital goals.

ifa INTERNATIONAL FERTILIZER ASSOCIATION
INDUSTRY STEWARDSHIP CHAMPION

In 2025 ICL was again designated an IFA Industry Stewardship Champion, awarded to fertilizer companies that successfully participated in the IFA's benchmark process for Safety Performance, Environmental Performance and Energy Efficiency and CO_2 Emissions, and who are certified IFA Protect & Sustain. This designation also applies to members who have valid international certifications that are the building blocks of Protect & Sustain (ISO, OHSAS and Responsible Care). With this designation, ICL ranks among the 30 leading fertilizer companies.



RESPONSIBLE CARE™
Driving Safety & Sustainability

ICL is a signatory to the International Council of Chemical Associations (ICCA) Responsible Care Global Charter, reflecting our commitment to advancing high international standards for chemical safety and sustainability. The Charter was signed by ICL's President & CEO, reinforcing our commitment to advancing responsible chemical management across our value chain and strengthening trust with communities and stakeholders.

In addition, ICL plays a leading role in the American Chemistry Council's (ACC) Responsible Care program, with ICL's Industrial Products Division President serving on ACC's Board of Directors. Through Responsible Care, we align our management systems with the chemical industry's most rigorous expectations for environmental stewardship, process safety, and community transparency.

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

In 2024 we initiated the development of our comprehensive strategic plan to cover future product carbon footprints (PCF) and to increase our PCF calculation.

For 2025, our goal was to continue to increase the number of our PCFs and to initiate our 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.

We achieved this goal in 2025 by increasing the number of our PCFs and initiating the transition to an automated LCA platform for several of our production plants. This represented an important milestone in our Company's sustainability journey.

For 2026, we have established an additional goal of executing on our strategic plan and implementing additional phases to increase coverage of the platform. Following SBTi's approval of ICL's near-term GHG reduction targets, we also set goals related to a strategic multi-year plan to reduce our Scope 3 emissions.

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, in 2025 we achieved our executive management's KPIs for 2025, including increasing our revenue from sustainable products (based on the SASB approach), with related sales targets. KPI for 2026 includes an increased target for sales of sustainable products, focused on our specialties products.

Our future goals regarding the expansion of the LCA platform and advancing our Scope 3 reduction plan will directly support the growth of revenue from sustainable products by enabling more accurate environmental data, enhanced product transparency, and stronger market differentiation.



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 our initiatives and strategies 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 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 our 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 our MARQUEL products, bromine-based compounds which help to prevent about 90% of mercury emissions from coal-fired power plants – a major source of mercury emissions into the air. Another example of our use of the Sustainability Index 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 have not engaged in genetic engineering in the past, 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.



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02
Global Chemical Regulations and Sustainability Initiatives

We allocate resources to investigate and gather sufficient data about our products to comprehensively assess their safety for human health and the environment.

Oversight is maintained to ensure that the chemical substances that we produce and sell are handled in accordance with all applicable rules and regulations throughout their life cycle.

We prepare documentation containing information about our products and we provide proper guidance to our employees, contractors, customers and the public on their safe use of ICL chemicals and products. We regularly engage with customers and other business partners on product-related risk considerations, providing transparency, guidance, and support for risk assessment processes.

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. In addition,100% of our products undergo hazard assessments and regulatory screening as part of our processes and procedures. ICL performs detailed identification of all products and their ingredients. 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 provides its customers with SDS' for all relevant products which are available in dozens of languages and beyond compliance requirements in most countries. 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.



For further information, see our Growing Solutions SDS HUB, which is publicly available and shared with our customers.

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.

We have submitted registration applications for all the chemicals relevant for our 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 (SVCH). The Product Regulatory Team at ICL constantly monitors the SVHC list (including the candidate list) and ensures that relevant updates are communicated to the relevant business unit of our Company.

ICL has volunteered to lead and prepare joint dossiers for dozens of substances (acting as a Lead Registrant). In total, since 2010 we have successfully submitted more than 200 dossiers, 60 of them as Lead Registrant. ICL has also voluntarily committed to Cefic's multi-annual REACH Dossier Improvement Action Plan (2019–2026) to review and improve EU-REACH registration dossier quality. Accordingly, related KPIs have been established and are reported annually for integration in Cefic's report to the ECHA.

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 among others.

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.

Moreover, we provide tailored safety training and resources to our employees and other stakeholders, such as logistics personnel and distributors, emphasizing the critical importance of safe handling practices for hazardous substances.

We disclose all regulatory registrations and uses of our substances, when relevant. We do so while acknowledging that some uses by our customers may not always be fully known to us. Our disclosures include both product and chemical registrations, with uses defined either by us or our clients, and publicly available as required, for example, by REACH and biocidal registrations under BPR.

In the areas of food product safety, certifications and audits, we perform a Food Compliance Check according to the requirements of the country of destination.

To read more, please see sections on Hazardous Substances, Safety and Environmental Stewardship of Chemicals, and Regulation and Registration of our Products in "Item 4 - Information on the Company- B. BUSINESS OVERVIEW" of ICL's 2025 Annual Report.

Analyst Corner | GRI 3-3 | GRI 416-1 | SASB RT-CH-410b.1. | SASB RT-CH-410b.2.

03
Testing of Chemicals

ICL operates with a clear, consistent, and determined strategy to minimize the use of animals in research, in full alignment with OECD principles and internationally accepted regulatory frameworks. Our approach is grounded in the 3Rs principles—Replacement, Reduction, and Refinement—with a strong emphasis on Replacement through the systematic implementation of advanced alternative methods.

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 (such 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.

Currently, approximately 95% of our studies are conducted using non-animal methods, primarily in vitro-based models. These include, but are not limited to, assessments for skin and eye irritation, skin sensitization, and genotoxicity. This strategy enables us to uphold high scientific and regulatory standards while advancing ethical responsibility, innovation, and sustainability across our operations.

We are currently examining methods that could provide data on the effects of endocrine (hormonal) system disruption.

For environmental studies there are currently no in vitro alternatives available. ICL does not conduct animal studies voluntarily. All environmental studies involving animals are performed strictly in accordance with regulatory authority guidelines and when explicitly required by the authorities.

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™ R100and 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 are more sustainable, ICL collaborates with regulatory authorities to identify and evaluate substances of concern. Additionally, we proactively identify 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 employees, downstream users 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.

06
Product Safety Excellence and Recall Management Practices

At ICL, product safety and quality are embedded into our global operations through comprehensive procedures. In 2025, ICL recorded no recall or withdrawal incidents across any of our sites, demonstrating the effectiveness of our product quality management systems. While no recalls or withdrawals occurred, other types of customer complaints and product feedback were received and handled through our established processes.

ICL maintains a global procedure for managing product recalls, withdrawals, and corrections that apply to all ICL companies and sites. The procedure covers food, feed, and pharmaceutical products, which require regulatory involvement, as well as non-food products, where corrective actions may be initiated based on internal risk assessments or commercial considerations. The procedure ensures efficient execution through clear assignment of responsibility, centralizing contact information, and predefined communication with stakeholders. We manage customer complaints through a global system that ensures comprehensive data tracking and consistent handling across all of our operations.

Each division at ICL maintains a dedicated Recall Management Team (also known as a Product Correction Team) nominated by senior leadership to coordinate all aspects of product correction. This ensures that any product-related concerns are addressed swiftly and comprehensively.

ICL conducts mock recalls annually at the plant level to test our recall and withdrawal plans, verify traceability of raw materials and shipped products, and identify any shortcomings, to improve future response capabilities.

ICL's product safety approach aligns with international standards and regulatory requirements, including EU GMP Guidelines, the General Product Safety Directive, and ISO standards 10393, 22000, and 10377, reinforcing our commitment to delivering safe and high-quality products to our customers worldwide.





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 the teams' safety.

BromoQuel® is very user-friendly and does not require any special skills. It is as simple to use as a regular fire extinguisher.

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, starting from the initial stages of product design.

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 that 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 represent an important advancement in 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, and enhancing durability and effectiveness.

ICL offers an extensive portfolio of flame-retardant solutions for diverse materials and applications, ranging from building materials to electronic devices to advanced technologies such as electric vehicles and server farms. Leveraging our experienced R&D and AI tools, ICL continues to develop innovative reactive and polymeric solutions.

By integrating flame-retardants into host materials, these technologies enhance fire resistance while contributing to a safer and more sustainable product.



See additional information regarding our Flame Retardants, analyzed by end-markets, polymers and chemistry, as well as the multiple applications offered by ICL.

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.



TextiMag™

TextiMag™ is ICL's mineral-based innovation for the textile industry, using high-purity, food and pharma-grade magnesium sourced from the Dead Sea to deliver safe, non-toxic odor-adsorption performance. Our revolutionary odor adsorption technology harnesses the power of magnesium to keep textiles fresher for longer long-lasting freshness, demonstrated at up to 98.8% odor adsorption and durability beyond 35 washes, helping reduce washing frequency and lowering water and energy use. By offering a clean, traceable, and sustainable alternative to conventional odor-control finishes, TextiMag™ supports more responsible textile production and use.

See additional information regarding our TextiMag™.



07
Leadership in knowledge sharing and safety

We provide guidelines to our 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 related to 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.

Br

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.





08
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 more than a decade.

PCF is a focused form of LCA in which the analysis is targeted on assessing only the impact of GWP (Global Warming Potential) expressed as GHG emissions that can affect the climate.

The calculation incorporates energy, water, waste, raw material and transport 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 assessments, 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 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 downstream.

We have initiated a transition to an automated platform for LCA calculations to improve our efficiency and scalability. During 2025, we successfully transitioned a number of our production plants into the platform which enabled the integration of more than 1,000 finished products into the system and provided valuable PCFs. Beyond finished products, this comprehensive effort also required integrating semi-finished goods, raw materials, and production processes into the platform to enable accurate end-to-end lifecycle calculations. This foundational work establishes the infrastructure necessary for scalable, efficient environmental impact assessments across our operations.

In 2026, we continue to expand the platform by integrating additional production plants. A key priority for 2026 is the introduction of an external party validation process, whereby an independent third-party auditor will lead the certification process and approve the platform's procedures, approach and general methodology. This external validation will strengthen the credibility and reliability of our environmental data. The ongoing transition will further enhance the efficiency and scalability of our LCA calculations, enabling more accurate environmental performance tracking and support data-driven sustainability decision-making across our product portfolio.

Scaling Product Carbon Footprint Measurement Across the Value Chain

The ICL Product Sustainability Platform (PSP) system 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:

- Calculating PCFs and LCAs for a significant portion of our product portfolio globally.
- Supporting our efforts to optimize our operational efficiency and reduce time and resources spent on LCA processes.
- Enhancing our methodological consistency, improving data reliability, and assisting with our compliance as new regulations emerge.
- Strengthening our Scope 3 assessments by integrating supplier-reported emissions data through a more structured and automated approach.
- Expanding environmental assessments to include intermediates and finished products, exploring additional impact categories beyond carbon footprints.
- Facilitating data-sharing with our customers and other stakeholders, possibly through established digital interfaces with value-chain partners.
- Advancing our strategic business agenda by supporting the development and promotion of environmentally friendly products, serving as a key enabling tool for the company's sustainability strategy.

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.

For more information, see our Responsible Supply Chain Chapter.



The World's Lowest calculated Carbon Footprint Bromine

We are the world's leading producer of bromine sourced from unique natural reserves that supply elemental bromine and bromine compounds to industries globally. As part of our commitment to sustainable operations, we have focused on minimizing the environmental impact of our production processes while maintaining global-scale operational excellence.

As awareness and demand regarding low-carbon products grows in multiple markets, our ability to offer products with low carbon footprints enables our value chain to deliver solutions with added environmental value.

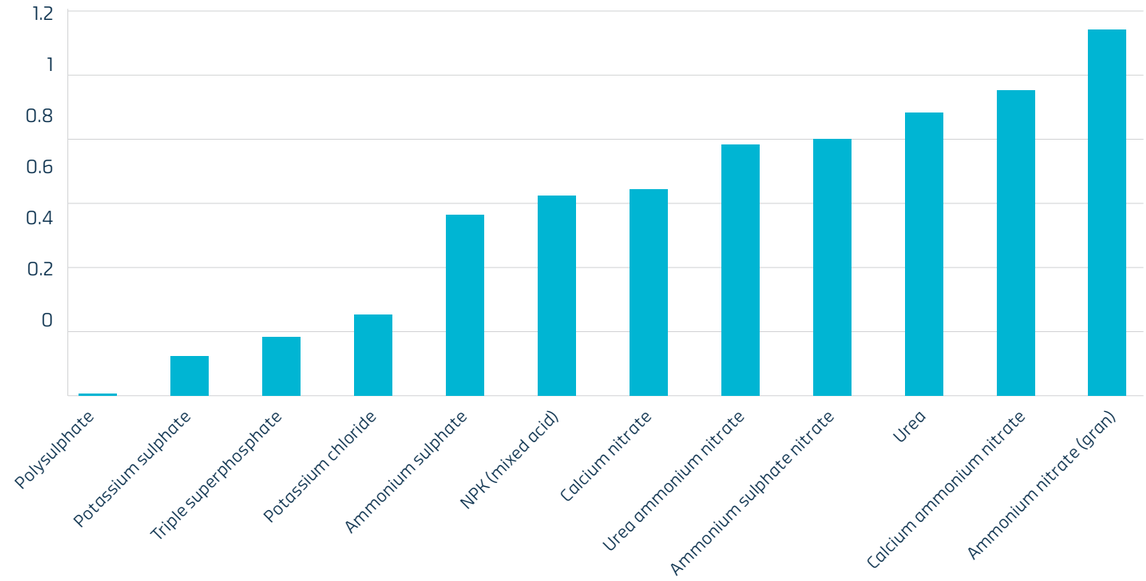
To assess our environmental performance, we engaged ECOINVENT, a world-leading provider of high-quality environmental life-cycle inventory data provider, to review the environmental footprint of ICL's bromine production. Following a review of ICL's production processes and primary data (including information relating to material and energy inputs, operational parameters, and methodological assumptions), ECOINVENT delivered its updated assessment in October 2025, confirming that the carbon footprint of bromine produced in Israel is the lowest calculated carbon footprint globally among the bromine datasets represented in the ECOINVENT database. This verified dataset will serve as a basis for the carbon footprint assessments of our downstream products, further ensuring consistent and transparent calculations across our portfolio, while demonstrating that the use of bromine-based solutions enables tangible advantages for downstream industries, both in the present and the future. This independently verified data has been integrated into ECOINVENT's Database version 3.12, making it publicly available for downstream customers and stakeholders.

This achievement represents a significant contribution to global climate objectives. Bromine serves as a critical input across multiple essential applications, including flame retardants that enhance fire safety, water treatment solutions that protect public health, pharmaceutical intermediates, and energy storage technologies. Given bromine's essential role in these industries, reducing the carbon intensity of bromine production creates meaningful positive environmental impact throughout downstream value chains. By providing verified low-carbon bromine and bromine-based products to our customers, ICL enables these industries to reduce their own carbon footprints and advance their sustainability objectives.



Polysulphate

Fertiliser production and delivery to storage facility
(kg CO_2-eg.kg product)



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 CO_2e kg^{-1} of product.

Read more about Polysulphate.

09
ICL's Sustainable Products Portfolio

In line with our strategy, we identify and advance products that deliver improved **environmental and climate** through innovation across our portfolio. Our sustainable solutions support **SDG 2** (Zero Hunger) by enabling more productive and resilient food systems, while also contributing to **SDG 13** (Climate Action) and **SDG 6** (Clean Water and Sanitation) by improving resource efficiency, reducing emissions intensity, and optimizing water use.

By enabling "*doing more with less*" in practice, our products help increase output and performance while using fewer natural resources, supporting climate mitigation and adaptation and contributing to lower environmental and water footprints across the value chain.

In 2025, over 50% of our revenues derived 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 nutrients required 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 a significant portion of ICL's revenues in 2025, with a majority of GS revenues classified as sustainable.

In addition, ICL has received Organic Certification for certain potash fertilizers (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.

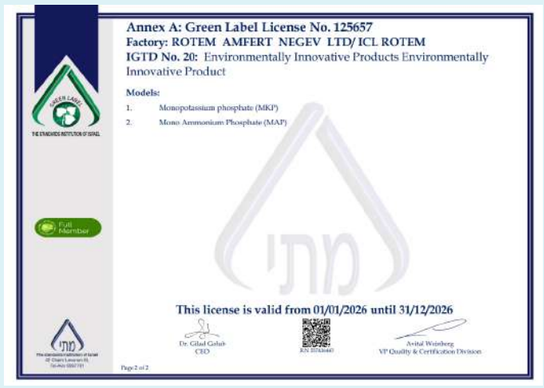
Analyst Corner | SASB RT-CH-410a.1.

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 our commitment to sustainability. The certification is recognized internationally and 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.


Annex A: Green Label License No. 125657
Factory: ROTEM AMFERT NEGEV LTD/ ICL ROTEM
IGTD No. 20: Environmentally Innovative Products Environmentally Innovative Product
Models:
1. Monopotassium phosphate (MKP)
2. Mono Ammonium Phosphate (MAP)
This license is valid from 01/01/2026 until 31/12/2026
Dr. Gilad Golub CEO
Avital Weinberg VP Quality & Certification Division


Green Label License
No. 125657
The Standards Institution of Israel (SII) have licensed:
ROTEM AMFERT NEGEV LTD/ ICL ROTEM
Mishor Rotem, Israel
Green Label license for compliance with
IGTD No. 20 : Environmentally Innovative Products
Environmentally Innovative Product
LIST OF TYPES IN ANNEX A
This license is valid from 01/01/2026 until 31/12/2026
Dr. Gilad Golub CEO
Avital Weinberg VP Quality & Certification Division



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ENVIRONMENT, HEALTH & SAFETY



Why this matters to us

"EHS practices are the bridge between doing what is right and doing what is smart. By protecting people and minimizing environmental impact, we also enhance business resilience, unlock innovation, and strengthen the commitments that shape our sustainable future."

Lior Eli,
VP of Global Health, Safety & Environment

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 EHS 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 our 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. This involves actively engaging our workforce to identify safety solutions, guided by principles deeply ingrained in our culture: ‘People Make Mistakes,’ ‘Blame Fixes Nothing,’ ‘Context Drives Behavior,’ ‘Learning & Improving is Vital,’ and ‘Leader’s Response Matters.’ By embracing these principles, we aim for transparency as well as fostering open dialogue and establishing robust defense mechanisms, complemented by comprehensive employee education and training.

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, which contributes to 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 of our operations.

04
Industry 4.0

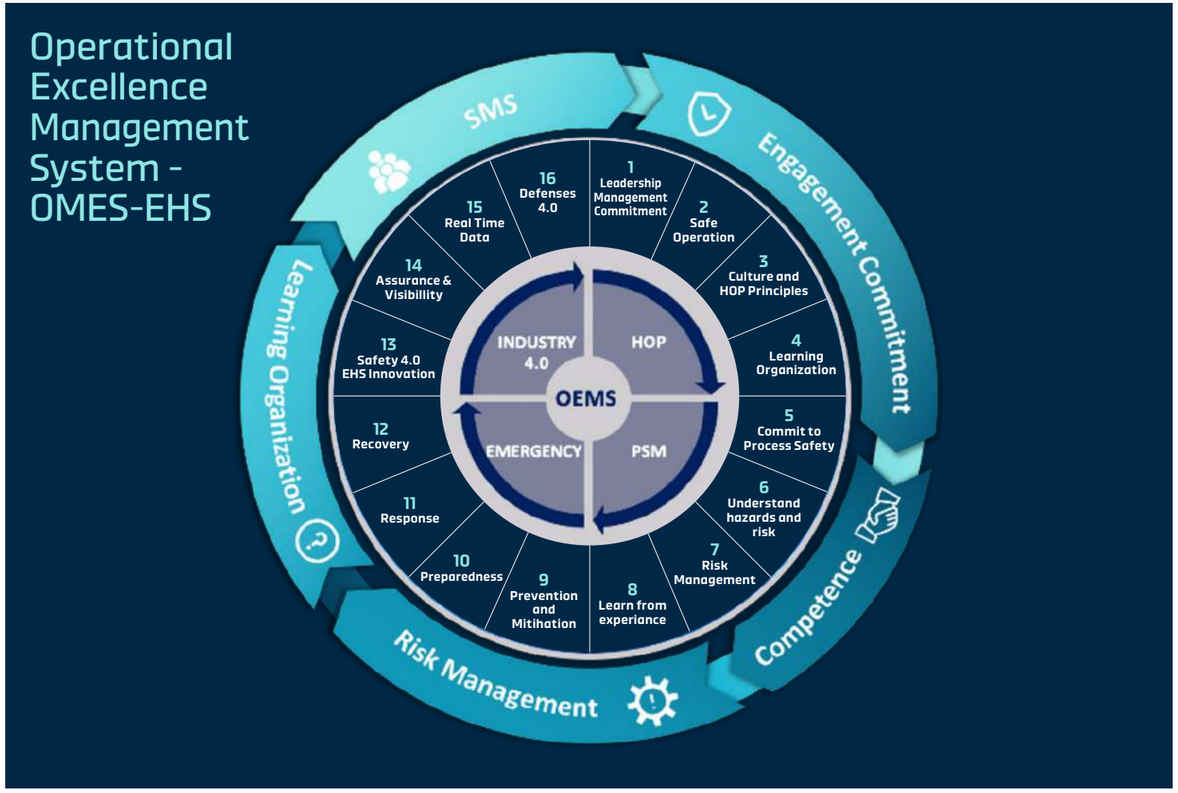
The Industry 4.0 pillar places EHS innovation as its core strategy. Incorporating advanced technologies, such as AI and drones, we address EHS challenges while leveraging digitization to prevent, map, monitor, and report near-misses and accidents.



Analyst Corner | GRI 3-3 | GRI 403-1 | GRI 403-5 | GRI 403-7

These four pillars are complemented by five core principles that underpin 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 (Operational Excellence Management System in EHS aspects), which provides the framework for driving industry-leading EHS and reliability performance across ICL, we prioritize employee health and occupational hygiene, by 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, we conduct 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 of our 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.

