



ICL Group

Climate Change Mitigation and Adaptation Approach



ICL Group Climate Strategy

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This document consolidates

ICL's climate-related goals, commitments, and methodologies into a single roadmap, providing transparency on our progress and pathway toward achieving our SBTi-aligned targets.

Climate Change and Greenhouse Gas Emissions

The impact of climate change is being increasingly recognized throughout our value chain and across the globe. Our clients, are exposed to extreme weather events that stress food production systems. Our own facilities are assessing their exposure to various climate-related impacts. Climate change is a growing concern not only for governments and non-governmental organizations, but also for our stakeholders, including investors, customers, employees and the public. As our industry is a major consumer of fossil fuel-derived energy and an emitter of greenhouse gasses, we aim to transition to net zero (Scope 1&2). We recognize that climate change has a wide-ranging impact on our operations, supply chains, and markets.

We are aligning our actions to keep pace with this accelerating change.



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.

As part of our commitment to addressing climate change, we expect our Business Partners to support the transition to a low-carbon future. Business Partners are encouraged to align with our goals to reduce GHG emissions across our operations and value chain. They should measure, monitor, and report their GHG emissions in accordance with the GHG Protocol and international standards, ensuring adherence to data quality standards. Business Partners should set science-based emissions reduction targets, in accordance with the Science Based Targets initiative (SBTi) guidelines and in line with the Paris Agreement, actively work to reduce their GHG emissions, and develop mitigation plans to manage climate-related risks.

Our Approach

GHG POLICY AND RESPONSIBILITY

ICL launched a GHG monitoring, reporting and verification program (MRV) for scopes 1, 2 & 3 emissions, intended to provide internal insights regarding corporate, site and product-related GHG emissions. It also serves to enable disclosure of climate-related information to customers, regulators, analysts, ESG rating agencies and investors.

A comprehensive decarbonization plan was launched using the corporate-wide verified emissions for 2018 emissions as its baseline. In its next steps ICL has set ambitious near-term targets, aiming to further reduce its absolute scope 1, 2 and 3 greenhouse gas emissions using 2022 as the base year. ICL received validation of its near-term greenhouse gas emissions reduction targets by the Science Based Targets initiative (SBTi).

As part of the initiative, key policies have been set in place, including for example:

- Introduction of annual reduction targets to all ICL Group segments and operational units that are consistent with the decarbonization plan.
- Introduction of the decarbonization targets to ICL Group's annual executive compensation program.
- Introduction of an internal shadow price for carbon on Capex investments.
- Procurement of renewable energy across all of ICL Group's geographies with preference to long-term power purchase agreements.
- Expansion of the site-by-site energy efficiency program to include GHG reductions that are consistent with ICL Group's decarbonization plan.
- Improve and expand ICL Group's disclosures on climate-related issues under CDP, TCFD and with various ranking agencies.



Goals & Commitments

LEGACY TARGET

We have committed to a 30% reduction of our greenhouse gases (GHG) emissions (Scope 1 & 2) by 2030 (vs.2018).

SBTI TARGETS

ICL has set ambitious targets, aiming to reduce its absolute scope 1 and 2 greenhouse gas emissions by 58.8% by 2034, using 2022 as the base year. Additionally, the company aims to reduce absolute scope 3 emissions, including those from purchased goods and services, upstream and downstream transportation and distribution, use of sold products, and end-of-life treatment of sold products by 35% within the same timeframe.

ICL received validation of its near-term greenhouse gas emissions reduction targets by the Science Based Targets initiative (SBTi).

NET ZERO

We aim to be net zero by 2050.

COMMITMENTS

We are committed to stakeholder engagement and capacity building on environmental issues.

We are also committed to conducting our company in a way that supports a sustainable future. Thus, we will not fund climate-denial or lobbying against climate regulation.