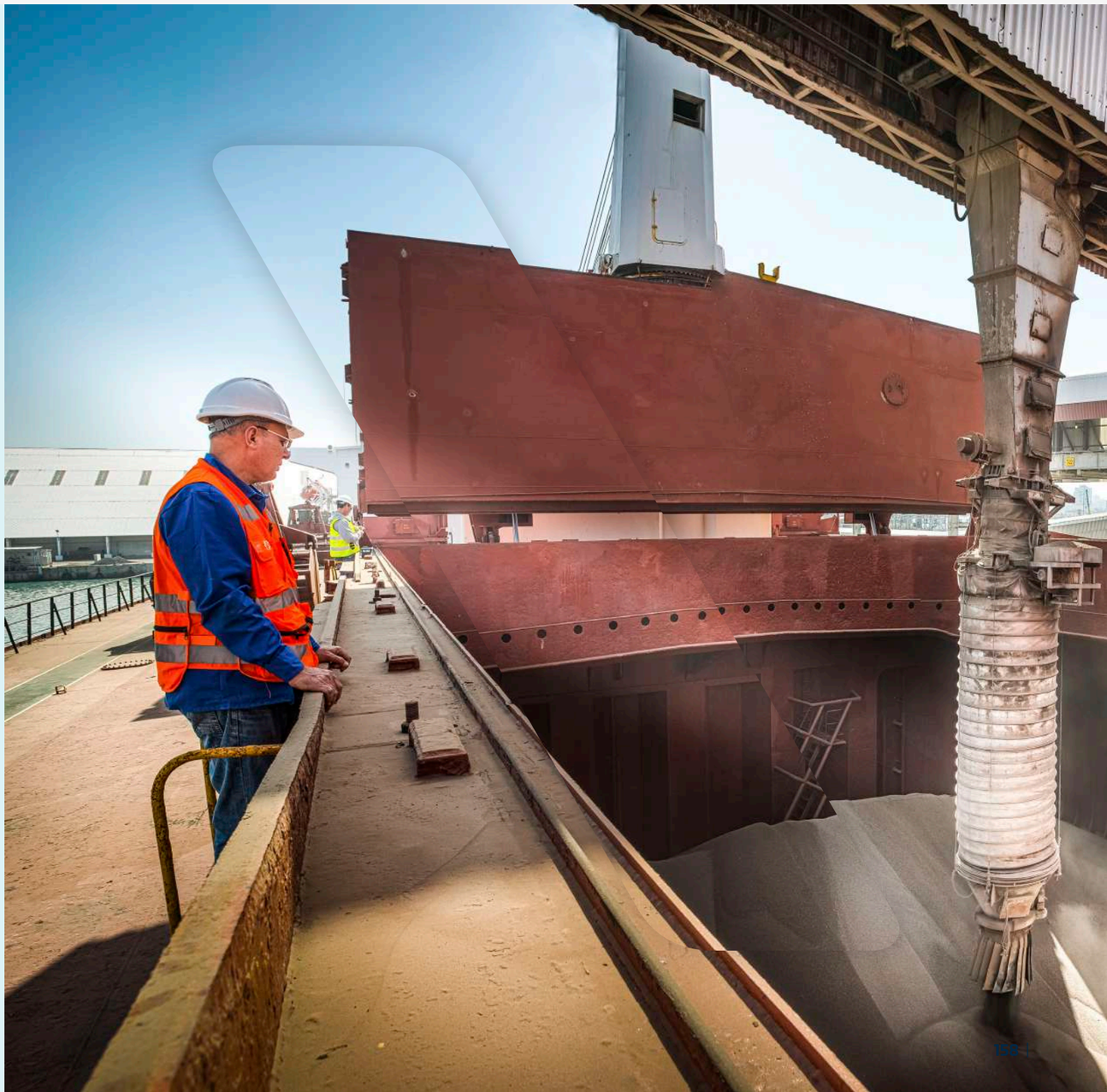
Governance and Performance Oversight

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 Potash Division & Head of Israel Phosphate Operation 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 which cascade 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 performance improvement.

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 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, a priority that lies at the core of our leadership-driven business culture.

Following a significant reduction in incident rate (IR) of approximately 35% from 2020 to 2024, driven by the continuous enhancement of our safety measures and performance, we set a target for 2025 to achieve 2.5% reduction compared to 2024, which was successfully met.

Looking ahead to 2026, we have set an IR improvement target of 4% compared to our previous three-year average, reflecting our ongoing commitment to continuous improvement in safety performance.

Environmental Stewardship Progress

In 2025, we achieved a notable reduction of over 20% in RTO events compared to 2024, significantly surpassing our target of a 2% reduction.
We remain committed to continuously improving our environmental performance. For 2026, our targets and KPIs included an RTO improvement of 4% compared to the previous three-year average.

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, including environmental impact, conducted by external independent auditors, at least once every three years. In 2025, we met our target of 378 EHS audits and conducted in excess of 562 EHS audits. Further additional proactive targets are included in the matrix table 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 2025, 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 identify areas for improvement. As part of this effort, in 2025 we set a target to reduce our contractors' Incident Rate (Contractors' IR) from 0.52 in 2024 to 0.51 in 2025; however, after several consecutive years of decline in the total number of contractor incidents, we experienced an increase in 2025, resulting in a contractors' IR of 0.71.We are taking focused measures to reduce contractor IR going forward, including setting a reduction target of 0.70 for 2026 and enhancing collaboration with contractors to further improve reporting and data-collection practices.

According to our EHS Policy, to which our contractors are obligated to adhere, we ensure that all contractors engaged in our operations receive comprehensive training and guidance on risk management, proper use of safety equipment, vehicle and tool safety, compliance with safety regulations, and efficient work area organization. We are committed to conducting monthly assessments to monitor safety trends and promptly address any concerns related to contractor safety.

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.

To advance a proactive safety culture within ICL, in 2025 we conducted a comprehensive study in collaboration with Verdantix to examine all organizational layers, both horizontally and vertically, with regard to the implementation of the HOP approach and other proactive safety concepts. The research included thousands of employees and managers who anonymously completed a questionnaire. The results were analyzed to identify strengths to preserve, areas for improvement, and correlations between various organizational processes and variables. In 2026, an action plan is being implemented based on the study's findings, supporting continuous enhancement of safety excellence across the organization.

In 2025, around 800 managers and employees participated in our HOP training workshops, and around 860 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 external consultants. Around 700 managers and employees have participated in these processes in the US, Europe, Brazil, China, Australia and Israel. We continuously assess the effectiveness of process, engineering, and technological safeguards, ensuring they remain robust and aligned with evolving operational requirements.

In 2025, we conducted numerous peer audits across multiple countries, including the Netherlands, Germany, the UK, the US, Israel, Brazil and China, as well as approximately 240 internal audits. Furthermore, external audits were conducted by third-party, specialized EHS law firms across all our operations worldwide totaling about 560 audits.

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 2025 included the investigation of 80 accidents, 55 near-miss incidents, and 36 RTO incidents. Furthermore, 33 incidents involving contractors were analyzed, and 178 reactive learning sessions were conducted to address lessons learned. In total, 2,707 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 2025, we continued these efforts, conducting 420 managerial observations and identifying over 58,000 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.

Process Safety Management (PSM)

We execute comprehensive risk assessment processes covering personal safety, process safety, and ERM. Utilizing methodologies such as the Center for Chemical Process Safety's (CCPS) PSM approach, we ensure compliance with diverse regulations globally as well as continuous improvement to create a safer environment. 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 2025, we continued our PSM journey by launching our PSM Gap-Assessment in various sites and enhancing our workshops worldwide. This included conducting crisis management drills and ERM processes and validation. Implementation of PSM is an ongoing process. In 2025, we continued to focus on communication, training, and adjustments to local procedures based on global standards of PSM elements. We moved forward in executing a gap analysis and maturity model for ICL's sites and establishing a detailed work plan for sites to complete the analyses.

As part of our safety management process, over the past two years 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 of 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 2025 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, we established a process to create a checklist to examine and implement these policies and procedures, guided by a steering committee and an operational committee dedicated to this topic. We also conducted field visits, audits and inspections to monitor the effectiveness of implementing these processes.

Emergency, Crisis Management, and BCP

Leveraging new technology, we work to enhance resilience and mitigate potential crises.

Our emergency event management methodology, supported by a dedicated mobile application, ensures our 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 our annual work plans to test and improve readiness for events such as earthquakes, fires, hazardous material leaks and security-related threats. ICL's emergency teams, equipped with advanced equipment, are trained to engage in complex rescue and evacuation scenarios involving dozens of volunteers. A dedicated software tool allows real-time data reporting to better facilitate prompt responses, especially in remote areas. Workshops and training sessions further equip teams with necessary skills to safeguard assets 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 that we have instituted robust procedures for crisis communication with surrounding communities, reinforcing our commitment to transparency and effective engagement during emergencies.



In 2025, ICL conducted over 1,090 emergency drills **covering a wide range of scenarios, including extreme climate events, such as floods, heatwaves and other environmental hazards.**

In 2025, we conducted 1,091 emergency drills as well as 71 crisis management team drills – in which each site carries at least one drill annually. Our global crisis management team also conducted table-top drills, including unannounced exercises simulating a complex cross-regional, multi-site scenario.

Furthermore, drills were conducted based on a unique scenario that focused on community considerations 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. During 2025 our managers and employees, including emergency response teams, received training covering 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 for 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.

Underground Mining Safety Program

We conduct underground mining operations, operating both open-pit and underground mines. As a result we have implemented safety measures and ground and underground control systems to manage risks associated with our mining activities, including ground collapse, explosives, heat stress, fires, ventilation, methane pockets, water infiltration, and other emergencies. Our risk management program includes identification and mitigation strategies based on PSM principles.

Additionally, we maintain a global mining forum that convenes quarterly with the participation of around 20 of our managers who share knowledge, risk mitigation plans, results of emergency drills, and other 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 from a safe distance, helping to prevent ground falls and severe accidents.

To address heat stress, we have implemented numerous measures, including monitoring temperature and providing electrolyte supplements in drinking water. Air conditioning is 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 to detect ground shifts, to prevent accidents resulting from ground movement and ground falls.



Industry 4.0 - Innovations in EHS

ICL integrates AI and cutting-edge technologies, deploying robotics, drones, and smart systems to elevate our processes and enhance our defenses.

This commitment to technological innovation extends to real-time data management and new advanced EHS dashboards and analytics that provide actionable insights such as trends analysis and anomalies.

New technology enables us to increase our resilience, extend our defenses, decrease human error and prevent crises.

Key examples:

- Lone worker tracking system in emergency situations — an application-based technology and procedure developed to ensure that processes, practices, and systems effectively support and protect lone workers, including enhancing specific devices and electronic monitoring devices for lone workers, such as a blackline lone worker with a multi-gas monitor.
- Autonomous machine to collect mined potash - an autonomous, remotely operated tool controlled from the control room above the mine, enabling safe and efficient collection of mining material.
- Mapping mining areas with drones.

New technology enables ICL to increase its resilience, extend defenses, decrease human errors and prevent crises.

Implementing High-Tech Drones & Robotics in Safety Management



Key examples of our technology applications include:

CERES (Chemical Emergency Response e-Service)

CERES is a cloud-based system for managing chemical release incidents. It provides tools for modeling events, assessing threats, enhancing situational awareness, and supporting protective decision-making. This collaborative SaaS application for chemical emergency response offers modeling, real-time risk assessment, threat assessment, situational awareness and decision support for incidents related to the release of hazardous material.

GoArc

GoArc is 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 in excess of 8,300 users, a significant increase from 1,200 users in 2020.

Key Performance Highlights – 2025:

420 managerial observations

58,520 hazards reported for further action

862 roundtable learning sessions

Enablon

An integrated solution to support EHS management processes, Enablon features 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, as well as EHSQ.



Analyst Corner | GRI 403-1 | GRI 403-7 | SASB RT-CH-320a.2

Occupational Health and Industrial Hygiene

Each of our sites follows an annual plan designed to ensure their 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 2025, we conducted a semi-annual survey, compiling over 500 data points from various production sites. Furthermore, over 4,000 of our employees underwent required medical examinations in accordance with regulatory standards. Additionally, more than 400 health and hygiene surveys were conducted across our sites to assess and ensure a safe working environment for all our employees.
- We adhere 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, infrastructure enhancements and adjustments to Personal Protective Equipment (PPE).
- To ensure a comprehensive health and risk assessment, ICL conducts industrial hygiene surveys, identifying necessary occupational health activities at all of its production sites. These surveys, which cover 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 2025 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 are designed to foster awareness and cultivate a healthy culture.
- 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.



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', as well as managers from our sites around the world and our Global EHS unit are trained to coach and support learning processes in order to mitigate and discover 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 Enablon 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 our 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 2025 we conducted approximately 300 coaching sessions, in which incidents, near misses, 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 respective 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 2025 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 principles of the HOP philosophy.

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, our logistics fleet in Israel transitioned 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 2025 we continued to focus on providing comprehensive safety training to our drivers throughout the year. Among these initiatives, we implemented e-learning courses on road safety and the transportation of hazardous materials, emphasizing safety during emergency situations as well as training programs conducted 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 2025, ensuring that our drivers are well-equipped to maintain safety and prevent incidents on the road.

During the year, we continued to invest substantially in technology to further ensure safe transportation. Dead Zone Detection Systems and Coupling Harness Detection Systems for Truck Trailers are now installed in approximately 70% of our fleet, with plans to equip all new vehicles with these systems. In addition, speed limitation systems have also been installed across the entire fleet. 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.

We also continued to use the Server One system to reduce driver distraction. Lane Departure Warning Systems and dash cameras are also installed in every vehicle, as well as leak-detection systems in ICL's ammonia and bromine iso-tanks.



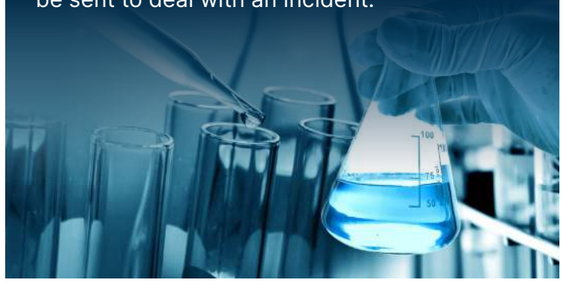
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BromAid

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 our direct and contractors' employees who contribute to promoting an EHS culture.

To further enhance our EHS performance and integrate it into our organizational culture, we 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 2025, over 50 nominations were received from all of our units and sites.

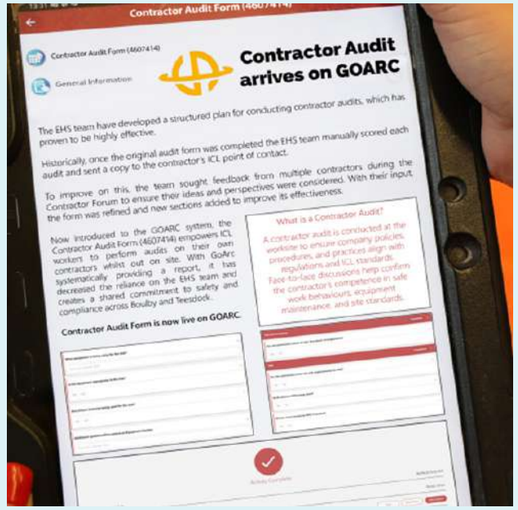
From these nominations, 14 exceptional quarterly winners were selected by a dedicated committee, and from among them, two annual winners. Each nominee has made an invaluable contribution to fostering the EHS culture at ICL and to champion initiatives focused on innovation, ergonomic solutions, contribution to the environment, emergency preparedness, and personal commitment.

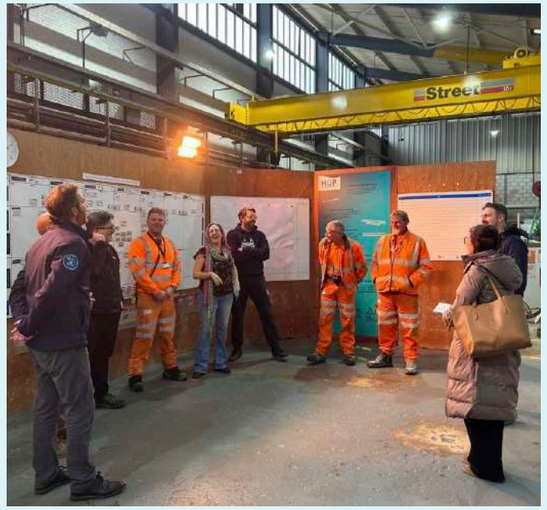
Among the annual awardees:

ICL Boulby and Sherut, a logistics unit, were recognized for fostering an EHS culture and introducing innovative safety measures.

- At Boulby, an EHS Contractor Forum was established, a monthly event that brings together contractor partners at ICL Boulby and Teesdock to share best practices, learn and improve workplace safety.
- Sherut implemented the Saver One distraction-prevention system across their service vehicle fleet, blocking unsafe cell phone use and significantly reducing driver distraction. This technology-driven initiative lowered the risk of vehicle and forklift incidents, improved visibility through analytics, and represents a major cultural shift toward safer, more disciplined driving practices.







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.

In addition, labor unions may represent employees in negotiations for collective agreements regarding work safety and other working conditions.

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 Business Partner Code of Conduct, which outlines obligations for compliance with applicable laws and regulations pertaining to environmental, health, and safety practices.



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 2025 Annual Report pp.261 and 266.

EHS Lagging Indicators

Throughout 2025, ICL employees collectively completed millions of working hours, contributing to an Incident Rate (IR) of 0.42.

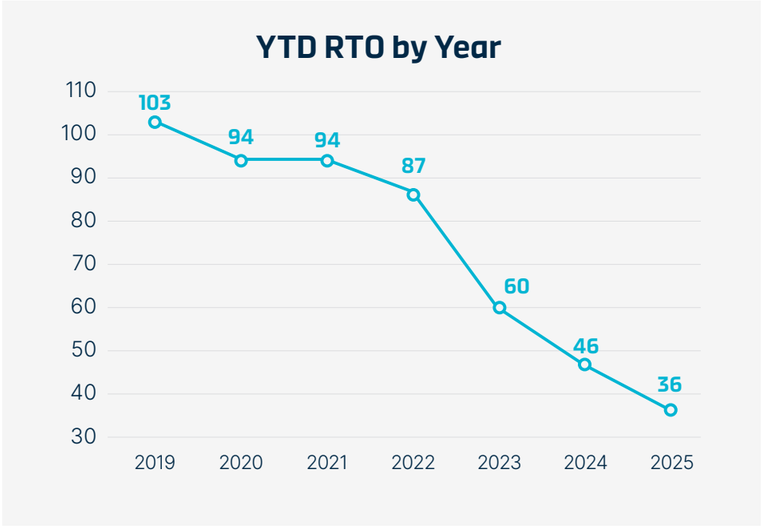
Based on the actions outlined above, including internal and external compliance audits, fostering a learning culture, training, workshops, enhanced protections, and the integration of EHS technologies, we reduced our incidence rate by nearly 30% in 2025 compared to 2024, successfully meeting our target and continuing our downward trend.

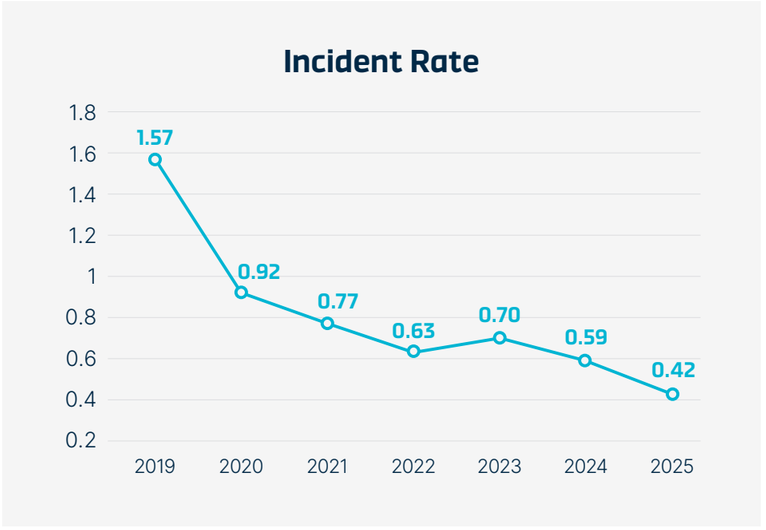
RTO (Right To Operate Index) is an internal indicator we developed to measure our environmental non-compliance. Our RTO performance has been improving steadily over the past few years. In 2025, we reached an RTO of 36, representing a ~22% reduction compared to 2024.

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.







	2020	2021	2022	2023	2024	2025
RTO	94	94	89	60	48	37
LTIR*	-	0.62	0.54	0.60	0.52	0.38
IR Rate - Direct employees*	0.92	0.77	0.62	0.70	0.59	0.43
SI Rate - Direct employees	27.26	26.38	17.73	24.28	18.32	17.47
Accidents – Direct Employees	39	78	69	77	66	47
Accidents – Contractor Employees	16	46	51	46	28	33
Fatalities – Direct Employees	0	0	1	2	0	0
Fatalities – Contractor Employees	2	0	0	0	1	0
** Transportation Incidents	0	0	1	0	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.

** 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 2025.

SASB Indicators	2022	2023	2024	2025
Total Recordable Incident Rate - Direct Employees (TRIR)	1.19	1.10	1.09	0.84
Total Recordable Incident Rate - Contract Employees (TRIR)	1.82	1.45	0.95	1.54
Fatality Rate - Direct Employees	0.009	0.018	0	0
Fatality Rate - Contract Employees	0	0	0.01	0
Process Safety Incidents Count (PSIC)	18	11	7	7
Process Safety Total Incident Rate (PSTIR)	0.16	0.10	0.07	0.06
Process Safety Incident Severity Rate (PSISR)	0.94	4.92	2.61	0.06

	2021 Actual vs. Planned	2022 Actual vs. Planned	2023 Actual vs. Planned	2024 Actual vs. Planned	2025 Actual vs. Planned
PSM Risk Assessment	226 vs. 198	438 vs. 280	564 vs. 265	458 vs. 259	521 vs. 352
EHS Audits	392 vs. 375	465 vs. 325	480 vs. 295	535 vs. 335	562 vs. 378
Job Safety Analysis (JSA)	930 vs. 667	1519 vs. 900	1780 vs. 1018	2131 vs. 912	2375 vs. 1127
Emergency Drills	636 vs. 267	526 vs. 228	966 vs. 348	1007 vs. 293	1093 vs. 752
Crisis Management Team Drills	66 vs. 55	62 vs. 52	58 vs. 53	69 vs. 54	70 vs. 62
Proactive Learning	1855 vs. 1046	3043 vs. 763	3313 vs. 807	2846 vs. 870	2707 vs. 1889
Engineering & Technological Defenses	346 vs. 224	885 vs. 318	1853 vs. 842	1448 vs. 785	1241 vs. 961
Valid Permits & Licenses	99% vs. 99%	99% vs. 99%	98% vs. 99%	99% 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	0.52 vs. 0.19
Near Miss Reports	2819 vs. 1335	2619 vs. 1080	1856 vs. 1133	2421 vs. 1198	1782 vs. 1636
EHS Training Programs	95% vs. 95%	97% vs. 95%	98% vs. 95%	99% vs. 95%	99% vs. 95%

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, including safety and environmental compliance and impact 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

In 2025, ICL's US facilities were recognized by the American Chemistry Council (ACC) for safety performance, with Certificates of Excellence awarded to seven facilities.

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 Company continues the certification process in order 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.



		2023	2024	2025
ISO 14001, or an equivalent standard for environmental management	% of operations certified	96%	96%	96%
OHSAS 18001/ ISO45001, or an equivalent standard for safety	% of operations sites certified	99%	99%	97%
ISO 9001, or an equivalent standard for quality	% of operations certified	98%	98%	100%
Energy management- ISO 50001	% of energy consumption	88%	88%	94%

* The percentage is for the relevant sites.

% of ICL Production Sites with ISO Certification (or EQ.)



OUR GLOBAL SECURITY



9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

Why this matters to us

"Protecting our people and enabling business continuity are at the heart of my role in global security. By safeguarding our employees, visitors and assets, our Global Security team ensures that ICL continues to operate securely and effectively, even during periods of uncertainty and in complex 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. Accordingly, 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 and practices based on internal procedures and methodologies that focus mainly on the following:

- Keeping our people safe and secure
- Physically securing our sites and assets
- Maintaining continuity of operations
- Providing emergency assistance

This policy incorporates relevant local and international laws and regulations, ensuring our compliance with 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 our operations that exceed industry standards, including transportation and travel security protocols.

We conduct regular security assessments across our global operations to evaluate our level of preparedness. These assessments, led by our regional security teams or our central security headquarters, enable us to proactively identify and mitigate potential risks.

Our security department operates in close coordination with other key functions within ICL and it is an active member ICL's Gatekeepers Forum. Read more about the Gatekeepers Forum in our chapter on Corporate Governance. Our security function works seamlessly with Human Resources on recruitment-related procedures and collaborates closely with legal, compliance, internal audit, SOX, ERM, and cyber-security functions in connection with integrity-related matters. Additionally, to ensure a coordinated and effective response in the event of an emergency, our security function serves as a central hub for information sharing and support to ICL companies worldwide.

All ICL plants and facilities are classified into three levels of sensitivity, based on their criticality and susceptibility to potential damage. This classification framework informs the development of site-specific security plans, ensuring that mitigation measures are proportionate to each facility's risk profile. Event reporting and security incident management are streamlined through a unified global system, enabling consistent oversight, documentation, and escalation across the organization.



ICL's security managers, who serve as EHSS (Environment, Health, Safety, and Security) representatives, are strategically positioned across our global operations, providing local and global support. They provide both local expertise and global coordination, supporting site-level implementation of security measures while ensuring alignment with corporate policies, standards, and emergency response protocols.

OUR GOALS

We are determined to the continuous improvement of our security framework to safeguard 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 and mitigating disruptions to business activities and critical processes

Assisting in emergency situations in the communities in which we operate

OUR PERFORMANCE

We have prioritized the enhancement of security measures across our 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.

Across our plants, we maintain an established security environment that enables sites to effectively address security challenges and sustain ongoing operations:

01
Technological Systems

We have deployed advanced security systems, including peripheral cameras, motion detectors, radar, and access control mechanisms, to bolster our defenses.

02
Control Centers

We have established upgraded security control centers at our plants, equipped with continuous monitoring capabilities, with some operating 24/7.

03
Procedural Enhancements

We have implemented control procedures, periodic security surveys, and rigorous security checks at facility entrances to enhance our overall security posture.

04
Information Security Integration

We have integrated information security protocols and interfaces with the Cyber Information and Security Center (CISC) to strengthen our ability to effectively respond to security incidents and cyber threats.

05
Physical and Technological Protection

We have taken measures to protect server rooms within both our business and production networks to mitigate potential risks.



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 of our sites, ensure that our dedicated security emergency response teams are always prepared to respond swiftly to any security threats or incidents.

We maintain emergency teams qualified to perform a broad range of first responder roles in the event of natural disasters and other emergency scenarios. These teams, comprised of dozens of volunteers, are closely aligned with authorities and local communities. 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 15 technological security projects and 10 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.

09
Loss Prevention Program

We initiated a global Loss Prevention Program aimed at strengthening controls and oversight over contractor activities. The program spans manufacturing, procurement, finance and sales, and is designed to mitigate and prevent the risk of losses arising from inappropriate business activities.

Global Security and Crisis Management

In response to recent geopolitical developments, we have made significant adjustments to enhance our security measures, both locally and internationally.

Enhanced Security Measures in Israel

In Israel, security protocols have been reinforced in alignment with guidance from relevant national authorities. This includes the expansion of security infrastructure, the establishment of rapid response teams, and enhancements to protective measures. In 2025, at our Dead Sea Works site, we implemented substantial measures to strengthen security along the border with Jordan, including the deployment of advanced technological solutions. In addition, patrol and security operations in the area were expanded to ensure comprehensive coverage and rapid response capabilities.

In recent years, we have significantly strengthened our internal security capabilities through the establishment of emergency response teams. These teams consist of trained employee volunteers who form an integral part of our security and response framework. During emergencies, they play a critical role in safeguarding operations, while in routine periods they continue in their regular roles, undergoing continuous training to maintain readiness and effectiveness. These teams are strategically deployed across our production facilities, contributing to operational safety and stability.

In 2025, we also established a volunteer-based security support unit aimed at strengthening safety at and around our sites. This initiative enhances the protection of employees within production facilities and along surrounding roads, while also contributing to the overall safety of neighboring communities.

Enhanced Global Security Measures

We have also intensified security measures across our international sites. This includes the distribution of security guidelines, reinforcement of on-site security personnel, briefings for regional security coordinators, and targeted training for specific employee groups.

We maintain ongoing coordination with relevant governmental and security authorities worldwide to address evolving security challenges.

In addition, we have adapted our security measures for maritime transport and the global supply chain in response to emerging risks. This includes close coordination with shipping companies and regional partners to ensure the safety, security, and continuity of operations across all stages of the supply chain.

OUR CYBER SECURITY

8 DECENT WORK AND ECONOMIC GROWTH



Why this matters to us

"Cybersecurity is a central component of business continuity at ICL and allows the Company to operate and grow in a complex digital environment. Our role is to manage cyber risk responsibly, strengthen organizational resilience, protect our assets and information, support the Company's innovation and business development, and, above all, detect and respond to cyber threats in an effective and timely manner.
For me, cybersecurity is not a task, it is a calling."



Jasmine Tal-Badash
Global Technology Cyber Risk & Network, FW Manager

OUR APPROACH

ICL's global cybersecurity strategy includes our adherence to industry standards including the NIST Cybersecurity Framework. Our strategy is built on six essential pillars:

Plants and Operational Security



Ensuring robust security measures across our facilities and operations.

Fraud Prevention



Implementing measures to prevent fraudulent activities.

Critical Assets and Data Protection



Safeguarding vital assets and sensitive data.

Enabling Business



Meeting the organization's goals in accordance with technological developments and a threat map, and enhancing cyber culture.

Detection and Monitoring



Detect, monitor and respond to threats and incidents.

Organizational readiness for AI capabilities



Evaluating AI-driven threats. Using AI tools to better defend and strengthen preparedness of ICL.

These pillars serve as a framework to assess cybersecurity risks, identify threats and manage 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 on-board 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. For further information, see "Item 16K — Cybersecurity" of ICL`s 2025 Annual Report.

As a global company with operations and business activities across multiple regions, ICL manages cybersecurity risks that span diverse geographies, regulatory environments, and threat landscapes. Our global management headquarters are located in Israel, and several of our core production sites are considered part of Israel's critical national infrastructure, guided by Israel National Cyber Directorate (INCD). As such, and within 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. In addition, our cybersecurity efforts also extend to our other facilities around the globe, including cyber drills and training.

The nature of the hazardous materials that are a part of our production processes 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 comprise our essential cybersecurity objectives in order to safeguard against AI-enhanced attacks. ICL is also embracing AI capabilities to increase our protection and to enable us to remain resilient in the face of evolving threats, although complete immunity is not guaranteed.

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 Deto Hasson, ICL's VP, Chief Information Security Officer ("CISO"), to review and discuss our information security strategies and efforts, monitoring and proactive activities, current status and new cyber technologies.

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 to identify, assess, and mitigate risks.

Third-Party Assessments
Evaluation 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.

The CISO meets with our GEC twice a year as 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 include periodic training for our management and practical drills in cybersecurity approximately every 18 months.

These exercises are designed to simulate real-world cyberattacks, enabling management to enhance their skills and preparedness in handling potential threats. The results and conclusions of these exercises are presented to our management and Board.

In 2025, a comprehensive review of cyber activities over recent years, including 2025, together with strategic planning for the years ahead, was presented to our Board. The Board also received an update on a recent cybersecurity drill, including key findings and recommendations from the external firm that conducted the exercise. Such drills, assessments, and reviews are performed on an ongoing basis as part of our continuous effort to strengthen our cybersecurity posture.

In addition, certain cybersecurity elements are embedded in our Fraud Prevention Compliance Program. Read more on the Prevention Program In our chapter on Corporate Governance.

ICL's CISO is a member of ICL's Gatekeepers Forum, and maintains regular communication with its members, and includes 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 chapter on Corporate Governance.



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 our operations.

Private Data Protection

Protecting employee, contractor and customer data.

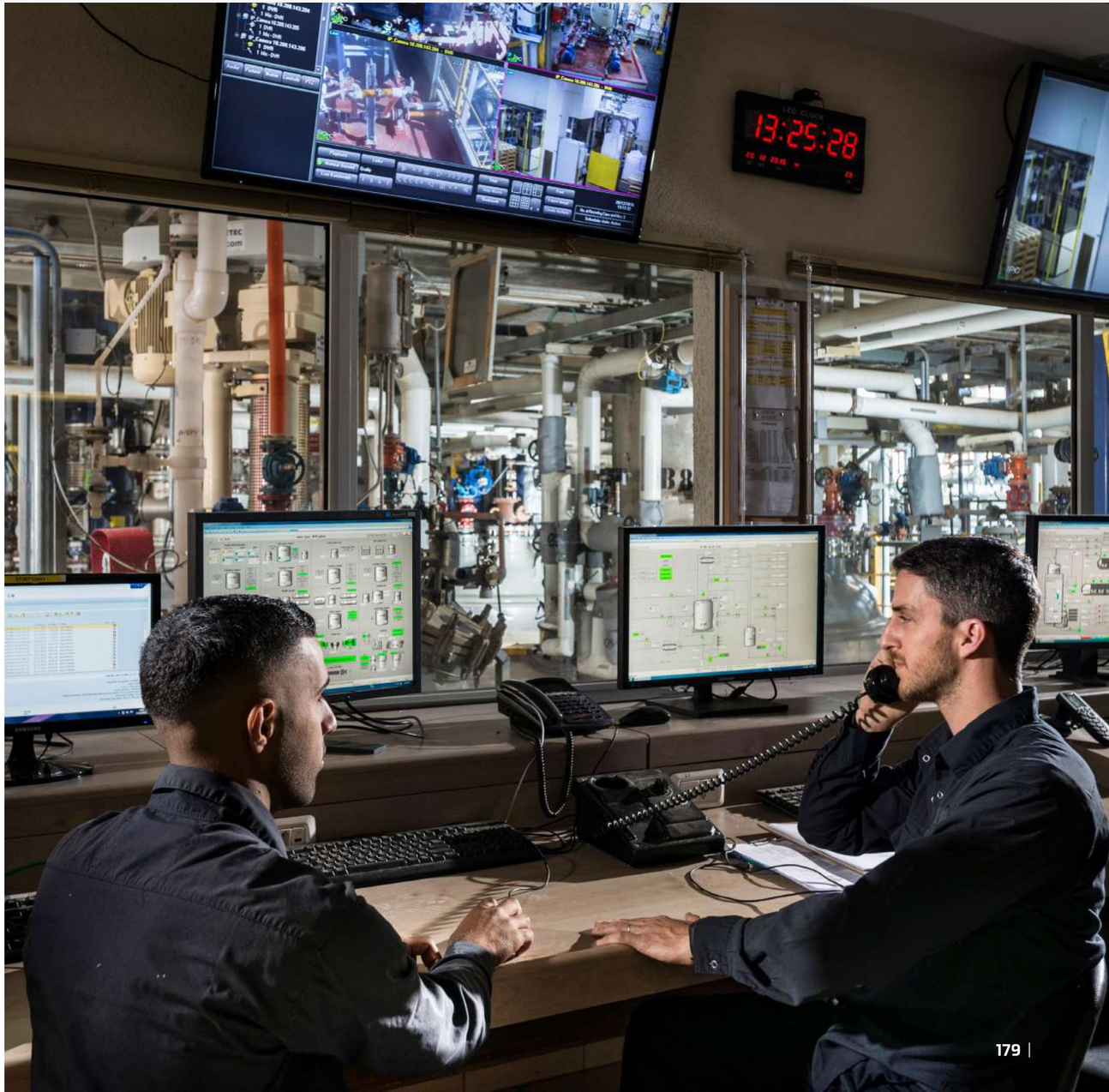
Conducting regular audits and leading robust encryption and access controls to ensure that sensitive information remains confidential.

Committing to agility and security

Ensuring that our solutions enable swift transfer of information while maintaining a robust security posture.

Despite our efforts and investment of considerable 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, we have not experienced a material cybersecurity incident. For further information about our cybersecurity policies and measures, see “Item 16K — Cybersecurity” of ICL`s 2025 Annual Report.



OUR PERFORMANCE

As cyberattacks continue to evolve and grow in sophistication, we have strengthened our overall resilience, including our prevention, monitoring, mitigation, and remediation capabilities. As part of these efforts, we routinely review, reinforce, and test our cybersecurity processes and procedures, including our cyber business continuity plans, through structured cybersecurity exercises and the implementation of measures designed to ensure operational continuity.

The outcome of these exercises form a key part of our feedback and improvement cycle, helping to enhance ICL's cybersecurity posture and culture, raise organizational awareness, and improve the preparedness of critical personnel. We also retains cybersecurity intelligence services and operate a 24/7 security operations as part of our incident management framework.

In addition, we conduct both internal and third-party risk assessments of our information systems and networks in cooperation with leading Israeli and international companies in the field of cybersecurity. Since 2019, we have performed Cyber Maturity surveys approximately every 18 months with the support of global leading consulting firms. With the most recent survey completed in 2024 demonstrating continues improvement of cybersecurity posture. We also perform ongoing penetration tests, the last of which was conducted in 2026.

Our efforts to raise cybersecurity posture are globally and spreads across all our facilities worldwide, ensuring consistent protection and coordinated response capabilities across all regions in which we operate. As part of the critical national infrastructure of Israel, ICL continuously monitors communications from, and cooperates with the National CERT, a 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.

As part of ICL's internal audit and ERM processes, our internal auditor unit performs several cybersecurity-related audits annually to evaluate our cybersecurity compliance with ICL's policies, internal controls, and applicable regulatory requirements. These audits form an important component of our overall governance framework and provide independent assurance regarding the effectiveness of our cybersecurity controls and practices. Additional measures include periodic training for management and employees, and cybersecurity drills held approximately every 18 months. As in prior years, in 2025 we conducted an executive-level cyber drill, incorporating multiple scenarios to enhance the Company's preparedness for potential cyber events. We continue to expand training and awareness efforts across the organization.

In 2026 to date, we have conducted two penetration tests and completed a cyber maturity assessment performed by a leading external auditor. These activities help evaluate and strengthen ICL's cyber defense readiness and overall security posture. Lessons learned from these exercises have been integrated into our ongoing cybersecurity strategy.

In 2025, ICL introduced a new dedicated computer-based training module focused on fraud prevention, and in 2026 we plan to implement an AI-related training for our employees company-wide including personnel at our production sites.

In an effort to effectively prevent, detect, and respond to cybersecurity threats and incidents, our Global IT function operates a multi-layered cybersecurity risk management program overseen by our CISO, The CISO and the cybersecurity team are responsible for leading the enterprise-wide cybersecurity strategy, policies, architecture, and associated processes.

Global IT team responsibilities encompass:

01
Identifying and assessing threats:
Continuously evaluating material cybersecurity threats and incidents.

02
Monitoring risks:
Establishing processes to detect, prevent, and monitor potential cybersecurity risks.

03
Mitigation and remediation:
Implementing measures to address vulnerabilities.

04
Maintenance Programs:
Ensuring the ongoing effectiveness of our cybersecurity initiatives.

Our experienced CISO has served in the role of ICL's CISO for 7 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 is in direct 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.

OUR PEOPLE & CULTURE



Why this matters to us

"ICL's culture comes alive through our people - their voices, their ideas, and their commitment to making a difference. Together, they foster an environment of trust, inclusion, and purpose that strengthens our organization and drives our impact on the world around us."

Ilana Fahima,
EVP CPO, ICL Group

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.

Our strategic focus on people and culture in 2025 included the following aspirations: Employer of Choice; Leadership (included as a 2025 annual theme); Learning; Innovation; Employee Experience and Wellbeing.

Employer of Choice: ICL ranks among the best places to work in 2025

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 global 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.

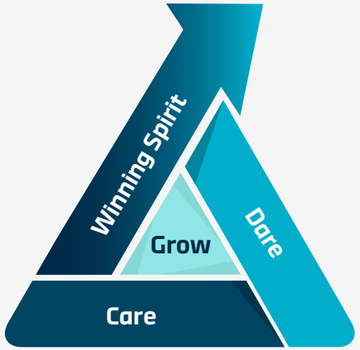
Grow is about developing ourselves, our people, and our company so we can thrive and reach new heights.

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 our 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.

Leadership Model





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.

2025 Annual Theme: Leadership

In 2025, ICL was proud to embrace the theme of the Year of Leadership, reflecting our commitment to cultivate leadership for all, at every level of the organization. This theme is designed to empower employees to take initiatives, inspire others, and drive meaningful impact within their roles and beyond. Through a range of targeted initiatives, including leadership development programs, knowledge-sharing platforms, and engagement campaigns, we foster a culture where leadership is not defined by title, but by mindset and action. By investing in our people and strengthening leadership capabilities across the organization, we are building a more agile, accountable, and forward-looking workforce. The Year of Leadership supports our broader strategic and sustainability goals by encouraging employees to lead with purpose, collaborate effectively, and contribute to a resilient and value-driven organization prepared to meet future challenges.

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, the Company has accumulated expertise by developing and marketing many innovative products and solutions. Our 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 accelerator 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 their recruitment to 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 and local 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 continue to make a 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 2025 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 2026 KPIs accordingly.

04
Learning: Towards a skills-based organization

Our goal is to ensure learning is accessible and personalized for all employees. In 2025, 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
2025 Annual Theme: Leadership

In 2025, we set clear objectives as part of our Year of Leadership initiative. This initiative fostered a culture of leadership and excellence through targeted goals embedded across business units, and by engaging our employees through campaigns, contests, lectures and training.

06
BIG: Groundbreaking innovation by ICL's employees

In 2025, 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 exceeded (30% increase for all units). In 2026, each division will commit to increase their BIG Index by 30% 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. We focus annually on selected areas for improvement and advance their development. In 2025, our efforts centered on refining the onboarding program to deliver a professional, well-monitored, and technologically advanced experience. Additionally, we finalized the improvement of candidate experience by upgrading our career site and optimizing sourcing processes in recruitment. In the well-being domain, we continued to enhance, expand 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 manufacturing and hi-tech norms.

In 2024, we transitioned our employee survey from an annual format to an 18-month format to allow more time to develop and implement meaningful improvements based on employee feedback. 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.

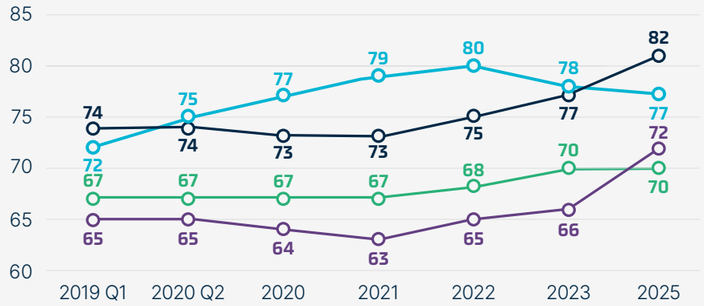
Our EoC surveys measure employee engagement and enablement. While engagement measures the degree of employee motivation and willingness to work, enablement measures the degree an employee's skills and abilities are fully utilized, as well as tools and support to achieve performance.

We are very proud of our high response rates, with 87% participation in the 2025 survey. The employee engagement index remained high at 77%. 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. Similarly to previous years, most employees are proud to work at ICL (84%). Our engagement score decreased by three percentage points compared to 2023 (77%).

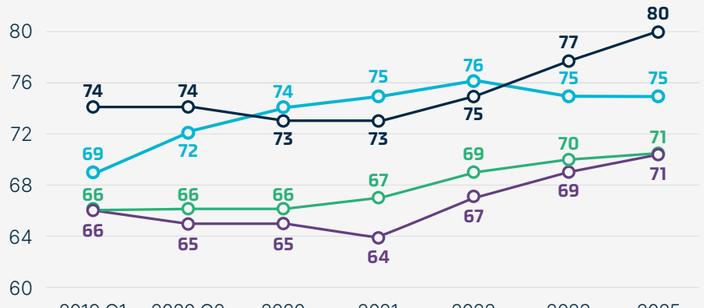
In 2025, our employees reported that the level of employee enablement was 75%. This score is above the industry benchmark and the high-tech benchmark, but not above high performing organizations. ICL employees also reported that their jobs make good use of their skills and abilities (81%). Our enablement score remained unchanged from 2023 (75%).



Engagement index



Enablement index



ICL | HP Norm | Manufacturing Norm | High Tech Norm

Things that make us proud

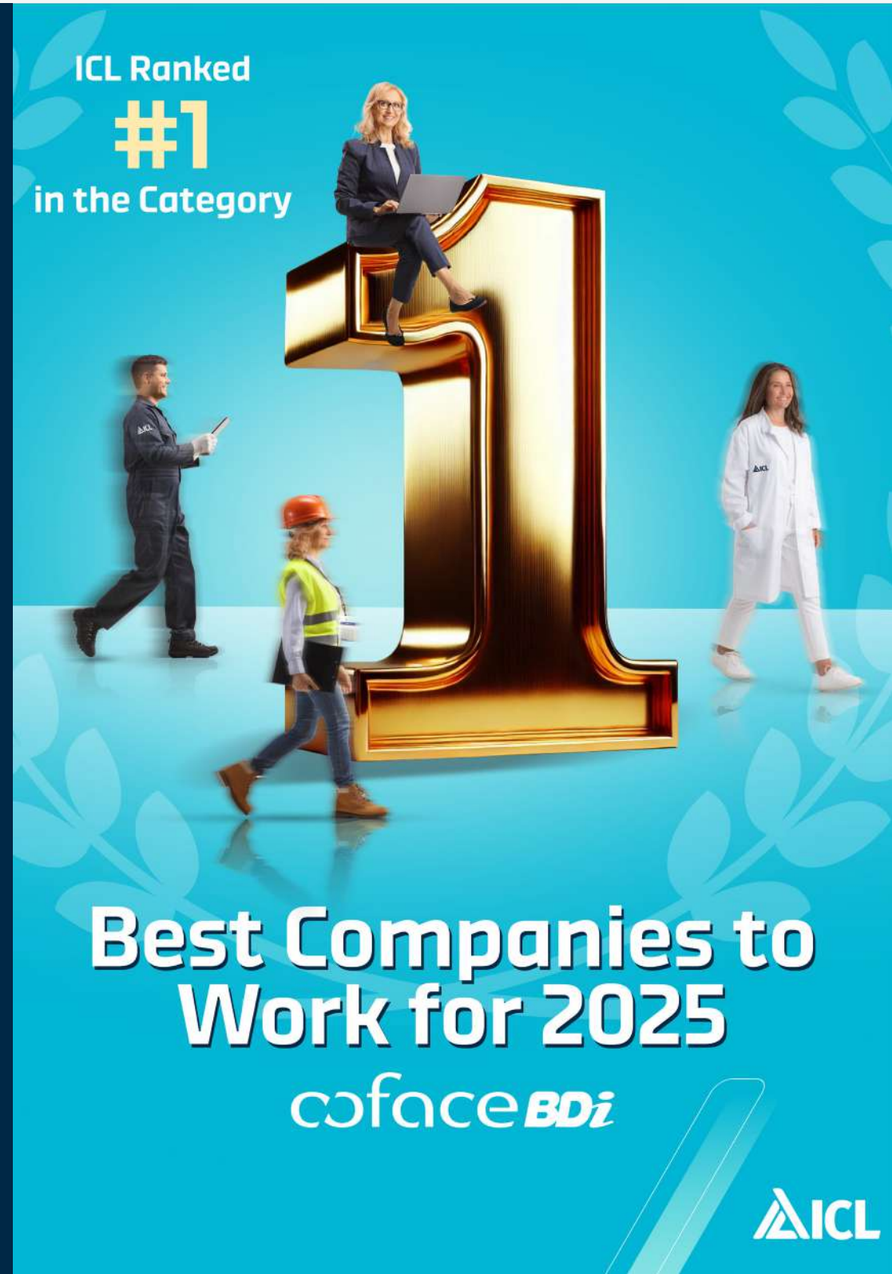
Global recognition as a great place to work

**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 2025, ICL was recognized once again by the prestigious Coface BDI Best Companies to Work for in Israel. We ranked 15th among all Israeli companies and 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 2025, ICL was ranked by the Great Place To Work (GPTW) Brazil in the Top 20 of the Best Agro Companies, in the Large Agribusiness Companies category for the third consecutive year.