Gearing Up to the Challenge and Embracing Opportunities

OUR CLIMATE STRATEGY

We acknowledge the impact of climate change on our operations, supply chains and markets and align our business strategies with key mega-trends, including resilient agriculture and food supply chain, renewable energy and Circular Economy practices. We support climate change mitigation and adaptation both for ICL and its value chain, thus managing risk and recognizing opportunities. Our climate strategy is multifaceted, built on several key contributors. As an industry leader in sustainability, ICL has taken proactive steps in both climate adaptation and mitigation. These efforts include year-over-year analysis and progress updates within our mainstream reporting. In addition, our actions involve capacity building across the organization and throughout our value chain. As part of our decarbonization efforts, we have integrated ESG-related KPIs and GHG emissions reduction targets into our financial planning and reporting processes. In addition, ICL has established an integrated process with a dedicated, multidisciplinary team responsible for identifying and evaluating potential reduction initiatives across our global operations. Within our upstream value chain, we collaborate with partners to manage climate-related risks and identify opportunities that support a resilient and efficient supply chain, including exploring low-carbon raw material alternatives. For our downstream value chain, we offer sustainable solutions such as controlled-release fertilizers and bio-stimulants. By pioneering advanced data- and AI-driven agricultural solutions, we seek to enhance agricultural efficiency, reduce value-chain GHG emissions, support food availability and security, and contribute to a more resilient global food system. To support our strategy, we set climate related targets to oversee our own operations and our value chain. As part of our legacy targets, we committed to a 30% reduction of our greenhouse gases (GHG) emissions (Scope 1&2) by 2030 (versus 2018, being the base comparison year), and to date, we are on track to achieve this goal. Going further, following ICL's declaration to set a decarbonization plan in accordance with the criteria and process of the SBTi, in 2024, ICL updated its decarbonization roadmap beyond 2030 and formulated the relevant targets in accordance with the SBTi standards and requirements. In 2025, SBTi validated ICL's near-term greenhouse gas emissions reduction targets by 2034 (versus 2022, being the base comparison year). The SBTi initiative promotes ambitious climate action in the private sector by enabling organizations to set science-based emissions reduction targets in line with the Paris Agreement's goals.

Climate risks and opportunity factors are incorporated into our business strategy and operations to improve our short, medium, and long-term financial and operational resilience. To enhance the resilience of our strategy and business model, ICL integrates scenario analysis into its Enterprise Risk Management (ERM) framework, evaluating both physical and transition-related risks and opportunities under multiple climate pathways, ICL further strengthened its climate risk analysis by assessing financial and operational impacts such as carbon pricing, supply chain disruptions, and extreme weather events via "ICRISK" Platform.

CLIMATE STRATEGY ALIGNMENT

In 2022, ICL's Board of Directors and executive management aligned ICL's climate strategy with the goals of the Paris Agreement.

Gearing Up to the Challenge and Embracing Opportunities

OUR CLIMATE STRATEGY: MAIN PILLARS

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 in ICL's Corporate Responsibility ESG Report.



Gearing Up to the Challenge and Embracing Opportunities

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 in ICL's Corporate Responsibility ESG Report.

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 in ICL's Corporate Responsibility ESG Report.

Gearing Up to the Challenge and Embracing Opportunities

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 in ICL's Corporate Responsibility ESG Report.

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 in ICL's Corporate Responsibility ESG Report.

Gearing Up to the Challenge and Embracing Opportunities

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 risk management.

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.



Gearing Up to the Challenge and Embracing Opportunities

Data Management and Assurance

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.

Gearing Up to the Challenge and Embracing Opportunities

Governance

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.

Gearing Up to the Challenge and Embracing Opportunities



Gearing Up to the Challenge and Embracing Opportunities

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.

Gearing Up to the Challenge and Embracing Opportunities

Risk Management

ICL has integrated climate related risk and opportunities into its formal ERM processes, including the ESG risk management structure and in various categories under the ICL Risk Universe. Physical and transition risks have been integrated at all risk levels.

At ICL, Enterprise Risk Management (ERM) is ingrained in our corporate DNA and is an essential framework to anticipate and navigate uncertainty, risk and opportunity. Acknowledging risk's inherent nature in all activities, we prioritize robust risk management as a fundamental element of good corporate governance. A successful risk management mechanism helps us meet our goals, enhances our decision-making processes, ensures our robust compliance with regulation and internal policies and provides assurance regarding control effectiveness. In 2025, ICL launched a new, uniformed enterprise risk management platform to better support risk identification, assessment, monitoring and reporting. This new platform enhances and enables ICL various risk topics to be consolidated in a uniformed, affective and transparent platform "ICRISK". We recognize the impact of climate change throughout our main processes, and we are aligning our responses and actions to meet the accelerating pace of climate change. As part of this understanding, we have timely embedded climate-risk assessment into our global ERM procedures. Identifying and assessing climate-related risks We have implemented a process designed to identify risks, areas of impact, their causes and potential consequences, including climate-related risks. The aim is to generate a comprehensive list of risks (a risk register) based on those potential events that might prevent, degrade, or delay the achievement of our Company's objectives. The risk identification process includes an examination of events which, if they materialize, may compromise the achievement of the Company's objectives. Identifying climate-related risks was accomplished by conducting interviews with key personnel, as well as evaluating climate benchmarks and external information on material risks to the industry. This also included implementation of financial stress-test models on multiple climate scenarios to evaluate potential financial impacts. All risks are categorized under a global unified ICL Risk Universe and are evaluated under a unified metrics scale. The risk description includes capturing possible sources of risk, areas of impact and potential consequences (in accordance with risk taxonomy). The risks are identified at several levels (corporate, business segments and operational sites) of the organization. Risk assessment involves applying a rating to a risk, taking into consideration the combination of impact (consequences of the risk materializing) and its likelihood, considering the effectiveness of existing controls. New risks can arise as a result of change within the organization or the occurrence of external factors. All employees and managers are responsible for contributing to identifying new and emerging risks as soon as practicable, while reporting and escalation is accomplished according to an ERM framework. In addition, we execute an enterprise risk assessment to identify new corporate level and business segment level risks at least every few years and update on yearly basis the Risk Appetite, Risk Register and Risk Universe accordingly. Managing climate-related risks One of the purposes of the ERM process is to prioritize and determine our response to mitigate a risk to an