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.

Our 2025 Annual Theme was Leadership, marking a strategic commitment to empowering our people and strengthening our leadership culture. Guided by our 'Leadership for All' approach, which recognizes leadership as a capability that extends beyond formal roles, we believe every employee can develop skills to lead with impact. Accordingly, we offered employees at all levels inclusive opportunities to build leadership skills and capabilities through dedicated programs.

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 2025, the Rise Beyond follow up 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 2025, we also 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.



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.

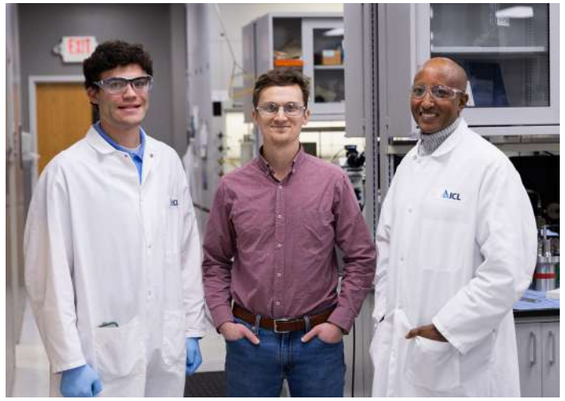
Talent Management and Succession Planning

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 2025, we broadened the scope of our talent management and succession planning to additional managerial levels.

Building on the impactful Rise program, in 2025 we expanded development opportunities through our Rise Beyond program, which continued into 2026.

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.



Learning: Towards a skills-based organization

ICL provides a comprehensive suite of learning and development opportunities, delivered through both online and in-person formats, to meet the diverse needs of our employees. In light of the transformative potential of AI, we are actively integrating AI-enabled learning tools and platforms, leveraging both internal and external solutions to enhance the effectiveness, accessibility, and personalization of our learning ecosystem. These advancements enable smarter, data-driven and more tailored learning experiences, supporting employees in developing critical skills for the future.

Our learning offerings are divided into 4 pillars:
(1) mandatory training for all employees (including safety, compliance, sustainability, and others.)
(2) leadership development programs, mandatory for relevant populations (see Leadership section),
(3) professional training tailored to business needs and required for applicable roles, (4) personal development opportunities offered on a voluntary basis to all our employees covering areas such as digital and AI skills, cultural awareness, and personal effectiveness.

Learning at ICL includes mandatory and professional qualification training; local and on-the-job training; as well as global learning initiatives delivered through a range of channels. Our central learning communication platform, MyCampus@ICL, provides employees with access to learning information and a comprehensive calendar of global, regional, and local offerings. In addition, our Learning Management System (LMS) hosts all mandatory training and open enrollment training programs.

Our learning and development framework includes a broad portfolio of professional development solutions, such as dedicated Academies in Agronomy, Innovation, Operational Excellence, Sales, and Human and Organizational Performance (HOP), as well as Engineer University and additional resources designed to advance technical expertise. While we continue to transition to new centralized learning platforms, we continue to offer extensive opportunities for continuous learning and development across multiple channels, reinforcing our commitment to employee growth and long-term organizational resilience.

In 2025, the average recorded learning items (e.g., course, video, podcast) per employee was 13.6. The average learning hours per employee was 37.5 hours.

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 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.

2025 Annual Theme: Leadership

LEADERSHIP ICL

In 2025, we announced Leadership as our annual theme, marking a strategic commitment to empower our people and strengthen our leadership culture. Guided by our **Leadership for All** approach, we provided inclusive opportunities for employees at all levels to build leadership capabilities through dedicated programs, including mentoring initiatives as well as our "Leadership Impact" and "Leadership in Action" programs. Throughout the year, we also implemented a range of global, regional, and local initiatives designed to enhance collaboration, accountability, and decision-making. By embedding leadership development into everyday work, we foster continuous growth, innovation, and engagement, while encouraging leaders to act as role models in advancing safety, sustainability, and business performance. This focus on leadership excellence strengthens a culture of ownership and resilience, supporting long-term value creation for our employees, customers, and stakeholders.



BIG: Groundbreaking innovation by ICL's employees

The power of our BIG platform enables each of our 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 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 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.

BIG also has an annual theme to further strengthen ICL's Annual Theme. BIG's 2025 annual theme was the 'BIG Formula 1 Challenge'.

In 2025, ICL advanced its BIG innovation agenda through the Formula 1 Annual Theme, designed to accelerate the implementation of high-impact ideas and focus on execution. Inspired by speed and execution excellence, the initiative focused on turning ideas into tangible business value through targeted workshops. By engaging employees globally and emphasizing both creativity and execution, the program strengthened ICL's innovation culture and reinforced its commitment to delivering practical, scalable solutions that support business growth and sustainability.



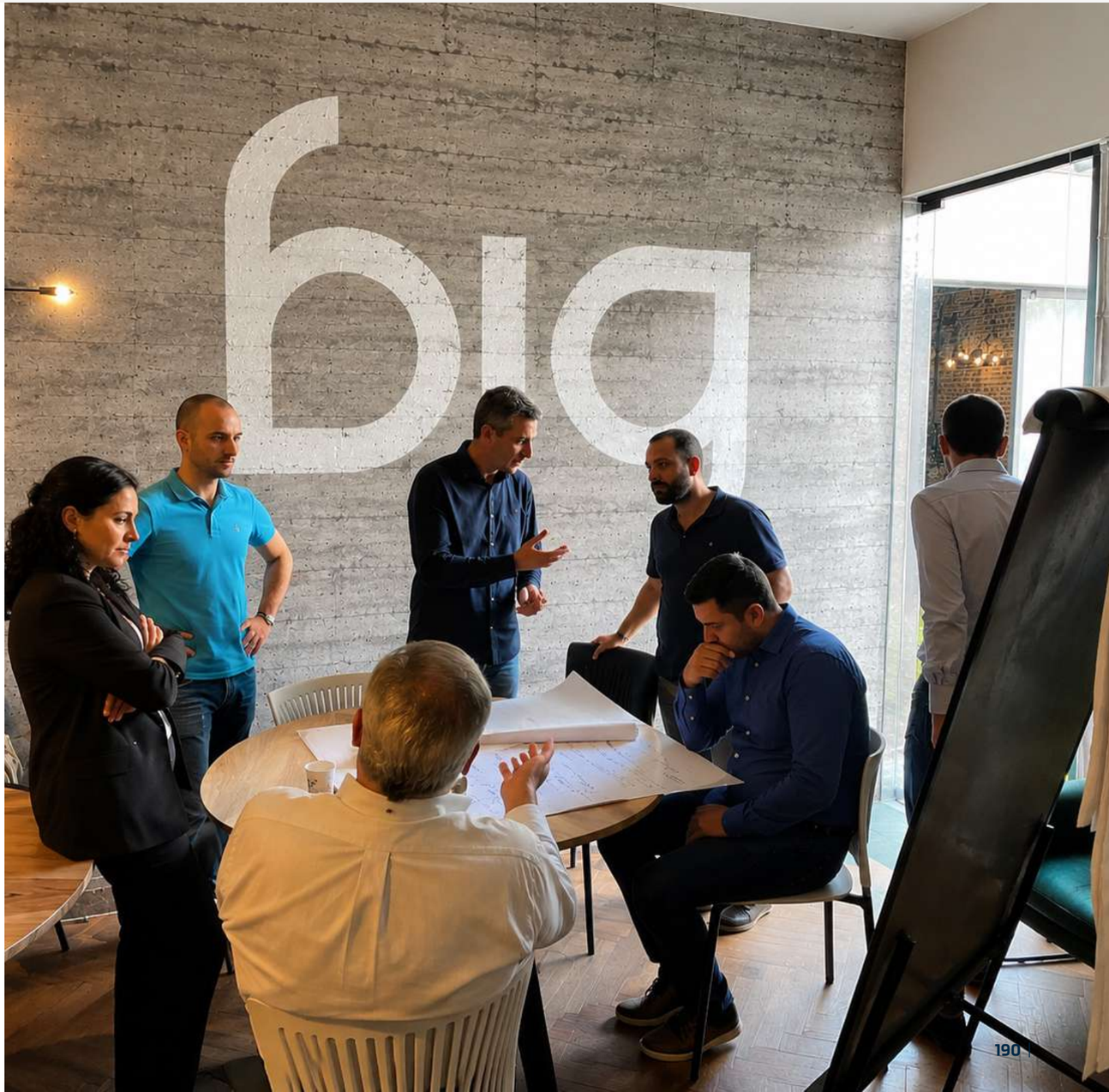
In addition, in 2025 ICL launched the **AI CEO Challenge** as part of its broader digital and innovation agenda, inviting employees to explore the transformative potential of artificial intelligence in solving real business challenges. The initiative empowered participants to think strategically and act with an ownership mindset, simulating executive-level decision-making while developing AI-driven solutions aligned with ICL's priorities. By combining innovation, collaboration, and practical application, the challenge enhanced AI capabilities across the organization, encouraged cross-functional engagement, and reinforced ICL's commitment to integrating advanced technologies to drive efficiency, sustainability, and growth.

BIG has become an integral part of ICL's business and culture.

Since its launch in 2020, BIG has generated remarkable achievements including 11,181 new idea submissions. Of the new idea submissions, over 4,283 were funded, 3,613 projects were completed, and 2,088 of them were implemented.

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.

In early 2024, ICL received 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, and ICL's pioneering digital agriculture start-up Agmatix).



Employee Experience and Wellbeing

Employee Experience

In 2023 we established an Employee Experience (EX) Center of Excellence (CoE). The center is responsible for establishing guiding principles for EX, collaborating with key stakeholders to develop impactful initiatives, and facilitating communication around these efforts. The CoE enables us to shift from a siloed experience to a more integrated, holistic approach across our organization.

In 2025, we continued our focus on one of the most impactful moments for employees - the onboarding process. We designed and launched 'MyStart', our new global onboarding framework that aligns with international standards while allowing for local customization. Through 2025, we focused on its implementation and expanding its use.

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. 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's 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 also continued our **"Pause to Power Up"** global workshops during worktime, offering mindfulness, meditation, chair yoga, breathing techniques and additional sessions to increase and improve employee wellbeing. Through 2025 we focused on expanding our offering to additional activities and countries.

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.

People Metrics

Number of employees by country

At the end of 2025, ICL had 12,165 permanent employees globally. This represents a decrease of 184 employees compared to the previous year. The main variations were in Israel (-80) and South America (-75).

The total number of temporary employees in 2025 was 842 representing an increase of 124 temporary employees from the previous year.

Country	2020	2021	2022	2023	2024	2025
Israel	4,401	4,462	4,534	4,548	4,507	4,427
China	2,048	1,977	1,999	1,984	1,938	1,942
Spain	868	872	940	918	879	863
USA	716	772	830	820	853	821
Germany	697	670	717	704	686	699
UK	670	676	715	705	693	698
Netherlands	584	578	612	580	557	554
Brazil	259	1,644	1,711	1,637	1,580	1,505
France	117	122	127	126	124	123
All other	426	496	548	528	533	533
Permanent employees	**10,786**	**12,269**	**12,733**	**12,550**	**12,349**	**12,165**
Temporary employees	**912**	**964**	**886**	**800**	**718**	**842**
Total headcount	**11,698**	**13,233**	**13,619**	**13,350**	**13,067**	**13,007**

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	721	3702	2	1
China	471	1471	-	-
Brazil	384	1121	-	-
Spain	97	754	10	2
United States	210	607	1	3
United Kingdom	60	628	5	5
Germany	88	558	43	10
Netherlands	104	388	36	25
Austria	39	119	10	3
All other	111	364	11	2
Total	**2,285**	**9,712**	**118**	**50**

Number of employees by gender

	December 2025	Average 2025
Female	2,401	2,427
Male	9,764	9,833
Grand Total	**12,165**	**12,260**

Women's representation in the workforce remained stable at around 19.5% in 2023, increasing slightly to approximately 19.7% in 2024 and 2025.

Number of employees in countries with 50 or more employees

	December 2025	Average 2025
Female	2,232	2,261
Male	9,642	9,705
Total	**11,874**	**11,966**

Number of employees by gender and region

Region	Female		Male	
	Dec 2025	Average 2025	Dec 2025	Average 2025
APAC	505	506	1,638	1,636
Europe	564	564	2,676	2,701
Israel	723	730	3,703	3,715
North America	212	220	612	624
South America	397	407	1,134	1,156
Total	**2,401**	**2,427**	**9,764**	**9,833**

Number of employees by reporting period

Quarter	Q1 2025	Q2 2025	Q3 2025	Q4 2025
Female	2,426	2,431	2,443	2,410
Male	9,845	9,857	9,850	9,781
Grand Total	**12,271**	**12,288**	**12,293**	**12,191**

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 2025 was 10.1%.

Terminations	2021	2022	2023	2024	2025
Israel	246	241	186	224	296
North America	144	121	131	140	144
South America	154	262	239	255	278
Europe	354	282	369	360	411
Asia Pacific	149	139	132	119	103
Total Terminations	**1,047**	**1,046**	**1,057**	**1,098**	**1,232**
Employee headcount	**12,269**	**12,733**	**12,550**	**12,349**	**12,165**
Turnover rate	**8.5%**	**8.2%**	**8.4%**	**8.9%**	**10.1%**

Number of employees by contract type

The percent of ICL employees that are employed under collective labor agreements is 74%. These employees are mainly from Israel, Brazil, the Netherlands, Spain, China, and Germany. Senior employees in special positions and members of management are usually employed under personal agreements.

CLA/Non-CLA – ICL FTE (31.12.25)

Country	2023		2024		2025		
	CLA	Non-CLA	CLA	Non-CLA	CLA	Non-CLA	CLA % 2025
Israel	3,358	1,190	3,371	1,136	3,250	1,176	73%
China	1,803	181	1,749	189	1,750	192	90%
Spain	797	121	771	108	749	114	87%
United States	252	568	253	600	241	580	29%
Germany	592	113	582	104	594	106	85%
United Kingdom	560	145	580	113	489	209	70%
Netherlands	143	436	174	382	125	429	23%
Brazil	1,636	1	1,580	-	1,505	-	100%
France	126	-	124	-	123	-	100%
All other	37	492	104	430	189	343	36%
Total	**9,304**	**3,246**	**9,288**	**3,061**	**9,016**	**3,149**	**74%**

Employees covered by collective bargaining agreements

Regions	2021		2022		2023		2024		2025	
Europe	2,281	37.4%	2,456	31.8%	2,361	31.0%	2,378	31.3%	2,248	31.0%
Israel	3,297	54.0%	3,291	42.6%	3,358	44.1%	3,371	44.4%	3,250	44.8%
North America	248	4.0%	254	3.3%	252	3.3%	253	3.3%	241	3.3%
South America	280	4.6%	1,722	22.3%	1,650	21.6%	1,594	21.0%	1,519	20.9%
Total*	**6,106**	**100%**	**7,723**	**100%**	**7,621**	**100%**	**7,596**	**100%**	**7,258**	**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 2025 was 107.

	Headcount	Percentage
Top management	107	0.9%

Employees at top management level by gender

Women's representation in top management remained around 25% in 2023 and 2024, reaching approximately 26% in 2025.

2025	
Percentage of women's total promotions (from total promotions)	27%
Percentage of new hires that are women	23.4%
Percentage of women termination	22.4%

Employees by age group

Most of ICL's employees are between 30 and 50 years old (excluding YPH).

Age Group	Headcount	Percentage
Under 30	914	8%
30-50	5,770	47.4%
Over 50	3,730	30.7%

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 2025 was 101, of which 79% were female and 21% were male. Of those that took parental leave, 12 employees left ICL within 12 months from the end of their leave.

	2022	2023	2024	2025
Male	25%	13%	26%	21%
Female	75%	87%	74%	79%

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	2025
No. of employees	670	1,716	1,764	2,165	6,060	6,342	6,842	7,142	7,143	7,227

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 2025, the participation rate for levels 15 and above was close to 90%.

Employee	2025			2024		
	Total ICL HC	Total Performance Management participation	% Participation	Total ICL HC	Total Performance Management participation	% Participation
11	520	359	69%	497	332	67%
12	3,912	2,002	51%	4,408	2,032	50%
13	1,945	1,412	73%	1,981	1,220	62%
14	1,314	1,058	81%	1,363	977	72%
15	1,200	1,035	86%	1,249	1,128	90%
16	793	723	91%	804	777	97%
17	355	325	92%	370	363	98%
18	164	151	92%	174	170	98%
'19	64	61	95%	65	65	100%
20	18	18	100%	18	18	100%
21	13	12	92%	11	11	100%
22	1	1	100%	2	2	100%
23	1	1	100%	1	1	100%
Digital	61	61	100%	78	29	37%
Not Applicable	379	8	2%	544	18	3%
Total	**10,740**	**7,227**	**67%**	**11,205**	**7,143**	**64%**

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 industrial operation 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 2025 gender pay gap analysis covered ~8,200 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 2025 gender pay analysis reflects a weighted average gap across countries and work levels, which stands at 3.1%. 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 our ongoing efforts to promote pay equity and inclusion across our workforce.

Work level	Count of Employee	Percent
11	89	-0.7%
12	2,795	-4.7%
13	1,808	6.2%
14	1,194	12.3%
15	1,081	6.3%
16	686	5.5%
17	319	3.1%
18	137	5.5%
19	51	1.7%
Total	**8,160**	**3.1%**

OUR DIVERSITY, INCLUSION & BELONGING



Why this matters to us

"At ICL, we belong when we feel seen, heard, and valued for who we are, and when we recognize that our differences make us stronger. We encourage everyone to be the best version of themselves."

Els Duffhues,
Chief Diversity Officer

OUR APPROACH

Diversity, Inclusion, and Belonging (DIB) are integral to our vision of doing the right thing, in the right way, every day.

DIB is a key driver of ICL's success, fostering innovation, strengthening decision-making, increasing employee engagement, and supporting overall business performance. These principals also play a vital role in maintaining our solid reputation, ensuring legal compliance, and enhancing our global competitiveness. By bringing together individuals with diverse perspectives, experience and ideas, our diverse workforce drives creativity and sustainable 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 our effort to welcome and acknowledge what makes each of our employees unique. Inclusion is how we guard against blind spots.

Belonging is a human need. At ICL, we understand that we are compelled to belong in our own unique way. Our compelling need to belong 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.



ICL's DIB approach through our comprehensive 5-pillar strategy.



Pillar 1
Take a Stand

Leadership plays a critical role in advancing DIB. Our senior management is responsible for setting the tone and direction of our culture, policies and practices. By leading by example, our executives demonstrate personal commitment and accountability, thereby sending the message that DIB is valued, strategic and essential to ICL's long-term success.



Pillar 2
Hold Up a Mirror

Transparency and data strengthen accountability across our diversity efforts and build trust with employees, customers, and stakeholders. By publicly reporting diversity metrics, we can make informed decisions regarding resource allocation, program development, and targeted actions to address challenges faced by underrepresented groups.



Pillar 3
Understanding through Learning

Education and learning deepen awareness of the many dimensions of diversity, including race, gender, ethnicity, sexual orientation, age, abilities, and more. This knowledge is essential to foster an inclusive culture, mitigating biases, enhancing communication and collaboration, ensuring legal compliance, encourage innovation, understanding diverse markets, and developing effective leaders in an increasingly interconnected world.



Pillar 4
Support from Within

Our Employee Resource Groups (ERGs) are a cornerstone of ICL's diversity and inclusion strategy. ERGs create a sense of community and belonging by connecting people in a social and professional ways, encouraging interaction and offering opportunities for personal and professional growth and development.



Pillar 5
Celebrating our Differences

Recognizing and celebrating the contributions of individuals and teams towards ICL's DIB goals reinforces a culture of appreciation and respect. By acknowledging these efforts, we foster pride, motivation and morale, reaffirming our commitment to valuing diversity and creating an inclusive workplace.

Our five pillar DIB strategy creates a workplace that celebrates diversity, and fosters an inclusive culture where every individual can authentically feel that they truly belong.

DIB Governance

Our DIB governance is part of our entire ESG management governance system. For information regarding our ESG 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.

Additionally, our appointed dedicated Global ICL DIB Officer reports to the GEC and to the GEC Sustainability Committee. The Global DIB Officer also works closely with stakeholders across the organization to drive meaningful change and ensure that DIB is 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 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.

Analyst Corner | GRI 3-3



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	2026	2028	2030
Women in senior management (T100)	27%	30%	33%

Board of Directors

We are committed to increasing female representation on 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 2025 were successfully met, with ICL achieving approximately 26% representation of women in senior management, in line with its 26% target.

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, which was successfully met. This commitment was reinforced through a $1.55B Sustainability-Linked Revolving Credit Facility we entered in 2023, wherein we committed to increase the presence of women among ICL's senior management through carefully aligned KPIs. Read more on our Sustainable Financing in our Sustainable Finance chapter.

We are further aligned with initiatives, such as adopting the UN Women's Empowerment Principles, participating in the United Nations Global Compact, engaging with Bloomberg's ESG & Gender Reporting Framework, and prioritizing continuous learning and development in diversity and inclusion at ICL, as detailed below.



* Note: Diversity, Inclusion and Belonging is measured as the percentage of women, as gender is the only characteristic we can track and measure globally. Progress for women is progress for all.



OUR PERFORMANCE

Women in Management

Over the past five years, ICL has made consistent progress in increasing the representation of women in senior management, rising from 7% in 2018 to approximately 26% by the end of 2025. This put us on track to achieve our long-term DIB goals, with a target of women representing 33% of senior management by 2030. In addition, the percentage of women on our Board of Directors by the end of 2025 was 33.33%.

Through our **Leadership for All** development program, we invested in strengthening middle management capabilities worldwide through a range of hybrid and virtual learning initiatives. During the year, our **Rise Beyond** program for middle management continued, with an emphasis on mentorship (**MentorMe**) and job shadowing (**ShadowMe**). In addition, we developed and launched global programs, such as **Leadership Impact** and **Leadership in Action, that we offer to all of our employees** in local languages.

Employer of Choice

To ensure the efficacy of our initiatives, we integrate a set of questions focused on DIB into our periodic global Employer of Choice (EoC) survey, conducted by a third party. See our chapter on People and Culture. On average, 82% of our employees respond positively to DIB related questions. The highest score in our 2025 EoC survey was for the statement: “In my work environment, everyone is treated fairly regardless of personal background or characteristics,” with an 84% agreement rate, surpassing the manufacturing benchmark by 8% and the high performing benchmark by 1% The next EoC Survey will be conducted in 2027.

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 responsible business practices, and the UN Global Compact guides us in our conduct of business. As an early adopter of the initiative, ICL periodically responds to the UN Global Compact questionnaire and communicates our progress on ESG-related topics. Based on these best practice frameworks, we are committed to continuously, intentionally, and progressively improve our performance on the issues assessed, reported, and rated by the UN Global Compact.

Endorsing Gender Equality

To advance our commitment to gender equality, we actively monitor and implement targeted Diversity KPIs and establish short and long-term quantitative goals (see our goals above).

In accordance with ICL's ESG strategy, performance targets relating to diversity and gender equality are integrated into the incentive plans of all executive officers. The enhancement of diversity and gender equality is also integrated into ICL's executive management compensation, reinforcing our commitment to foster an inclusive and equitable workplace.

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 and 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 initiatives foster connection, shared experiences, participation and active contribution to an inclusive work environment.

Country Navigator - Cultural Intelligence Tool

In our ongoing efforts to incorporate DIB initiatives throughout the Company, we 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 DIB commitment.

The tool empowers employees to collaborate more effectively across **countries, cultures, and borders.** In 2025, a total of **933 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 2025, 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.

She Impacts Awards

Celebrating the Women Shaping the Future!

As part of our **Leadership Year** initiatives 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.**

More than 900 nominations were received, a testament to the incredible talent of women at ICL. The winners were announced following International Women's Day 2025 - ten outstanding women who embody the highest standards of professional excellence and leadership.



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 at ICL:

2025 Highlights

In 2025, ICL celebrated **#AcceleratAction** globally during International Women's Day (#IWD), with employees worldwide participating in the "Strike the Pose" campaign, raising $10,000 for charity.

Throughout the year, **DIB** was woven into key events like **Global ESG Week** and inclusive leadership programs, 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 2025. Several new initiatives were launched including Psychological Safety Virtual Escape Room for teams and guest lectures about challenging gender stereotypes and creating inclusive workplace practices.

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.

Introducing the Diversity, Inclusion and Belonging Readiness Assessment for locations worldwide

As part of our commitment to responsible business practices and sustainable workforce development, we continue to strengthen how diversity, inclusion, and belonging are embedded across ICL.

While multiple initiatives have been implemented over time, achieving consistent and measurable impact requires a structured understanding of the systemic factors that influence talent attraction, retention, and employee experience.

To support this objective, ICL has introduced DIB Readiness Assessment, a data-driven tool designed to assess organizational readiness across three core dimensions: recruitment and hiring practices, onboarding and integration processes, and day-to-day workplace inclusion. The assessment provides standardized metrics that enable the identification of barriers and maturity levels across locations and functions.

The DIB Readiness Assessment is built as a scalable and repeatable model, allowing consistent measurement across all sites while remaining adaptable to local contexts.

Aggregated results are presented through a centralized management dashboard, providing leadership with comparable insights at site, regional, and corporate levels. This enables benchmarking, trend analysis, and monitoring of progress over time.

By translating inclusion into measurable indicators, the DIB Readiness Assessment strengthens governance and accountability within ICL's ESG framework. It also supports informed decision-making, the identification of priority areas, targeted investment, and continuous improvement, while providing each location with a clear pathway toward a shared standard of inclusion.

This approach reinforces our commitment to responsible people management, long-term value creation, and a resilient, high-performing workforce.



LABOR & HUMAN RIGHTS



Why this matters to us

"Protecting human rights begins with being attentive; seeing the uniqueness in everyone and embracing difference. At ICL, we build strength from our differences, and we unite our humanity."

Cherieke Doek,
Director, Global Compliance Program Management & Head of Compliance Europe

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 guarantee that we comply 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 about our employees' experiences and their 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 in developing countries require ICL to emphasize compliance with human rights practices. In support of our commitment to maintain and advocate for human rights, we adopted and codified internationally recognized human rights standards in our Human Rights Policy, including our commitment to the UN's Universal Declaration of Human Rights, the UN Guiding Principles, the ILO Declaration on employee experience, and Fundamental Principles and Rights at Work.

ICL has committed to, and shown its dedication to human rights by embedding 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, dedicated trainings, engagement with stakeholders, monitoring, and maintaining appropriate disclosures. 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.



Analyst Corner | GRI 3-3

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, the code highlights our commitment to 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. 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: freely chosen employment; 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.

ICL's Business Partner Code of Conduct reflects our committed to conducting business responsibly and to the highest ethical standards. This commitment relies not only on our own employees but also on cultivating relationships with Business Partners across our value chain who uphold these standards and commitments. The purpose of this Business Partners Code of Conduct is to outline our principles and expectations, ensuring that both ICL and its Business Partners share and maintain the same high ethical standards in their business relationships.



THIS IS OUR
CODE OF CONDUCT Show more >



THIS IS OUR
BUSINESS PARTNERS CODE OF CONDUCT Show more >

Analyst Corner | GRI 3-3

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 ensuring continual improvement.





OUR PERFORMANCE

Fair and Responsible Employment

We are committed to engaging in fair labor practices and providing equal opportunities to all employees and job candidates. This commitment is embedded in our policies, procedures, and practices. We strive to hire the best individuals by identifying high quality candidates with diversified backgrounds, and by promoting and developing talent from within the Company.

While employment terms may vary across the diverse markets in which we operate, we ensure 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, we have 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

We are 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, we update and maintain robust anti-harassment policies in all regions where we operate, and in 2025 we updated our policy framework. 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. We strictly comply with the anti-harassment laws of all countries and territories in which we operate. Relevant mandatory trainings are regularly conducted, focusing on and promoting our 'Speak Up' culture. We continue to actively promote the use of the Speak Up line across our 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.

Across regions, ICL promotes awareness of the Speak Up culture through a range of training seasons and workshops, tailored to local contexts. These initiatives cover both corporate and operational employees and address challenging related workplace scenarios associated with speaking up. Handout cards with a QR code for easy access to our Speak Up line from any device were distributed to employees with limited or no computer access.

We have developed interactive Listen-Up workshops to upskill managers on conflict resolution and provide tools to engage effectively and empathically in conversation around workplace behavior.

In 2025, 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. As part of our investigative process, root cause analyses is performed to identify underlying reasons for non-compliance, or misconduct to prevent the recurrence of issues, identify opportunities for process enhancements, and to drive continuous improvement. To further build trust and transparency within the organization, reporting statistics, anonymized lessons learned, and remediation actions are shared with employees through dedicated communications. For more information on our Speak Up reports, see our chapter on Corporate Governance.

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.


תעודה

איי.סי.אל כרופ בע"מ



Collective Labor Agreements (CLA)

We place great value on our positive relationships with employees and the labor organizations that represent them, recognizing the importance of the freedom to unionize and engage in collective bargaining. Currently, approximately 74% of ICL employees are covered by collective labor agreements, with primary coverage in Israel, Brazil, China, Germany, the UK, Spain, and the Netherlands. The collective labor agreements include stipulations on working hours, overtime, leave time, training and development, as well as discrimination and harassment in the workplace.

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 2025 new collective labor agreements were successfully concluded in the Netherlands, Israel, Spain, France and Austria, and no specific concerns were raised by the relevant employees 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 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 workers' 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 contract workers.



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, our Business Partner Code of Conduct 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 and Business Partner Code 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 1,230 validated TfS and EcoVadis suppliers.

Read more information in our chapter on our Responsible Supply Chain.

Furthermore, we provide training to certain suppliers on our Business Partner Code of Conduct and proactively reach out to business partners to promote awareness of, and adherence to its standards.

Our commitment to labor and human rights extends throughout our value chain. We conduct screening of all contractors and suppliers to assess potential exposure to sanctions, compliance-related risks, and other criteria of concern, including corruption, ethics violations, and labor and human rights infringements. In addition, we actively engage with third parties to reinforce the importance of adhering to ethical business practices. As part of this engagement, we require such business partners to sign relevant affidavits affirming their commitment to responsible and lawful conduct.

Human Rights Assessments

We take steps to identify, prevent and mitigate threats or violations to human rights, and conducts audits regularly across all of our sites to assess and improve our organizational policies and practices to uphold ethical corporate behavior.

ICL has adopted a multi-year compliance strategy on human rights compliance, including a structured monitoring process to evaluate the implementation of our human rights policy and monitoring mitigation recommendations. As part of this strategy, and subsequent to surveys and due diligence assessments, for the past three years, we conducted a human rights impact assessment among our employees.

In 2025, ICL established targets to implement remedial measures to address findings from a previous human rights impact assessment, including updates to communications and training on human rights, including the Speak Up process, sexual harassment and privacy.

In addition, in 2025 and, particularly, during ICL ESG Week, we conducted a human rights impact assessment across all of our sites with particular focus on our off-line employees in production and mining locations, including China and Brazil. 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 2025 assessment revealed progress on Speak Up safety, protection from workplace harassment, and improvements on EHS topics compared to results from previous assessments. There were no adverse findings concerning human right infringement. ICL will use the data to analyze trends and develop initiatives for improvements locally and Companywide.

ICL welcomed the opportunities outlined in the assessment and developed tailored resolutions and a monitoring mechanism to verify their implementation. For purposes of disclosure and transparency, summarized results of the employee human rights impact assessment are available to the organization. ICL is committed to perform a human rights assessment on an annual basis.

Our 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, including program audits and assessments conducted by external legal or audit firms in accordance with an established recurring program assessment cycle.

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 our 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 to address the protection of human rights, anti-harassment and discrimination, freedom of association and more.

In 2025, 99% of our employees completed Code of Conduct training.



OUR RESPONSIBLE SUPPLY CHAIN

Why this matters to us

"Collaboration across the value chain is essential to advancing sustainability. At ICL, we recognize that our impacts and our ability to drive positive change extend far beyond our own operations. This understanding is deeply embedded in how we approach supply chain sustainability and how we engage with our suppliers around the world. For us, responsible procurement is built on transparency, partnership, and continuous improvement. Through sustainability assessments, audits and transparent data sharing, we strengthen responsible procurement, manage risks, and drive continuous improvement together with our partners."

Ido Lilian
EVP, ICL CPO, CAPEX & ESG Global Procurement

Heinrich Berger
VP Global Raw Materials & GPO Center

Dina Gerz
SVP Global Indirect, Logistics & Region IL Procurement

Karen Belfer
VP Global Capex

Nadav Even-Hen
Head of ESG & Sustainable Finance Director

Larry Anderson
Procurement Director, North Americas

Roberta Santos
Procurement Director Brazil

Yakov Manasherov
Procurement Director AP & YPH

Anupam Yadav
Procurement Director Global Indirect

Lior Levy
Procurement Director Regional IL

OUR APPROACH

As a major global supplier and purchaser of diverse raw materials and services, ICL operates within a complex and interconnected value chain. Recognizing this complexity, we actively engage with our suppliers to promote sustainable practices and expand collaboration across our supply chain.

By integrating sustainability criteria into our sourcing decisions and fostering long-term, trust-based relationships, we strengthen supply chain resilience while contributing to safer workplaces, reduced environmental impact, and higher ethical standards. Through dedicated programs that support best practices, we aim to create shared value for ICL, our customers and suppliers, and the communities and ecosystems connected to our operations, driving a positive ripple effect throughout the value chain.

In alignment with this approach, we integrate sustainability considerations into our strategies and activities, including procurement, through the Together for Sustainability (TFS) Initiative, which upholds the principles of the UN Global Compact. We view sustainability as a shared responsibility and therefore establish environmental and social standards for our suppliers and contractors. Accordingly, our sustainability approach is imbedded in ICL Sustainable Procurement Policy and in ICL Group Procurement Quality Policy.

ICL's Business Partner Code of Conduct sets out our expectation that suppliers will 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. By entering into an agreement or contract with ICL, all of our business partners acknowledge that they have reviewed, understood, and agree to comply with the standards and principles outlined in our Business Partners Code of Conduct. ICL's Global Procurement Organization (GPO) actively implements the code with both existing and new suppliers, as a mandatory contractual obligation for all of our suppliers and contractors.

Read More about our Business Partner Code of Conduct and ICL's Code of Conduct

Pursuing our strategy, as ICL establishes transparent links with our entire supply chain, we collaborate closely with stakeholders to collectively achieve our 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 our participation since 2018 in the Together for Sustainability (TfS) initiative, we assess supplier sustainability performance utilizing EcoVadis Supplier Sustainability Assessment tools. This process proactively involves, engages and educates suppliers to enhance their practices in areas such as environmental responsibility, safety, fair employment, business ethics, and beyond.

Additionally, we are advancing our strategic, multi-year Scope 3 emissions reduction plan, following SBTi approval of our near-term GHG reduction targets. Within this framework, we evaluate alternative raw materials with lower environmental footprints in collaboration with our suppliers, while encouraging the identification of more sustainable sourcing alternatives.

TOP 5%

ICL's continuous improvement in ESG practices and performance is demonstrated though its Ecovadis ratings, which increased from an initial score of 62 in 2018 to **79 points in its 2026 assessment,** earning us **EcoVadis Gold Medal** recognition. This achievement places ICL among the top 5% of more than 75,000 globally assessed suppliers.

We leverage our extensive global logistics and distribution network to benefit from the proximity of our facilities to developed economies and emerging markets. Investing significantly in developing safe and efficient logistics and advanced capabilities for monitoring and control, we focus on reducing costs and negative impacts on the environment.



Taking a proactive stance, we ensure 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 our production sites where we have confirmed the absence of 3TGs since 2020.

On the supply side, we actively engage with suppliers to transition to alternative fuel, modal shift and digitalization. In addition, we make efforts to reduce cycle time at our operational sites for logistics activities performed by our suppliers. We work continuously to increase the efficiency of our logistics and distribution network.

ICL embedded sustainability performance targets, including TfS related targets, as KPIs as part of a Sustainability Linked Loan that we entered in 2021 and as well as a Sustainability-Linked Revolving Credit Facility that we 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 over 60 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.

Scope 3 GHG emissions program:

As scope 3 GHG emissions are a significant focus area for the chemical industry, TfS drives actions to support the development of standards and tools for supply-chain decarbonization measurement and management.

TfS has developed a toolkit that fosters decarbonization of supply chains

PCF Guideline: A tool that serves as a directive for suppliers in the chemical industry to uniformly calculate their PCFs.

PCF exchange solution (MatterMaps): PCF management system that enables us to efficiently collect supplier PCF data in compliance with TfS Guidelines, all within a secure and streamlined environment.

Integration with ICL's Procurement Strategy

ICL's procurement organization places paramount importance on sustainability evaluations, and engagement to promote sustainable practices and expand collaboration across our supply chain. 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

Our procurement organization goes beyond traditional economic and qualitative considerations, placing significant importance on supplier sustainability evaluations assessed against environmental, social, and ethical criteria. We continually optimize our procurement strategy and processes to remain aligned with evolving global standards, regulatory expectations, and best practices. To ensure consistent implementation and accountability, we translate this approach into clear, measurable annual KPIs, which are embedded into our executive management compensation. These metrics focus on maintaining a robust pool of suppliers with valid Corporate Social Responsibility (CSR) assessments, while actively promoting continuous improvement through structured Corrective Action Plans (CAPs). Together, these mechanisms support progress toward responsible sourcing, risk management, and long-term value creation across our supply chain.



In 2025, ICL achieved the following targets:

KPI 1

1,200 valid assessments from among ICL's supplier pool

KPI 2

500 new assessments and reassessments for the calendar year

KPI 3

60% improvement in assessments

In accordance with our sustainability vision for 2030, and the guiding principles derived from our TfS Membership Commitment, our sustainable procurement program is based on well defined, measurable goals. These goals shape our engagement roadmap with suppliers and support consistent progress across our supply chain.

For 2026 we have set goals supporting the advancement of a strategic, multi-year scope 3 emissions reduction plan, aligned with ICL's near-term greenhouse gas reduction targets, approved by SBTi. As part of this effort, we actively engage with critical suppliers and internal Business units to identify, promote, and advance projects and alternatives that contribute to reducing our Scope 3 emissions.

In addition, we established a goal to advance our transition to an automated Life Cycle Assessment (LCA) platform, which will be integrated with our Product Carbon Footprint (PCF) collection system, Mattermaps. This initiative represents an important milestone strengthening data-driven decision-making across procurement. For 2026, we set an additional goal of executing and implementing additional phases to increase coverage of the platform. For additional information, see our chapter on Product Stewardship.

Recognizing the central role of capability building, training remains a key focus for our procurement organization. For 2026, we have set a target to achieve 75% completion of sustainability-related training, reinforcing ESG competencies and embedding responsible sourcing practices across our procurement organization.

TfS-related targets cascade from ICL's senior management levels and top procurement management to the global sourcing management level via our 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 our 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 our production processes.



OUR PERFORMANCE

ICL Sustainable Procurement Initiative

Taking proactive steps to influence and reduce our environmental impact and GHG emissions, our efforts in 2025 yielded significant results:

- As part of our commitment to responsible procurement and to reducing our environmental footprint, we continued to advance key sustainability initiatives across our supply chain in 2025. These efforts support both operational decarbonization and progress toward our Scope 3 reduction objectives.

- Our procurement team continues to play a central role in supporting ICL's decarbonization strategy through energy sourcing and regulatory compliance.

  We successfully implement renewable energy procurement across all major sites, focusing on key areas such as long-term Power Purchase Agreements (PPAs), Energy Attribute Certificates (GOO/IREC/REC) and on-site renewable energy initiatives. Securing PPAs in Israel with two Israeli green electricity providers enabled the supply of over 175 million kWh annually from renewable sources, making us an early adopter and one of the first companies in Israel to sign such agreements. Beyond our own decarbonization goals, by committing to long-term renewable energy contracts we support the broader renewable energy ecosystem, helping create stable demand that enables the development of new projects and alternatives in the markets where we operate. These efforts, together with similar procurement initiatives across our global operations, are a key lever for reducing Scope 2 emissions. In parallel, we actively manage our obligations under applicable Emissions Trading Systems (ETS), integrating carbon cost considerations into sourcing decisions. This includes coordinating the procurement of emission allowances, where required, and working closely with internal stakeholders to ensure compliance with regional regulatory frameworks. Through this approach, procurement contributes to cost transparency, regulatory alignment, and ICL's broader decarbonization strategy. For additional information see our Climate & Energy Chapter.

- In line with circular economy principles, we continued to advance initiatives focused on reducing material use, increasing recyclability, and improving resource efficiency in packaging.
  Our approach includes:

- Evaluating our packaging portfolio and promoting the use of **single-material solutions** to improve recyclability in collaboration with multiple vendors.

  Collaborating with suppliers and customers to reduce paper consumption while maintaining packaging performance.

  Partnering with suppliers to decrease the use of virgin plastics across multiple European sites.

  Prioritizing suppliers offering re-use programs and further contribution to our sustainability goals.

- In 2025, we further advanced these efforts by introducing polyethylene packaging containing 30% post-consumer recycled (PCR) content across our major sites in Israel and Europe. In addition, we taking measures to reduce the use of ink in packaging materials as part of our broader resource efficiency efforts.

  In addition, as part of our ongoing efforts to reduce environmental impact and resource intensity, we evaluate opportunities to substitute virgin raw materials with recycled alternatives.

- In 2025, we made measurable progress by integrating recycled inputs into our supply chain and gradually replacing selected raw materials with alternatives sourced from recycled streams. For further information see our Product Stewardship chapter.

Aligned with our Scope 3 reduction related-targets, we actively engage with our suppliers to support the reduction of ghg emissions across our value chain.

Through our participation as a TfS member in the TfS initiative, we support the chemical industry-aligned approaches to emissions measurement and transparency. This includes adoption of the TfS PCF Guideline compliant with the relevant internationally recognized relevant ISO standard and GHG Protocol accounting standards, which enables suppliers to calculate product level emissions (i.e. PCF) using a standardized methodology.

We leverage the MatterMaps platform, a solution developed by Makersite in collaboration with TfS, to enable the secure and standardized exchange of PCF data, primarily within the chemical industry. This platform allows us to collect supplier-specific PCF data in a structured manner, supporting our product Life Cycle Assessment (LCA) processes and enhancing visibility into Scope 3 emissions.

In addition, we:

- Engage suppliers to identify lower-carbon, recycled, and waste-stream raw material alternatives.

- Collaborate with internal business units to advance projects aimed at reducing emissions in the purchased goods and services category.

- Promote cross-value-chain collaboration spanning customers, suppliers, and upstream raw materials producers.

In the logistics domain, ICL enhances its sustainability performance by prioritizing logistics partners that hold a Certificate of Biofuel Allocation. This approach supports the use of verified lower-carbon fuels and strengthens transparency across our supply chain. By selecting carriers committed to low-carbon fuel solutions and renewable energy, we contribute to the reduction of Scope 3 emissions associated with freight and distribution.

Supplier Selection and Onboarding & Regulatory Checks

We have established a robust Supplier and Raw Material Evaluation process across relevant ICL sites to ensure comprehensive due diligence prior to engagement. This process evaluates multiple criteria, including health, safety and environment considerations, Ecovadis sustainability assessments, and compliance with applicable regulatory requirements.

As part of this evaluation, we review supplier documentation to verify compliance with relevant regulations, including REACH and EU Fertilizing Products Regulation (FPR).

In addition, we continuously engage with our suppliers to obtain carbon emissions data and supporting documentation for raw materials falling within the scope of Carbon Border Adjustment Mechanism (CBAM), supporting enhanced transparency, regulatory alignment, and effective management of climate-related risks across our supply chain.

Supplier Diversity Program and Regional Buying:

As part of our responsible sourcing strategy, we are committed to supporting regional suppliers. Regional procurement strengthens supply chain resilience, supports stable local economies, and reinforces strong community relationships. In 2025, approximately **81% of our global procurement spend** was directed to regional suppliers, reflecting our ongoing commitment to creating sustainable economic value in the regions where we operate.

In the US, we implemented a Supplier Diversity Program in 2024-2025 to promote inclusive sourcing practices. We partner with a third-party provider to monitor and report on our diverse supplier spend on a quarterly basis. Currently, approximately 7–9% of our total spend in the US is directed toward diverse suppliers to advance economic inclusion within our supply chain.

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 about our invitation to join our sustainability journey.



Since joining the Together for Sustainability (TfS) initiative in 2018, ICL has progressively expanded its supplier engagement efforts by focusing on targeted supplier groups, considered to be strategic suppliers based on procurement spend and business criticality across key categories, including raw materials, logistics and packaging.

In 2025, our collective efforts led to a significant achievement of 1,230 valid supplier assessments from among ICL's supplier base, exceeding our KPI 1 target of **1,200** assessments.

A total of **822** new assessments and reassessments were conducted throughout the year, exceeding our KPI 2 target of 500 assessments.

This achievement underscores our commitment to strengthening our supply chain and enhancing sustainability practices. In addition, reassessments across our supplier network resulted in an improvement rate of over 76.39% (KPI 3) among suppliers that previously received scores below 54, reflecting our dedication to continuous progress and the development of supplier sustainability performance over time.