Gearing Up to the Challenge and Embracing Opportunities

acceptable level. This includes identifying, mapping, recording and monitoring treatment actions. Risk treatment actions can have two objectives: reduce the impact (i.e. mitigate the impact of the event); or reduce the likelihood (i.e. prevent the event from occurring). Risk Treatment (mitigation) actions can have two objectives: reduce the impact or reduce the likelihood. Possible risk treatment strategies include avoid (avoid the risk), adopt the Company's activities to risk environment, mitigate, accept and transfer. Risk mitigation plans are developed for Tier 1 risks, and under specific circumstances, mitigation plans are also developed for Tier 2 risks. Tier 1 Risks (High-Level Risks): The designated risk owners are required to develop a treatment plan aimed at mitigating the impact or likelihood of the risk. During the development of treatment plans for top risks, we take into consideration factors such as feasibility, cost effectiveness, required resources, and the timeline for completion. We ensure that any proposed treatment aligns with legal and governance requirements. The execution of plans is monitored for timeliness via the "ICRISK" Platform. We regularly reassess risk evaluations as an integral part of our monitoring routines, established in our Global Risk Policy. Tier 2 and Tier 3 Risks (Medium to Low -Level Risks): We established periodic processes to ensure that we capture significant changes in risk exposure, needing further examination. Monitoring and reviewing risks and treatment plans ensures that risks are managed efficiently and effectively. Therefore, these are monitored on a regular basis in accordance with ICL's ERM routines. For example, Tier 1 risks and mitigation plans are monitored by the executive management on a semi-annual basis. An effectively functioning oversight structure ensures that risk owners are designated on a timely basis, communication plans are coherent and well-executed, adequate resources are allocated to risk management, and staffing, and training practices are effective. It ensures that managers at all levels are active participants in the risk management process. We update our Enterprise Risk Management Framework & Policy annually. The updated policy is approved by the Risk - Management (RM) Committee and the Board's Audit Committee. Changes in the policy are reviewed as part of an annual review process. As part of that review, the effectiveness and quality of policy implementation are examined and summarized, including challenges and improvements required.

Gearing Up to the Challenge and Embracing Opportunities

ICL'S CLIMATE-CHANGE MITIGATION & ADAPTATION SOLUTIONS

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 (N₂O), 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.

Gearing Up to the Challenge and Embracing Opportunities

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 ECOINVENT, 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.

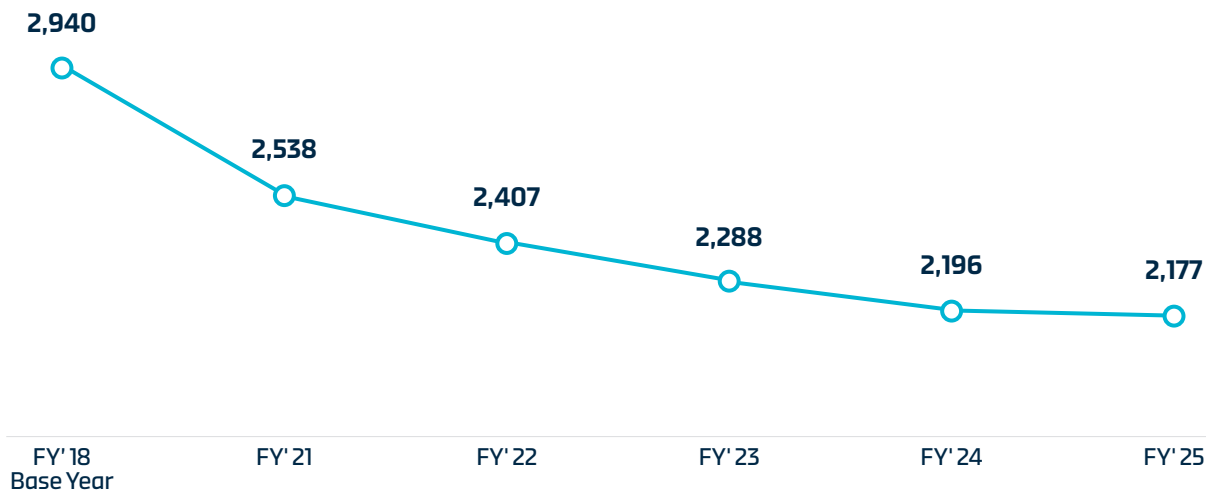
In addition, our diversified product portfolio includes solutions supporting the battery materials market, where we continue to develop our activities related to the supply of raw materials for this growing sector, contributing to the advancement of lower-carbon technologies and energy storage solutions.