Approximately **69%** of our spend on strategic raw materials (RM) and approximately **31%** of our strategic indirect spending on strategic RM are sourced from suppliers that are engaged in TfS and Ecovadis sustainability programs.

We include Ecovadis sustainability assessment results in ICL tender processes, as well as Ecovadis valid scorecards in our sourcing processes. We integrated sustainability score as a key criterion within our sourcing strategy. Our digital sourcing framework now includes a dedicated field capturing each supplier's **Ecovadis participation and performance.** This ensures sustainability and business ethics, are embedded in supplier evaluation and decision-making.



In 2025, we achieved KPI 3 with approximately 76% of our suppliers with a score of less than 54 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 2025, total suppliers invited to the program increased by 36% over 2024. 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.

In 2025, around 174 new supplier assessments were added to our Ecovadis Network which were screened based on environmental, labor and human rights, business ethics and sustainable procurement criteria.

After each assessment, areas requiring improvement are identified. Suppliers are then expected to address these areas through corrective action plans (CAPs).

We apply a minimum threshold score of 25 per theme (Environment, Labor & Human Rights, Business Ethics, and Sustainable Procurement) and Score of 45 overall; suppliers scoring below this level are subject to reassessment. In 2025, 1.3% of supplier assessments scored below 25 in the Environmental theme, seven were reassessed, and five improved their scores. In the Labor and Human Rights theme, 0.6% supplier assessments, scored below 25, and all underwent re-assessment, with 6 suppliers improving their score. This monitoring and reassessment process drives continuous improvement across our supply chain and strengthens our commitment to responsible sourcing.

The average overall score improvement in 2025 compared to the first assessment was +4.2 points, slightly higher than the +3.6 points achieved in 2024.

In total, 70% of the suppliers improved their overall score in 2025 after conducting assessments compared to 65% in 2024.

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 2025, 773 suppliers that underwent assessments were reassessed, of which 540 suppliers improved their overall scores, representing an impressive 70% improvement rate. Additionally, within our total supplier pool, there was a significant increase in the proportion of suppliers achieving an Advanced Score, rising from 40% to 49% in 2025.



Supplier Audits

In addition to the assessment, we invite selected critical suppliers, based on the identified risk level, to undergo a further evaluation under the TFS Audit Scheme. As part of that scheme, we also recognize SMETA, PSCI, SQAS and CRSAS audits as acceptable alternatives, as they follow comparable methodologies and standards.

ICL conducts supplier sustainability risk analysis using Ecovadis IQplus for both new and existing suppliers

100% of suppliers in RM are covered in this program and we are working to include indirect and logistics suppliers. Beginning in 2024, we implemented EcoVadis IQ Plus across all RM suppliers to enhance risk identification and gain transparency within our supply chain, and management. This tool leverages intelligence from sustainability performance databases, our procurement data, and the screening of supplier-specific documents to systematically assess supplier's risks. If a potential risk is identified, the supplier is flagged for further assessment and audit through EcoVadis or TFS, 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.

Training and Development

In 2025, we conducted dedicated training programs for our buyers and procurement teams 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 MatterMaps 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 comprehensive training experience, enabling both our internal teams and external partners to enhance their skills through a range of available sustainability related courses.

We continue to engage with our supply chain in 2026, offering targeted training to drive further improvements and collaboration.

ICL Global Supplier Conference

We believe that meaningful supplier engagement is one of the most effective drivers of sustainability progress. That's why we maintain an ongoing dialogue with our suppliers, consistently sharing our environmental and social expectations during conferences, meetings, and collaborative forums.

In 2025, we held a supplier conference in Amsterdam with nearly 400 participants from around the world. They joined our CEO and leadership team to share our vision, values, and the importance of strong partnerships. The conference enabled us to discuss our sustainability priorities in greater detail and actively involve suppliers in our shared ESG journey. The event concluded with an ICL Partner Awards ceremony, honoring outstanding suppliers. In the same week, ICL also participated in SAIL Amsterdam 2025, celebrating the city's 750th anniversary, and over 40 years of Amsterdam as our European home, together with colleagues, customers, and partners, highlighting connection, innovation and a shared commitment to a sustainable future.

This engagement helped reinforce our collective responsibility and encouraged suppliers to align their practices with our long-term sustainability goals.



Supplier Engagement Leader CDP 2025

ICL was again recognized on CDP's 2025 Supplier Engagement Assessment (SEA) A-list, following another its A score in the SEA.

SMETA/Sedex - Responsible Business in Global Supply Chains

Several of our 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.



COMMUNITIES & SOCIAL INVESTMENT



Why this matters to us

"From local actions to global impact, our people are at the heart of ICL's social impact – transforming values into action through volunteering and targeted community support."



Yaar Amir,
Social Impact Manager

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 it 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 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 programs that support specific populations, foster scientific curiosity and leadership, and advance innovative thinking and excellence.

02
Empowerment of Local Communities

We are 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, grounded in shared value creation and trust. As part of our efforts, we support various initiatives led by social entrepreneurs by sponsoring, guiding and providing training. Our partners in the local communities bring 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 as well as 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 to increase sustainable development in our communities. Our employees foster relations with local communities and contribute to sustainable development by supporting mentorship programs, and volunteering in various capacities. ICL promotes volunteering through its 'Global Volunteering Policy' and via a designated internal volunteering "WeCare" App.

OUR GOALS

We are determined to:

- Developing effective social impact processes and programs through collaborations with social partners, integrating social investments and heightened employee engagement.
- Forging partnerships with local communities founded on trust and mutual value creation.
- Managing social impact and social investment endeavors in strict accordance with 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 social 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.

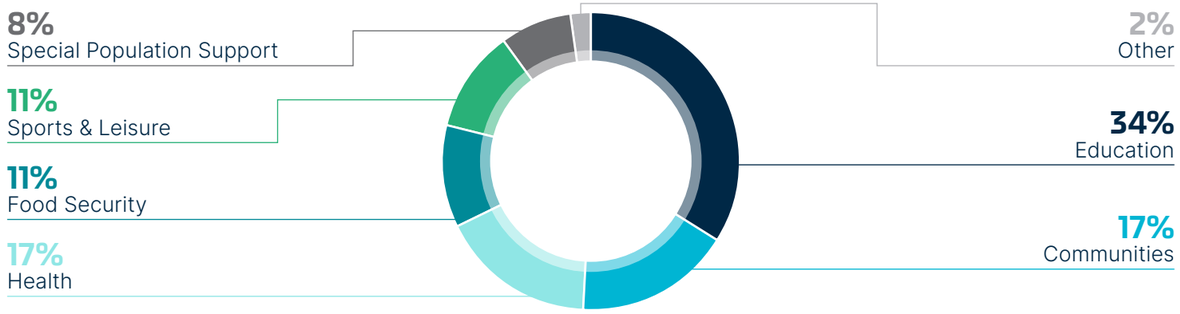
In accordance with our 'Social Investments and Community Relations Policy', we have set a target to allocate an annual social investment budget that amount to 1% of ICL's expected annual earnings.

Employee engagement in community volunteering initiatives is actively promoted year-round, with a dedicated focus during our annual ESG Week. These efforts are embedded into the KPIs of our T-100 management, ensuring leadership accountability across the organization. This approach supports our commitment to fostering a culture of social responsibility and advancing employee awareness and participation in social impact activities, in line with our Social Investment and Community Relations Policy.

OUR PERFORMANCE

	2023	2024	2025
Total Social Investment	8.1M$	7.7M$	8.06M$
Total Employee Volunteering Hours	75,667h	64,273h	64,590h

ICL's 2025 budget breakdown by social investment area (In line with the ICL's policy, no donations were made to political parties):



In 2025 we met our 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 2025, ICL employees collectively volunteered a total of 64,590 hours. Of these, 41,453 hours were during working hours, while an additional 23,137 hours were volunteered outside of working hours, facilitated and encouraged by ICL.

Since we launched our WeCare volunteering app in 2021, we have recorded 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. The increase in volunteer hours continued in 2025, reflecting a steady growth trend, compared to previous years, that we expect will continue.

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. This initiative provides schools and students with a holistic digital-education solution, including access to computer equipment and digital infrastructure, development of technological and 21st century skills, and innovative educational programs designed to reduce digital gaps and empower students across Israel. 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.

In addition, we are participating in the "Sisma to the Voice of the Future" program, promoting meaningful learning by combining principles of self-efficacy, entrepreneurship and innovation, and a sense of community. As part of the program, podcast studios are established in schools, giving students a platform to express their voices and ask key questions about their environment. ICL's support helps establish these podcast rooms across the Negev.

"Black Girls Do STEM" stand's as ICL's flagship project in the St. Louis region, dedicated to creating equitable opportunities for Black girls, through hands on learning, mentorship and long-term development pathways, the program empowers participants to build confidence, gain skills and envision future careers in innovation. This initiative reflects ICL's commitment to diversity, education and social impact within the communities in which it operates.

In Brazil, ICL leads its social flagship project "**Escritor para o Futuro**" (Writers for the Future) which 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 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.

ICL Boulby, our UK facility in the North East of England continuously invests resources in local community development. Since 2016, its community fund has supported more than 250 local organizations. the site runs apprenticeship and training programs across disciplines ranging from mechanical to electrical engineering. In addition, the Paul Hogarth Bursary supports science and engineering students with a £20,000 grant over four years, complemented by hands-on experience through paid summer placements. ICL Boulby also hosts quarterly Community Forum meetings with local residents and councelors, and participates in the Redcar & Cleveland Ambassador program to promote regional economic growth.

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 Sdom 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 2025 the Visitor center hosted over 60,000 guests.



03
Advancing Food Security

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 in locations where we operate.

Sustainable Sunflower Competition is one of our ICL Boulby flagship projects. Eight primary schools within the locality of ICL Boulby 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's 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 the additional benefit of increasing children's 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.

04
Volunteerism

ICL encourages its employees to continually make a positive impact in their local communities, and to volunteer and offer new opportunities for collaboration.

Our employees foster connections with local communities by contributing their time and effort to their favorite cause. Initiatives include: mentoring youths and students, engaging in financial mentoring of families, after school activities with children, supporting the elderly, volunteering at food banks, emergency services providers as well as health institutions and many 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 set criteria.

In 2025, over 70 employees were recognized as leaders, resulting in approximately $95,000 in matching donations by ICL to the nonprofit organizations in which the employees volunteered, in addition to their volunteering hours.



Analyst Corner | SASB RT-CH-210a.1.

Community Engagement through Strategic Partnerships

250 social partners & 350 volunteering opportunities

Top Picks:

Black Girls Do STEM · Mannheimer Frauenhaus e.V. · nl cares · Stichting het Edutainment Ondat leren leuk is! · Only Friends · Great North Air Ambulance Service · North York Moors National Park · CEF Building the Future STEM Workforce

United Way Greater St. Louis · American Red Cross · Feeding America · מסלין · little bit Foundation · Chicago Paint & Coatings Association 135+ Years of Service Support Innovation Education · autism speaks · LATET לתת

לקט ישראל בנק המזון הלאומי · קרן אתנה להעצמת מורי ישראל · Davidson Institute The Educational Arm of the Weizmann Institute · Weizmann Institute of Science · <sisma> · סורוקה מרכז רפואי אוניברסיטאי · שמחה לילד · 30 אתגרים · שוות תוכנית מנהיגות לערערות

أجيك · معهد النقب · אג'יק · מכון הנגב · Ajeec · Negev Institute · מועדון באר שבע · Hapoel Beer Sheva B.C. · עלם ELEM · youth in distress · העמותה לנוער במצבי סיכון (ע"ר) · my room Children's Cancer Charity · EPF Escritor para o Futuro · CIVICUS · AWO Bezirksverband Baden e.V. · Anpfiff ins Leben



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CORPORATE GOVERNANCE



Why this matters to us

"Effective governance and risk management are the foundations of resilience, value creation, and long-term responsibility, enabling informed decision-making and sustainable performance across the organization."

Aya Landman,
VP, ICL Chief Compliance Officer and Corporate Secretary

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 that 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.



BOARD MEMBERS



Yoav Doppelt
Executive Chairman of the Board



Aviad Kaufman
Member of the Board



Tzipi Ozer-Armon
Member of the Board



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") which is focused on sustainability and climate-related matters, and the HR & Compensation Committee, responsible for overseeing executive compensation, directly correlate certain components of executive compensation with the Company's achievement of key performance indicators ("KPIs") related to ESG and sustainability, as well as successful execution of Company's 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 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 CEO and other management.

EXECUTIVE LEADERSHIP



Elad Aharonson
President and CEO of ICL Group



Lilach Geva Harel, Adv.
Deputy CEO



Asaf Alperovitz
Chief Financial Officer



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



Ilana Fahima
Executive Vice President and Chief People Officer



Alegra Kilstein
Executive Vice President Information Technology



Anantha Desikan
Executive Vice President and Chief Research Development & Innovation 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 2025 and 2026, 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.

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 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 SDGs, 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 cornerstone of our relationships with our stakeholders, customers, employees, investors, regulators, business partners and communities, as reflected in our Business Partners Code of Conduct ("Business Partners Code"). The Business Partners Code defines the standards we expect from those with whom we work. It reflects our commitment to ethical conduct, respect for human rights, environmental responsibility, and safe practices across our value chain. By choosing to work with partners who share these values and demonstrate them in action, we reinforce our commitment to transparency and integrity, ensuring that doing the right thing remains the foundation for shared, long-term success.

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 is a structured, active forum that brings together representatives of ICL's key oversight and control functions. It provides a platform for regular information sharing, coordination, and professional dialogue on compliance activities, regulatory developments, and emerging risks. Through periodic alignment, discussion of risk mitigation approaches, and exchange of insights and lessons learned, the forum helps to ensure a shared understanding among gatekeepers and a consistent approach to oversight that supports effective governance, informed decision-making, and robust risk management across ICL.







OUR GOALS

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 anti-bribery and corruption, fraud prevention, anti-money laundering, trade compliance, competition laws, labor law, data privacy, anti-harassment and discrimination, human rights, and securities and corporate legal 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 efficacy of our compliance programs. This enables us to identify gaps, implement improvements, and ensure our practices remain aligned with evolving expectations and risks.

Evolving Board Excellence

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. In parallel, 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 efficacy.

Through these efforts, we strive to cultivate a Board that brings diverse perspectives, relevant expertise, and a strong commitment to independence and continuous improvement.

Culture of Continuous Improvement

Our governance framework is grounded in ongoing learning, structured self-assessment, and continuous refinement across oversight, compliance, and risk management activities. We conduct periodic internal evaluations and, where appropriate, engage external expertise to assess the effectiveness of key governance, risk management, and control processes. These assessments are performed both on a recurring basis and in response to specific events or identified issues, with a focus on identifying gaps, extracting lessons learned, and implementing targeted improvements to policies, processes, and controls.

Transparency

Transparency is an integral element of our governance approach. We strive to provide clear and reliable information, maintain open and structured communication with relevant stakeholders, and ensure accountability for our decisions and actions, as part of effective oversight and risk management.

Innovation in Governance

We are committed to advancing our governance practices through the thoughtful use of technology and data-driven tools, including artificial intelligence. These capabilities enable improved analysis of organizational data, identification of trends and risks, and more informed decision-making, supporting a governance framework that is fit for purpose and responsive to evolving business needs.

Digital Ethics and AI Governance

As ICL accelerates its digital transformation, we remain committed to responsible, transparent, and ethical use of Artificial Intelligence (AI). In 2025, we institutionalized our AI Governance framework, ensuring that innovation remains aligned with our core values of doing the right thing, in the right way, and the evolving regulatory landscape, including the **EU AI Act.**

Our approach is built upon the following pillars:

- **Ethics, Integrity & Fairness:** We ensure that AI applications are designed and deployed to prevent bias and discrimination, upholding human rights and promoting equitable outcomes across all operations.
- **Safety:** We mandate that no AI system will compromise human life, health, safety, or environmental integrity. Our protocols prioritize risk mitigation throughout the AI lifecycle.
- **Transparency, Explainability & Human Agency:** We maintain a "human-in-the-loop" approach, ensuring that critical decision-making processes remain subject to human oversight, with clear explainability of AI-driven insights.
- **Data Security & Privacy:** AI risk assessments are deeply integrated into our cybersecurity framework, ensuring the highest level of protection for stakeholder data and personal privacy through "Privacy by Design" principles.
- **Protection of Intellectual Property:** We enforce strict governance to ensure that all AI tools, whether developed internally or through third parties, strictly safeguard ICL's proprietary data, confidential information, and intellectual property.

Through this proactive framework, ICL ensures that AI serves as a catalyst for sustainable growth while maintaining the trust of our employees, partners, and shareholders.

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 2025, 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, where we exceeded our 2024 target of 25% female directors representation, increasing from 18% in 2021 to 33% in 2025, with a commitment to reach **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	2025 Goal	2026	2028	2030
Women in senior management (T100)	26%	27%	30%	33%



Performance	2025*
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	59
Average director tenure	7
Women in board members	33%

* Information presented as of December 31, 2025.

** 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	✓			✓			✓	✓	✓	✓		✓
	♂	♂	♂	♂	♂	♂	♀	♂	♀	♀	♀	♂

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, financing and capital markets expertise in our Finance Committee, and regulatory knowledge and expertise in our Regulation Committee. These appointments also meet the requirements of Israeli law 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 will be comprised of individuals with the following characteristics: industry expertise; corporate governance expertise; environmental, biodiversity and climate expertise; logistics and operational expertise and safety expertise.

Accordingly, we strive to integrate directors with expertise in such areas, whether through new appointments or upon filling a vacant position.

Executive Compensation

ESG performance targets are included as part of our annual short-term incentive plan for all executive officers, reflecting our commitment to create impactful solutions for humanity's greatest sustainability challenges.

Accordingly, in 2025 annual KPIs, including improvement in specific ESG targets, were integrated into our executive compensation mechanism in the following areas: 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 goals, Sustainable Cost Optimization, Sustainability program and energy efficiency, sustainable products, product carbon footprints calculations, business ethics and compliance, and more. For information regarding our compensation policies and incentives, see ICL's 2025 Annual Report Item 6 - Directors, Senior Management and Employees B.

Conflict of Interest and Related Party Transactions

Related-party transactions are addressed under our Securities and Corporate Compliance Program, which establishes processes for their identification, review, approval, and oversight in accordance with applicable securities and corporate law requirements. Officers and 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.

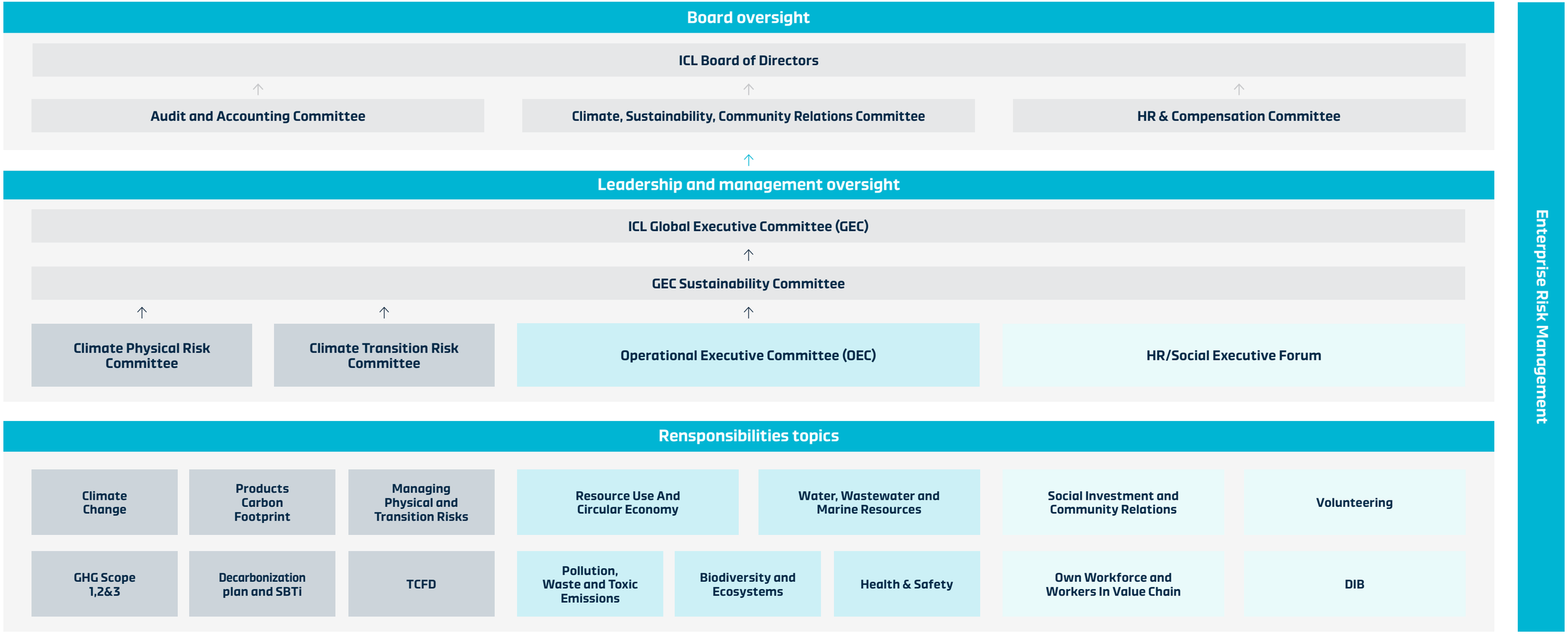
For additional information regarding our corporate governance practices, including executive compensation, see the Proxy Statement.

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 our directors' understanding of sustainability in practice. In addition, our 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.



02 | Governance of ESG



02 | Governance of ESG

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.

In 2025, as part of the mandate, the CSC Committee:

01
Supervised the implementation of ICL's decarbonization plan towards supporting the Science-Based Targets initiative's (SBTi) targets, legacy climate target 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.

02
Evaluated various safety processes and concerns, including risk oversight and mitigation efforts, the committee reviewed insights gained from accidents that occurred during 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 receiving updates on crisis management progress and drills, follow-up on proactive and reactive EHS (KPIs) as well as monitoring regulatory updates and developments.

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 -ICL Climate Related Risk and Opportunity Disclosures" of our 2025 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 DIB program and targets, overseeing its implementation and addressing any pertinent issues.

06
Oversaw ICL's ESG Report and supported 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, as outlined in ICL's Board Manual, is responsible, among other things, for overseeing the effective integration of related KPIs into our executive managers' performance-based incentives.

Our Regulations Committee is responsible, among other things, for the Company's preparedness for significant regulatory changes expected in the coming years, including preparations related to the expiration of the Dead Sea concession and the processes for allocating a new concession in 2030.

02 | Governance of ESG

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 annual budgets, deliberations regarding 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.

In 2025, the GEC Sustainability Committee was chaired by ICL's EVP, Chief Legal and Sustainability Officer, and included the, CFO, the EVP, Chief Risk Officer, ICL's Potash Division President, and Head of Israel Phosphate Operations, who is also in charge of ICL's global EHS, the Chief Procurement & CAPEX Officer, the Chief Innovation and Technology Officer and the ICL's Phosphate Specialty Solutions Division President. Following an organizational change, ICL's EVP, Chief Legal and Sustainability Officer was appointed as Deputy CEO, and the responsibility over sustainability was transferred to the ICL Chief Procurement & CAPEX Officer, as well as responsibility for energy matters. Accordingly, ICL Chief Procurement & CAPEX Officer, chairs the GEC Sustainability Committee as of 2026.

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 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, AI risks and ethics.

ICL is a member of the International Fertilizer Association

ICL is actively engaged with the IFA, and Company representatives regularly participate in various IFA 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, ICL's President and CEO, to serve on the IFA Board of Directors. In addition, ICL's Head of ESG serves as a senior member of IFA's Sustainability Committee which promotes industry alignment and cross-sector collaboration on sustainability topics.



03 | Ethics, Integrity and Compliance

Our compliance program

ICL's compliance program includes controls and programs regarding Anti-Bribery and Corruption, Fraud Prevention, Securities and Corporate Regulation, Global Trade Anti-Competitive Behavior, Anti-money Laundering, Anti-Harassment and Discrimination, Safety and Environmental Protection, Data Privacy, Compliance with Labor laws 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 direction by management, 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 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 YPH ICL's compliance policies, procedures, and practices.


COMPLIANCE MANAGEMENT SYSTEMS CERTIFICATE

We hereby certify that

Yunnan Phosphate Haikou Co., Ltd.

Compliance Management System

GB/T 35770-2022 / ISO 37301:2021

中国质量认证中心



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 cascaded 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 them about the compliance commitments of the relationship.

09
Monitoring, Audits, Spot Checks and Internal Assessments
Execution of monitoring, control verification and implementation effectiveness 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 proper 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 controls and sanctions, Competition Law, protection of human rights, Anti-Harassment and Discrimination, Fraud Prevention, Anti-money Laundering, Securities and Corporate Laws regulation, Data Privacy, compliance with Labor Laws and more. Additionally, they are managed collectively through our Global Compliance initiatives.

03 | Ethics, Integrity and Compliance

Risk Assessment

We adhere to a well-designed multi-year plan to conduct compliance risk assessments across various compliance domains. In 2025, our Compliance Department performed a Global Risk Assessment for Anti-bribery and Corruption, Global Trade and Competition Law at all operational sites at ICL.

The Risk Assessment was conducted to identify and determine the level of exposure to certain compliance risks.

Following the 2025 assessment, the Compliance Department 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 2028.



Training and Education

On our journey to continuously improve the efficacy 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 by 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 2025, 99% 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.

ICL ESG WEEK
Environment / Social / Governance

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.

At ICL, we are committed to upholding the highest standards of integrity, ethical conduct, and responsible business practices. All employees, part-time and permanent, participate in the annual trainings on ethics and the ICL Code of Conduct. All ICL digital learning modules provided to employees include a concise overview of the ICL Code of Conduct, reinforcing the Company's ethical expectations and clarifying that each training topic forms an integral part of the Code. This includes, among other ethical aspects, anti-corruption, anti-discrimination and our speak-up culture, and ensures that employees consistently understand how the training content connects to ICL's broader ethical framework.

In addition, as part of our ongoing efforts to prevent bribery and corruption, we provide a targeted anti-bribery and corruption training to employees in high-risk roles, including those in sales, procurement, and management. This training is designed to help employees identify and mitigate high-risk activities, such as the giving and receiving of gifts and entertainment, as well as the engagement with third parties.

During 2025, ICL relevant employees further participated in a range of compliance trainings, including data privacy, prevention of conflicts of interest, anti-money laundering, human rights (such as prevention of child labor and forced labor), discrimination and harassment, international trade controls and sanctions, competition law and other relevant compliance topics that reinforce our commitment to ethical and compliant operations across the organization.

In Israel all contractor employees at our ICL sites undergo mandatory EHS training that includes comprehensive instruction on ICL's Speak-Up culture, as well as mandatory sexual harassment prevention training. These trainings reinforce our zero-tolerance policy and ensure that all contractor personnel understand and adhere to our ethical and safety standards. 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. In certain other regions, as China and Europe, contractor training practices are also provided, aligned with local needs, at the site and business unit level and may vary depending on local requirements, roles, and operational context.

Employees with no direct, regular computer access are trained through dedicated on-site 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 and Continuous Oversight: We maintain a structured monitoring framework designed to validate the effectiveness of our compliance controls and ensure organizational resilience across all our global functions and business divisions. Our approach is divided into two primary pillars:

- **Risk-Based Spot Checks:** We execute an annual spot check program to verify the soundness of compliance elements within specific entities. This program is strategically designed based on a risk-oriented cycle, focusing on the implementation of new policies, findings from prior incidents, and identified regulatory gaps. These exercises provide critical insights for our compliance organization and management to ensure that compliance processes continue to improve.
- **Mitigation & Remediation:** Every gap identified through our monitoring activities is addressed with a dedicated mitigation plan. We track the implementation of these lessons learned to ensure that once risks are identified, they are also effectively neutralized.



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 or to the Audit Committee periodically to ensure that critical concerns are communicated and addressed at the highest governance level.

In 2025, ICL introduced a new global system designed to centralize and manage the complaints and internal investigations within a single, secure platform. This system enhances transparency and efficiency by enabling end-to-end management of investigations and providing the Company's leadership with real-time visibility into investigation progress, findings, and conclusions. The first phase of the system was completed in 2025, establishing the core infrastructure and workflows. The second phase, scheduled for launch in 2026, will integrate advanced AI-driven tools to support deeper analysis, identify emerging trends, and strengthen the organization's ability to derive meaningful insights from investigation outcomes.

Complaint Management Categories	Number of Complaints (2025)
Total Complaints Handled in 2025	**140**
Closed Complaints	131
Substantiated	93
Partially Substantiated	9
Unsubstantiated	38
In Progress	9

Reporting Channels	Number of Complaints (2025)
Speak-up Line	102
Open Door	34
HR	4
Total	**140**

109
Anonymous Reports
(across all channels)

Nature of Complaints	Percentage
Ethical Misconduct	62%
Health Safety Environment	9%
Conflict of Interest	8%
Bribery and Corruption	6%
Fraud	6%
Improper Supplier or Contractor Activity	4%
Contractor Workers Complaints	5%



03 | Ethics, Integrity and Compliance

ICL Compliance Program – Key Polices and Risk-Based Approach

Code of Conduct

The ICL Code of Conduct applies across all areas of the Company's activities and incorporates 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 and Corporate Regulation, Global Trade, Anti-Money Laundering, Competition Law, Safety and Environmental Protection, Data Privacy, Anti-Harassment, Protecting Human Rights and others.

Our Code is published in 12 languages and is 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 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 Code, 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.

The Code of Conduct reflects our guiding principles, which are aligned with the UN SDGs, and guide us to do the right thing in everything we do.

THIS IS OUR
CODE OF CONDUCT

Show more >

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.



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 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.



03 | Ethics, Integrity and Compliance

Business Partners Code of Conduct

Doing the **right thing,** in the **right way, every day — together.**

In 2025, we reached a significant milestone with the launch of our new Business Partners Code of Conduct.

This framework ensures that our commitment to the highest ethical standards is a shared responsibility that extends beyond our own organization. We prioritize relationships with partners who share our dedication to integrity, from protecting human rights and ensuring workplace safety across all the value chain to maintaining environmental responsibility.

Because ultimately, doing the right thing is how we build trust and how we ensure it lasts for the long term.

Speak Up

We believe that a strong Speak Up culture is fundamental to our commitment to ethical and responsible practices. We encourage voicing 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.

Our 2025 reporting data reflects a mature and trusted Speak Up culture.

Globally, we received **140 reports,** of which **102 (73%)** were submitted through the ICL Speak Up Line. The fact that the majority of these filings were both anonymous and substantiated demonstrates a high degree of confidence in the system's confidentiality and its role as an effective tool for accountability.

Every report received was professionally addressed and investigated by the ICL Compliance team adhering to our global investigation procedures and legal requirements.

ICL SPEAK-UPLINE

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 the US Foreign Corrupt Practices Act, 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 and 2026 Compliance Strategic Plans. The findings and recommendations were presented to the GEC and the Board of Directors, accompanied by a dedicated ABC training session delivered by external representatives. Significant progress has been made to implement the recommendations from the 2024 external review, including an overhaul of the ABC Risk Assessment process. The 2025 ABC Risk Assessment focused on interviews of over 100 ICL leaders to adequately assess the Company's ABC risks on a global level. Third party due diligence was consolidated into a dedicated team of experienced compliance professionals, and we transitioned to a new third-party due diligence system, allowing us to better mature the due diligence of our higher risk third parties. In 2025 and 2026, we delivered ABC training to ICL leaders focusing on real-life stories of bribery and corruption and we delivered targeted ABC training to specific high-risk employees, such as those that work in procurement and sales. The 2026 workplan includes ABC training for our high-risk third parties, including our distributors and sales agents, ensuring that our third parties understand ICL's commitment to integrity and our expectation that they share this commitment.

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 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 highest-risk 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 extended executive team, GPO and sales), and we actively request that they 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.



In 2025 we launched a new, interactive computer-based training on Conflict-of-Interest. This training is a valuable resource for ICL employees, designed to help them recognize situations involving conflicts of interest and understand how to handle them appropriately. This training also introduced the new app developed by the compliance team that is dedicated for the approval and mitigation process of conflict of interest disclosures. **97% of all ICL employees completed this training.** The feedback on the training has been extremely positive. The questions and reports we have been receiving from employees indicate that the training was well-received and highly effective in raising awareness and understanding.

03 | Ethics, Integrity and Compliance

ICL's Competition Compliance Program

ICL's dedication to fair competition, exemplified by its 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 behavior, 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 South America has been awarded the prestigious "Agro + Integrity Seal" certification by MAPA (Ministry of Agriculture, Livestock and Supply) in its 7th Edition (2025 – 2026).
In this edition, only 52 companies in the sector received distinction, following a rigorous evaluation process.

The award recognizes agribusiness companies that develop good practices of integrity, ethics, and sustainability management, as well as combating corruption and unethical competitive practices. Its objective 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 relations between the public and private sectors linked to agribusiness.





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).

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 across ICL to assure effective cross-Company learning, the GEC operates through an established senior management steering committee for fraud prevention, chaired by our CFO. The committee includes additional members of senior management, including Division Presidents and key gatekeepers.

ICL's Global Trade Program

Aligned with the SDGs 8 (Decent Work and Economic Growth), 12 (Responsible Consumption and Production), 13 (Climate Action), 16 (Peace, Justice, and Strong Institutions), and 17 (Partnerships for the Goals), ICL's Global Trade Compliance program is embedded within a comprehensive framework to ensure that all cross-border activities are conducted in accordance with the highest standards of ethical sourcing, environmental responsibility, and governance integrity.

The program is designed to embed trade compliance across all ICL's operations, ensuring consistent and effective application across business functions, geographies, and decision-making processes.

Supported by robust governance structures, internal controls, and risk-based due diligence mechanisms, the program facilitates compliance with applicable export control, sanctions, and anti-bribery and corruption regulations, while advancing transparency, documentation, auditability, supply-chain traceability, and visibility into product origin and chemical content. A global network of regional trade compliance specialists provides localized expertise and ongoing support to the business, enabling proactive risk management, strengthening responsible trade practices, and continuous alignment with regulatory expectations across ICL's global operations.

ICL's Data Privacy Program

ICL's commitment to data privacy, as outlined in our Data Privacy Policy, aligns with SDG 8 (Decent Work and Economic Growth), SDG 9 (Industry, Innovation and Infrastructure), and SDG 16 (Peace, Justice, and Strong Institutions).

The Data Privacy Program provides a structured, organization-wide framework for lawful, fair, and transparent processing of personal data, protection of individual rights, breach preparedness, and accountability. ICL applies a consistent global privacy standard across all entities, while respecting local legal requirements, under the oversight of the Global Data Privacy Manager.

ICL's Securities and Corporate 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 SDG 16 (Peace, Justice, and Strong Institutions).

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.

ICL's Global Labor Law Compliance Program

ICL's dedication to compliance with labor law as outlined in our Global Labor Law Procedure, aligns with both SDG 8 (Decent Work and Economic Growth) and SDG 16 (Peace, Justice, and Strong Institutions). This global framework for compliance with labor law ensures adherence to labor regulations, ethical employment practices, and safeguards workers' rights across all operations.

The procedure underlying the program establishes structured oversight and reporting mechanisms that strengthen monitoring and enforcement of labor law compliance.

The procedure enables early detection of violations and timely corrective actions to reduce risk.



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 and Accounting Committee

Our corporate governance structure is governed by the Israeli 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.

Internal Audit

ICL has an independent and robust internal audit function that acts as our vigilant guardian. Our internal audit function operates in accordance with the Israeli Companies Law and with a defined Internal Audit Charter, and complies with the Institute of Internal Auditors (IIA) Standards. Our internal auditor was appointed by our Board, following recommendation of the Audit Committee, as required under Israeli law.



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 on a four-year cycle, adjusted as necessary according to the site's risk level., 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 2025 Annual Report.

04 | Control Mechanisms

Internal Control Over Financial Reporting (ICFR) Disclosure

Internal Control Over Financial Reporting (ICFR) Disclosure: In accordance with SEC regulations, the Company management conducts a comprehensive assessment of the effectiveness of its internal control over financial reporting (ICFR) at the culmination of each fiscal year.

This assessment 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 globally recognized 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, 2025, ICL's internal control over financial reporting is effective. For further information, see Item 15 – "Controls and Procedures" of ICL's 2025 Annual Report.

ERM

For information regarding our risk management performance and vision, see our chapter on ERM.

Gatekeepers Forum

ICL's Gatekeepers Forum is a structured, recurring forum that brings together representatives of ICL's key oversight and control functions. It provides a platform for regular information sharing, coordination, and professional dialogue on compliance activities, regulatory developments, and emerging risks. Through periodic alignment, discussion of risk mitigation approaches, and exchange of insights and lessons learned, the forum helps ensure a shared understanding among gatekeepers and a consistent approach to oversight, supporting effective governance, informed decision-making, and robust risk management across the groups. The forum 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, and additional participants, as needed.

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 Global Procurement Ethics Committee

The Global Procurement Ethics Committee is a key governance body supporting ICL's commitment to ethical supplier conduct and responsible supply-chain practices.

The committee convenes on an ad-hoc basis whenever concerns arise regarding the ethical behavior of contractors or suppliers, particularly in cases requiring coordinated evaluation and decision-making. The committee reviews cases involving suspected breaches of ethical standards by contractors or their personnel. Following its assessment, it holds a broad advisory mandate and may recommend a range of actions, including but not limited to termination.

Through this global mechanism, ICL strengthens ethical oversight within its supply chain, enhancing transparency, accountability, and responsible contractor management as part of the Company's wider ESG commitments.





SUSTAINABLE FINANCING

Why this matters to us

"Sustainable financing is where our values meet our business strategy. By linking financial instruments to ESG targets, we ensure that our financing activities advance our commitment to a sustainable future."

Kobi Illia,
SVP, ICL Treasury and Corporate Finance

SUSTAINABLE FINANCING PLAYS AN IMPORTANT ROLE IN ENABLING ICL'S TRANSITION TO A LOW-CARBON AND ENVIRONMENTALLY SUSTAINABLE ECONOMY.

Supported by our comprehensive data infrastructure and management, we have the potential to leverage financial opportunities to advance our sustainability agenda. Accordingly, in September 2021, ICL secured its first €250 million Sustainability-Linked Loan (SLL). In April 2023, ICL further expanded its strategic focus on sustainability by entering into a $1.55 billion Sustainability-Linked Revolving Credit Facility Agreement (Sustainability- Linked RCF) with a consortium of twelve international banks.

Both the SLL and the Sustainability-Linked RCF include three Key Performance Indicators ("ESG KPIs") that are 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 by 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 our performance. As of the reporting date, the relevant annual targets were achieved.

For further information regarding the Sustainability-Linked RCF and SLL, please refer to "Item 4 – Information on The Company – B. Business Overview – ICL Climate Related Risk and Opportunity Disclosures" and Note 13 to the Audited Financial Statements in ICL's 2025 Annual Report.

ENTERPRISE RISK MANAGEMENT



Why this matters to us

"Risk management at ICL is continuing to accelerate. In 2025 we embraced full digitalization to simplify processes, reduce bureaucracy, and focus on what truly matters - understanding and mitigating risk. By integrating advanced AI models into our platform, we unlocked cross-organizational insights that were once beyond reach, which, in turn, drove smarter decision making and greater resilience. Our mission is clear: to make risk management seamless, transparent, and value-driven, transforming complexity into clarity and uncertainty into opportunity."

Adela Gvili,
Global Risk Management Director

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 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 achievements 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

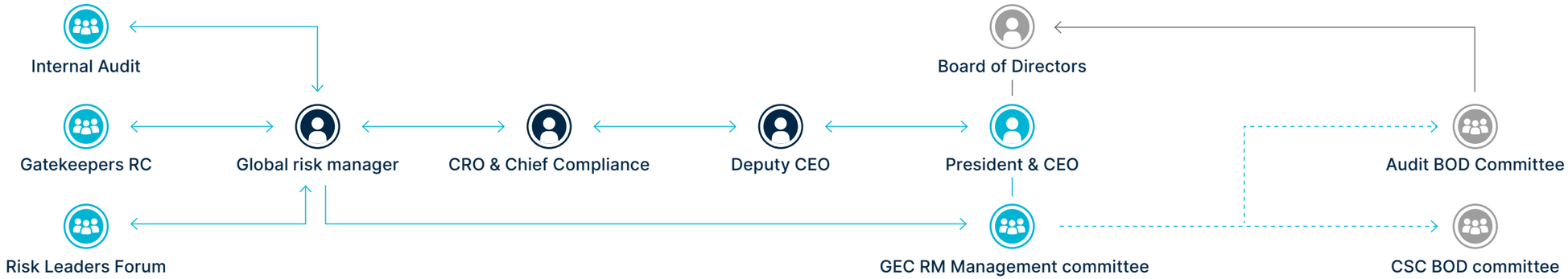
Risks that could compromise the achievements of unit-specific objectives or ongoing operation and business activities, managed by the unit's management.

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 remains sustainable at ICL.



The ERM Governance Model

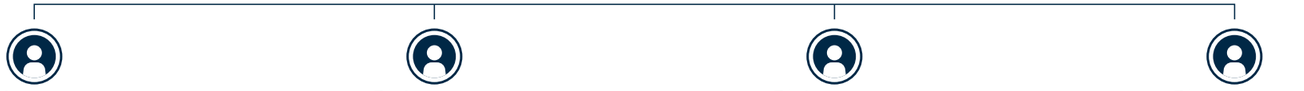
Leadership



Divisions



Sites



Global functions

GF Risk Leaders

Compliance	Marketing
Quality	OE & Energy
Procurement	EHS
Sustainabilty	HR
Innovation & R&D	IT



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 material corporate risks, in alignment with our risk appetite, ensuring that the risks align with our strategic objectives and values and monitoring plans for their mitigation.

Under the guidance of our **President & CEO, our dedicated GEC** assumes 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 reports and updates of risks and mitigation plans, as well as emerging risks.

In 2025 our organizational structure and governance changed with the integration of global ERM under the responsibility of ICL's Deputy CEO, with our Compliance and Legal department. ICL's Chief Compliance Officer (VP) will also assume the role of Chief Risk Officer (CRO) and report to the Deputy CEO.

Furthermore, each division has a dedicated Risk Leader responsible for oversight and management of all risk activities within their division, 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 identical processes, and utilize 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 that is reviewed annually.

Another forum that actively engages with ERM issues is our 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 about our Gatekeepers in our chapter on Corporate Governance.

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 2025 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.

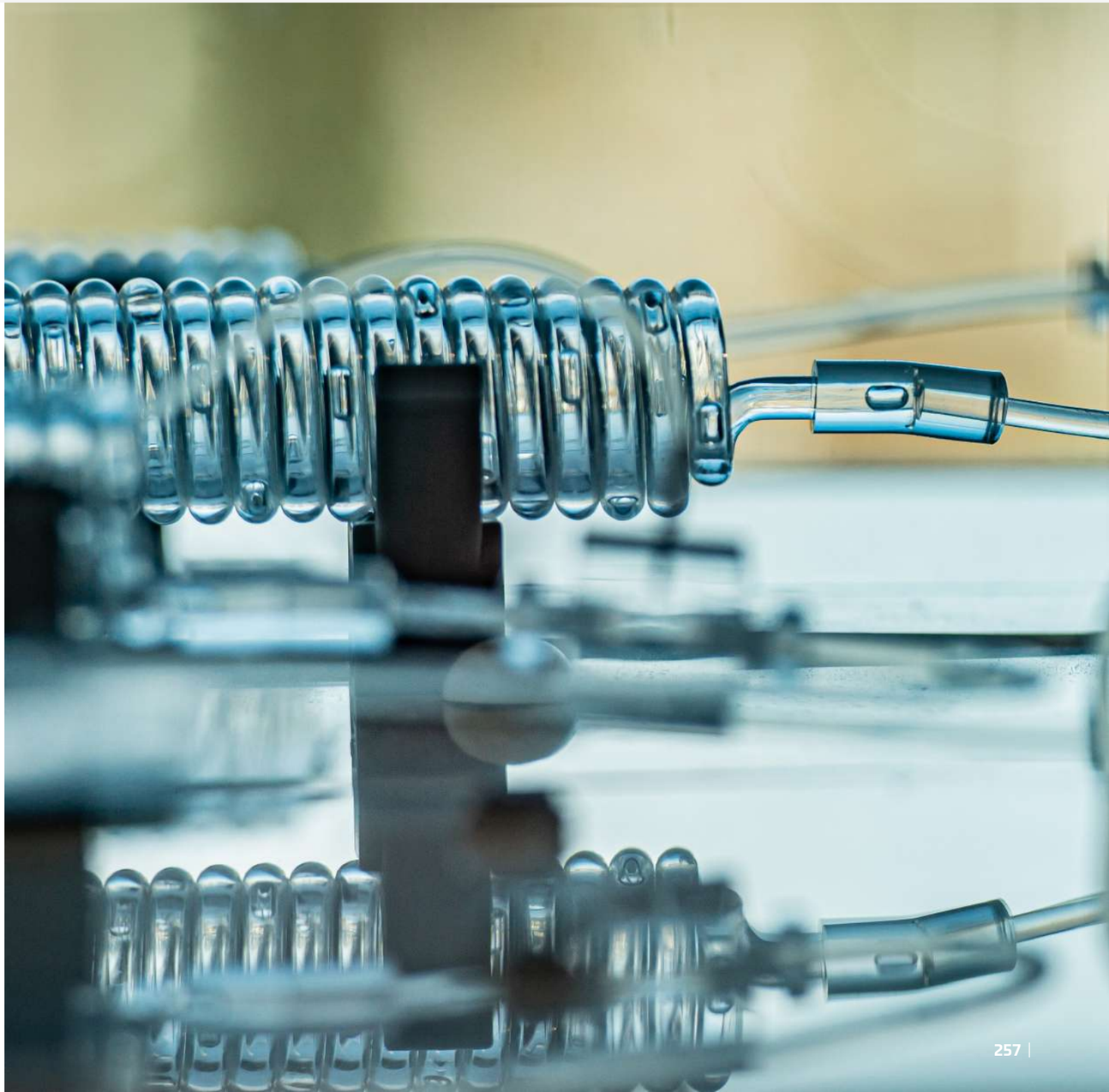
Enabling seamless, transparent, effective processes

Designing and implementing an end to end risk management enterprise platform.

Increasing our risk maturity level

Initiating key risk indicator projects across ICL business units relating to material risks.

The KPI's for 2025 were achieved, demonstrating the strong support of ICL`s top leadership. Building on this progress, we have defined additional KPIs for 2026 aimed at further evaluating Key Risk Indicators (KRIs) by enhancing our AI capabilities, strengthening our risk transparency, and advancing our monitoring capabilities.



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 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 2025:



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 our net financial debt to EBITDA.	Low
Health & Safety - We have a low appetite for risks that could lead to harm of 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 laws and regulations 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 to 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 abiding by the ethical behavior, EHS and Sustainability 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 their 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.

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. Between 2022 and 2024, we reached 100% coverage of our operations, as all our relevant sites underwent risk assessments.

In 2025, we re-assessed and updated operational units and primarily identified and analyzed new emerging risks such as AI risks and opportunities, geopolitical risks.

Additionally, we performed a Double Materiality Assessment reviewing impact risk and opportunities as part of the CSRD compliance preparations for our EU subsidiaries.

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.



Monitoring & Reporting

We monitor any alterations to key top risks and track the implementation of developed mitigation plans to ensure effective risk management through our "ICRISK" Platform To provide comprehensive risk insights, we have established a systematic reporting process in which risk information (including the progress status of key risk mitigation plans, materialization, and changes to risk level due to external/internal events) is regularly communicated to 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 its mitigation plan is presented to the Board or to the relevant committee on its behalf.

ICRISK

Recognizing the critical importance of transparency in fostering an integrated and effective risk management process, in 2025 ICL launched the "ICRISK", a tailored global Risk Management digital 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 comprehensive risk overview, AI-driven identification and assessment, real-time insights through defined key risk indicators, task management and prioritization and cost allocations.



Emerging Risks

As a global company, we continually monitor and identify emerging topics and trends, including geopolitical changes, climate change, new regulations, and technology 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.

As of 2023, we have been analyzing 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 2025 we further analyzed the conflict between Israel and Iran, taxes and tariffs, and trading sanctions.

In 2025, we also continued deepening our understanding of the AI models as an emerging risk and oppertunity. 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 teams created guidelines for the safe use of AI, raising awareness through forums. As part of ICL's new strategy to include integration of AI models, in 2025 the team integrated the Microsoft "CoPilot" AI tool set into ICL platforms and established the base for AI infrastructure, allowing us to further examine various opportunities regarding utilization of AI advanced tools and features. 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 comprehensive employee training, including meetings, workshops, and customized computer-based modules for all management levels. We emphasize individual risk awareness and decision-making and we promote cross-organizational learning by sharing insights through dedicated forums.

Our tailored training enhance risk awareness in both daily operations and strategic decisions-making. To further strengthen organizational awareness of ERM, we have implemented various initiatives, including global training programs and providing all employees with access to an "Introduction to ERM" video.

Each year, the ERM unit invests significant efforts to further strengthen risk culture activities by:

Internal:
Conducting ERM forums that address current and emerging risks, including business continuity challenges deriving from business continuity challenges, armed conflicts, the state of war in Israel, technology driven and AI-related risks, geopolitical risks and risk management of mega-projects.

External:
Showcasing our risk and opportunity management approach as a "Best Practice" at various industry and academic conventions.

TAXATION



Why this matters to us

"Responsible tax conduct demonstrates our commitment to transparency and sustainable business.
It is central to our license to operate and the trust we work to build with stakeholders and communitie."



Ronen Aroyo,
VP Global Tax, ICL

OUR APPROACH

Our tax strategy revolves around the following 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 uncertainty 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 engagement with governments and fiscal authorities. This involves collaborating with them 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 global tax 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 the 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 relevant 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.



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 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 BEPS (Base Erosion and Profit Shifting) Pillar 2 legislation which went 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	2022	2023	2024	2025
Consolidated income before tax	$ millions	3,404	974	636	441
Income tax expense	$ millions	1,185	287	172	161
Effective tax rate	$ millions	35%	29%	27%	37%

* 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	2022	2023	2024	2025
Israel	$ millions	95	170	82	67
Out of Israel	$ millions	8	10	9	8
Total	**$ millions**	**103**	**180**	**91**	**75**

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 outline 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 2025 Annual Report.

WE SHARE

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ABOUT THIS REPORT

ICL's 16th consecutive Corporate Responsibility (ESG) report, approved by our Board of Directors, outlines our approach to sustainability and ESG, and presents our actions in 2025 to promote responsible and sustainable practices.

Aligned with our financial reporting period, this report includes data from 2025 alongside prior years for comparison. We publish our ESG reports annually; our previous report, covering 2024 was published in June 2025, and this report for 2025 is being published in June 2026.

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 the Company's global operations. Unless stated otherwise, all quantitative data is reported based on an operational control approach for defining reporting boundaries.

This report includes, among other things, the South American plant nutrition business of Compass Minerals América do Sul S.A. (ADS) acquired in 2021. Environmental data (including GHG emission, energy consumption, and similar indicators) for 2021 exclude data from these sites, with the exception of safety data and financial disclosures, unless otherwise specified. From 2022 and onwards, environmental data (other than air pollutants) from these acquired sites has been included. Environmental data in this report does not include acquisitions completed in 2024 and 2025, including Nitro 1000, a Brazilian manufacturer of biological crop inputs, and Custom Ag Formulators (CAF), a North American provider of customized agricultural formulations, which are currently undergoing data integration processes. In addition, the Bartek Ingredients share acquisition completed in 2026 is not included as this report covers the 2025 reporting period. These 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 ICL's portfolio. In addition, our two ag-tech companies, Agmatix and Growers, were added to the 2025 environmental data reporting boundary.

For further information about ICL's business acquisition and divestiture, see Note 8 to our Audited Financial Statements.

In the "Biodiversity, Conservation & Nature Stewardship" chapter, our nature assessment approach and TNFD-related disclosures covers our own operations and is based on corporate data, in addition to recognized third-party datasets. Reasonable estimations were used where appropriate in the methodology, and results will be refined with more detailed site-level information as it becomes available in the following years through the process. Our current assessment reflects an initial phase focusing on the "Locate" stage of the TNFD framework, and will continue to evolve, subject to the development of relevant frameworks and standards.

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 and its dedicated ESG data-platform supported this report, including aligning it with international reporting standards, with the ECO-OS platform supporting environmental data management and MRV 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
- 2025 Scope 1&2 GHG emissions data
- 2022 Scope 3 GHG emissions data
- 2023 Scope 3 GHG emissions data
- 2024 Scope 3 GHG emissions data

Energy:

- 2023 Energy Consumption
- 2024 Energy Consumption
- 2025 Energy Consumption

Water:

- 2023 water withdrawal
- 2024 water withdrawal
- 2025 water withdrawal

Waste:

- 2023 waste management assurance statement
- 2024 waste management assurance statement
- 2025 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 in the years to come as we continuously work to enhance our ESG data with third party verification.

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 to our CSC Committee.

ICL continuously reviews its data collection process to improve reporting granularity. To maintain a high standard of data integrity and transparency, ICL has updated specific previously reported environmental data to ensure year-over-year comparability in line with best practices and updated methodologies regarding (VOC) emissions calculations and water figures presentation.

A portion of the reduction achieved in 2025 reflects the implementation of alternative waste management solutions approved by local regulators, and, therefore, may not be indicative of future trends. Certain environmental data, actions, and performance outcomes presented in this report are subject to applicable regulatory approvals and requirements. As such, future conditions may change, including the scope or terms of such approvals, or the approvals themselves. Changes in these approvals, or the ability to obtain them in the future, may impact environmental performance and the continuation of these outcomes.

We determined the content of this report based on our material sustainability impacts, informed by a structured stakeholder engagement and evaluation process. ICL personnel, including senior executives, participated in interviews to support the collection, validation, and review of data and reporting processes. The highlights of the report and its structure reflect the perspectives and interests of our diverse stakeholder groups. We present information at both a corporate level and, where relevant, provide additional detail to ensure the report addresses a wide range of stakeholder interests. Where a topic has been identified as material within the organization, it is considered relevant across ICL's operations, unless otherwise stated.

To maintain consistency with our various international reporting standards, all information collected from ICL's sites around the world, is presented in this report using international protocols (e.g. CDP, GRI) which we have been applied consistently for over 10 years.

The information reported is based on direct analysis of the relevant topics and, where applicable, supporting calculations (unless otherwise stated).

Forward Looking Statements

This report 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 several 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, 2025, filed with the U.S. Securities and Exchange Commission (SEC) on March 11, 2026, as updated in the Company's report for the three months ended March 31, 2026, furnished by the Company to the SEC in its Report on Form 6-K on May 13, 2026. 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 Board), TCFD (Task Force on Climate-related Disclosures) and TNFD (Taskforce on Nature-related Financial Disclosures) indicators into this report. Additional disclosures for the TCFD's core recommendations are reported In ICL's 2025 Annual Report. We have reported information with reference to GRI Standards and the UN Sustainable Development Goals (SDGs).

TCFD & TNFD INDEXES

TCFD

For additional information see our Climate Change & GHG Emissions chapter. For expanded climate-related disclosure, please see ICL's 2025 Annual Report.

Subject	Indicator ID	To Be Found At:
Governance	a. Describe the board's oversight of climate-related risks and opportunities	ICL's 2025 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 2025 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 2025 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 2025 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 2025 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 2025 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 2025 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 2025 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 2025 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 2025 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 2025 Annual Report - ICL Climate Related Risk and Opportunity Disclosures - Metrics and Targets - Targets

TNFD

Subject	Indicator ID	To Be Found At:
Governance	B. Describe management's role in assessing and managing nature-related dependencies, impacts, risks and opportunities.	Biodiversity, conservation & nature stewardship pg 134
	C. Describe the organisation's human rights policies and engagement activities, and oversight by the board and management, with respect to Indigenous Peoples, Local Communities, affected and other stakeholders, in the organisation's assessment of, and response to, nature-related dependencies, impacts, risks and opportunities.	Biodiversity, conservation & nature stewardship pp 134, 140
Strategy	B. Describe the effect nature-related dependencies, impacts, risks and opportunities have had on the organisation's business model, value chain, strategy and financial planning, as well as any transition plans or analysis in place.	Biodiversity, conservation & nature stewardship pg 133
	D. Disclose the locations of assets and/or activities in the organisation's direct operations and, where possible, upstream and downstream value chain(s) that meet the criteria for priority locations.	Biodiversity, conservation & nature stewardship pg 137
Risk & Impact Management	A. i. Describe the organisation's processes for identifying, assessing and prioritising nature-related dependencies, impacts, risks and opportunities in its direct operations.	Biodiversity, conservation & nature stewardship pp 136, 139
	B. Describe the organization's processes for monitoring nature-related dependencies, impacts, risks and opportunities.	Biodiversity, conservation & nature stewardship pp 138-139
	C. Describe how processes for identifying, assessing, prioritising and monitoring nature-related risks are integrated into and inform the organisation's overall risk management processes.	Biodiversity, conservation & nature stewardship pg 136
Metrics & Targets	B. Disclose the metrics used by the organisation to assess and manage dependencies and impacts on nature.	Biodiversity, conservation & nature stewardship pg 137
	C. Describe the targets and goals used by the organisation to manage nature-related dependencies, impacts, risks and opportunities and its performance against these.	Biodiversity, conservation & nature stewardship pg 135

SASB INDEX

Indicator ID	Subject	To Be Found At pg
RT-CH110a.1	Greenhouse Gas Emissions	Climate Change & Energy pp 99, 101
RT-CH110a.2	Greenhouse Gas Emissions	Climate Change & Energy pp 99-101
RT-CH-120a.1	Air Quality	Air, pp 124-125
RT-CH-130a.1	Energy Management	Climate Change & Energy, pp 103-104
RT-CH-140a.1.(1)	Water Management	Water & Wastewater Management, pg 111
RT-CH-140a.2	Water Management	Water & Wastewater Management, pg 113
RT-CH-140a.3	Water Management	Water & Wastewater Management, pp 109-114
RT-CH-150a.1.	Hazardous Waste Management	Waste Management, pg 120
RT-CH-210a.1	Community Relations	Communities & Social Investment, pp 221-224

Indicator ID	Subject	To Be Found At pg
RT-CH-320a.1	Workforce Health & Safety	EHS, pg 170
RT-CH-320a.2	Workforce Health & Safety	EHS, pp 159, 163-164, 170-171
RT-CH-410a.1	Product Design for Use-phase Efficiency	Product Stewardship & Lifecycle, pg 153
RT-CH-410b.1(2)	Safety & Environmental Stewardship of Chemicals	Product Stewardship & Lifecycle, pp 144-145
RT-CH-410b.2	Safety & Environmental Stewardship of Chemicals	Product Stewardship & Lifecycle, pp 145-146
RT-CH-410c.1	Safety & Environmental Stewardship of Chemicals	Product Stewardship & Lifecycle, pg 144
RT-CH-530a.1	Management of the Legal & Regulatory Environment	ICL's 2025 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 170
RT-CH-540a.2	Operational Safety, Emergency Preparedness & Response	EHS, pg 170

GRI INDEX

ICL has reported the information cited in this GRI content index for the period January-December 2025 with reference to the GRI Standards.

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, pp 5, 11, ICL's 2025 Annual Report
	GRI 2-2	General Disclosures	Entities included in the organization's sustainability reporting	About This Report, pg 265
	GRI 2-3	General Disclosures	Defining report content and topic Boundaries	About This Report, pp 265-266
	GRI 2-4	General Disclosures	Restatements of information	About This Report, pg 266
	GRI 2-5	General Disclosures	External assurance	About This Report, pg 265
	GRI 2-6	General Disclosures	Activities, value chain and other business relationships	Innovation, pg 30 | Who We Are, pp 5-6, 9, 12, 17
	GRI 2-7	General Disclosures	Employees	Our People & Culture, pp 191-192
GOVERNANCE	GRI 2-9	General Disclosures	Governance structure and composition	Corporate Governance, pg 229, 233-234, 237-238, 267-269, ICL's 2025 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 235, ICL's 2025 Annual Report
	GRI 2-11	General Disclosures	Chair of the highest governance body	ICL's 2025 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 237
	GRI 2-13	General Disclosures	Delegation of responsibility for managing impacts	Corporate Governance, pp 236-237
	GRI 2-14	General Disclosures	Role of the highest governance body in sustainability reporting	About This Report, pg 265, Governance, pg 268
	GRI 2-15	General Disclosures	Conflicts of interest	Corporate Governance, pg 235
	GRI 2-16	General Disclosures	Communication of critical concerns	Corporate Governance, pp 239-240
	GRI 2-19	General Disclosures	Remuneration policies	Corporate Governance, pg 235, ICL's 2025 Annual Report Item 6 - Directors, Senior Management and Employees B. Compensation
	GRI 2-20	General Disclosures	Process to determine remuneration	Corporate Governance, pg 235, ICL's 2025 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 60
	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 193
MATERIAL TOPICS	GRI 3-1	General Disclosures	Process to determine material topics	Enterprise Risk Management, pg 258, Our Materiality Assessment, pp 55-56, 58
	GRI 3-2	General Disclosures	List of material topics	Our Materiality Assessment, pg 57
	GRI 3-3	General Disclosures	Management of material topics	See under each material topic
ECONOMIC PERFORMANCE	GRI 201-1	Economic Performance	Direct economic value generated and distributed	Taxation, pg 263 Who We Are & Where, pg 13
	GRI 201-2	Economic Performance	Financial implications and other risks and opportunities due to climate change	ICL 2025 Carbon Disclosure Project (CDP) Report
	GRI 203-2	Indirect Economic Impacts	Significant indirect economic impacts	Who We Are & Where, pg 68
	GRI 3-3	Procurement Practices	Management of Procurement Practices	Our Responsible Supply Chain, pp 212-215, 219
	GRI 3-3	Anti-corruption	Management of material topics	Corporate Governance, pg 241
	GRI 205-2	Anti-corruption	Communication and training about anti- corruption policies and procedures	Corporate Governance, pp 246, 248
	GRI 3-3	Tax	Management of material topics	Taxation, pg 262
	GRI 207-1	Tax	Approach to tax	Taxation, pp 262-263

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 pp 64-65
	GRI 301-1	Materials	Materials used by weight or volume	Resource management, pp 67, 71, 77, 81, 85, 87
	GRI 3-3	Energy	Management of material topics	Climate Change & Energy, pp 91-92
	GRI 302-1	Energy	Energy consumption within the organization	Climate Change & Energy, pp 103-104
	GRI 302-3	Energy	Energy intensity	Climate Change & Energy, pg 105
	GRI 3-3	Water & Effluents	Management of material topics	Water & Wastewater Management, pp 109-110
	GRI 303-3	Water & Effluents	Water withdrawal	Water & Wastewater Management, pg 111 Resource Management, pg 71
	GRI 303-4	Water & Effluents	Water discharge	Resource Management, pg 71 Water & Wastewater Management, pg 114
	GRI 303-5	Water & Effluents	Water consumption	Resource Management, pg 71
	GRI 3-3	Biodiversity and conservation	Management of material topics	Biodiversity, Conservation & Nature Stewardship, pp 133-135
	GRI 101-4	Biodiversity	Identification of biodiversity impacts	Biodiversity, Conservation & Nature Stewardship, pp 133, 136
	GRI 101-5	Biodiversity	Locations with biodiversity impacts	Biodiversity, Conservation & Nature Stewardship, pg 137
	GRI 3-3	GHG emissions	Management of material topics	Climate Change & Energy, pp 91, 95, 98
	GRI 305-1	Emissions	Direct (Scope 1) GHG emissions	Climate Change & Energy, pg 99
	GRI 305-2	Emissions	Energy indirect (Scope 2) GHG emissions	Climate Change & Energy, pg 99
	GRI 305-3	Emissions	Other indirect (Scope 3) GHG emissions	Climate Change & Energy, pg 102
	GRI 305-4	Emissions	GHG emissions intensity	Climate Change & Energy, pg 102
	GRI 305-5	Emissions	Reduction of GHG emissions	Climate Change & Energy, pp 99, 102
	GRI 3-3	Air emissions	Management of material topics	Air, pg 123
	GRI 305-7	Emissions	Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	Air, pp 124-125
	GRI 3-3	Waste	Management of material topics	Waste Management, pp 118-119
	GRI 306-2	Waste	Management of significant waste related issues	Waste Management, pp 118-119, 121
	GRI 306-4	Waste	Waste diverted from disposal	Waste Management, pg 120
	GRI 306-5	Waste	Waste directed to disposal	Waste Management, pg 120
	GRI 307-1	Environmental Compliance	Non-compliance with environmental laws and regulations	ICL's 2025 Annual Report - Note 18

Subject	Indicator ID	GRI Standard Title	Disclosure Item	To Be Found at pg
SOCIAL DISCLOSURES	**GRI 3-3**	Our People and Culture	Management of material topics	Our People & Culture, pp 182, 208
	GRI 401-1	Employment	New Employee hires and employee turnover	Our People & Culture, pg 192
	GRI 401-3	Employment	Parental Leave	Our People & Culture, pg 194
	GRI 3-3	EHS	Management of material topics	EHS, pp 156-159
	GRI 403-1	Occupational Health and Safety	Occupational health and safety management system	EHS, pp 156-157, 163-164
	GRI 403-2	Occupational Health and Safety	Hazard identification, risk assessment, and incident investigation	EHS, pp 160-161, 164
	GRI 403-3	Occupational Health and Safety	Occupational health services	EHS, pp 163-164
	GRI 403-4	Occupational Health and Safety	Worker participation, consultation, and communication on occupational health and safety	EHS, pg 168
	GRI 403-5	Occupational Health and Safety	Worker training on occupational health and safety	EHS, pp 156-157, 160-161, 165-166
	GRI 403-6	Occupational Health and Safety	Promotion of worker health	EHS, pg 164
	GRI 403-7	Occupational Health and Safety	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	EHS, pp 156-157, 162-164
	GRI 403-9	Occupational Health and Safety	Work-related injuries	EHS, pg 170
	GRI 3-3	Training and Education	Management of material topics	Our People & Culture, pp 182, 184-185
	GRI 404-1	Training and Education	Average hours of training per year	Our People & Culture, pg 188
	GRI 404-2	Training and Education	Programs for upgrading employee skills and transition assistance programs	Our People & Culture, pp 182-183, 187-190
	GRI 404-3	Training and Education	Employees receiving regular performance reviews	Our People & Culture, pg 194
	GRI 3-3	Diversity	Management of material topics	Our Diversity, Inclusion & Belonging, pp 197-200, 227
	GRI 405-1	Diversity and Equal Opportunity	Diversity of governance bodies and employees	Our People & Culture, pp 192-194 Corporate Governance, pp 229-230
	GRI 405-2	Diversity and Equal Opportunity	Ratio of basic salary and remuneration of women to men	Our People & Culture, pg 195 Corporate Governance, pg 247
	GRI 406-1	Non-discrimination	Incidents of discrimination and corrective actions taken	Corporate Governance, pg 243
	GRI 3-3	Labor & Human Rights	Management of material topics	Labor & Human Rights, pp 205-210
	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 210 Labor & Human Rights, pp 207, 209, 210
	GRI 408-1	Child Labor	Operations and suppliers at significant risk for incidents of child labor	Labor & Human Rights, pp 207, 210
	GRI 409-1	Forced or Compulsory Labor	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Labor & Human Rights, pp 207, 210
	GRI 3-3	Security Practices	Management of material topics	Our Global Security, pp 173-174
	GRI 410-1	Security Practices	Security personnel trained in human rights policies or procedures	Our Global Security, pg 175
	GRI 415-1	Public Policy	Political contributions	ICL's Code of Conduct, ICL's Social Investment and Community Relations Policy
	GRI 3-3	Products and Services	Management of material topics	Product Stewardship & Lifecycle, pp 142-143, 145-147
	GRI 416-1	Customer Health and Safety	Assessment of the health and safety impacts of product and service categories	Product Stewardship & Lifecycle, pg 145

SDGS INDEX

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2 ZERO HUNGER	Communities & Social Investment, pg 220 Corporate Governance, pg 245
3 GOOD HEALTH AND WELL-BEING	EHS, pg 155 Corporate Governance, pg 245
4 QUALITY EDUCATION	Communities & Social Investment, pg 220 Corporate Governance, pg 245
5 GENDER EQUALITY	Our Diversity, Inclusion & Belonging, pg 196 Labor & Human Rights, pg 204 Corporate Governance, pg 245
6 CLEAN WATER AND SANITATION	Water & Wastewater Management, pg 108 Waste Management, pg 117

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9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	Our Global Security, pg 172 Waste Management, pg 117 Corporate Governance, pg 245
10 REDUCED INEQUALITIES	Our Diversity, Inclusion & Belonging, pp 196, 181 Corporate Governance, pg 245
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16 PEACE, JUSTICE AND STRONG INSTITUTIONS	Corporate Governance, pp 227, 245
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Reflecting on our progress, our sustainability journey evolves through responsibility, learning, and action.

We continue to do more with less, striving to create a positive impact and contribute to a more resilient and sustainable future.

ICL's CORPORATE RESPONSIBILITY

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