OUR PERFORMANCE: PROGRESS AND TARGETS

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 (CO₂e)



OUR PERFORMANCE: PROGRESS AND TARGETS

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.

Emissions Scope 1 & 2

	Units	2018	2019	2020	2021	2022	2023	2024	2025	Reduction 2025 vs. 2018	% Reduction 2025 vs. 2018
Scope 1	CO ₂ e 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 ₂ e tonnes (thousands)	720	416	367	380	281	186	65	89	631	87.7%
Total Scope 1+2	CO ₂ e 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 CO₂e during the term of the agreements.

OUR PERFORMANCE: PROGRESS AND TARGETS

Emissions 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 thousand tonnes CO ₂ e)	Total 2023 (in thousand tonnes CO ₂ e)	Total 2024 (in thousand tonnes CO ₂ e)
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.

OUR PERFORMANCE: PROGRESS AND TARGETS

Targets

In 2020, we established a decarbonization roadmap to achieve net zero GHG emissions (Scope 1&2) by 2050. The near-term legacy milestone is to reduce Scope 1 and 2 GHG emissions by 30% by 2030, compared to our 2018 emissions baseline. ICL's 2025 Scope 1 & 2 emissions were 26.0% lower than its 2018 levels, positioning the Company on track to successfully achieve its 2030 reduction target. ICL supports the global effort initiated by the Paris Agreement to reduce GHG emissions. In February 2023, ICL's Board approved the submission of a declaration to the SBTi organization, wherein the Company will commit to setting a near-term, science-based target in accordance with the framework developed by the SBTi organization. The initiative drives ambitious climate action in the private sector by enabling organizations to set science-based emissions reduction targets. In March 2023, SBTi officially confirmed ICL's commitment to develop near-term targets in accordance with its criteria and processes. In 2025, SBTi validated ICL's near-term greenhouse gas emissions reduction targets by 2034 (vs. 2022 base year).

Measures in our Decarbonization Roadmap for future implementation include:

- Improved measurement of GHG emissions, including the increase of accessibility to site-level carbon metrics and analytics for our operational managers and management through digital dashboards for up-to-date reporting of emissions at site and product levels.
- Eliminating or reducing process GHG emissions through changes to chemical processes and production lines.
- Converting our remaining production facilities that utilize high-emitting fossil fuels to energy generated from natural gas, renewable sources and waste heat.
- Increasing energy efficiency by phasing out inefficient production technologies, streamlining our production facilities, increasing the efficiency of our consumption of heat and steam, and recovering heat where possible.
- Reducing the use of electricity for lighting and air conditioning by implementing more efficient technologies.
- Installing solar photovoltaic (solar PV) electricity generation systems in all available and appropriate areas within the operational boundaries of our sites.
- Considering carbon pricing in product development, acquisitions and capital investment decision-making to raise internal awareness, promote better life cycle operating decisions, and better prepare our business for future emissions trading schemes.
- Securing long-term renewable energy power purchase agreements (PPAs) to expand the share of renewables in ICL's energy mix globally.
- Actively addressing Scope 3 emissions by engaging with suppliers, fostering partnerships for education and emissions reduction, and optimizing logistics operations with alternative fuels, electric vehicles, and energy-efficient shipping.
- Strengthening Circular Economy initiatives by maximizing the use of byproducts and waste heat in production processes to enhance energy efficiency.

Disclaimer

Please note that this document is a summary overview of ICL's climate strategy and management approach to climate change, and is derived primarily from the Climate Change & Energy chapter of ICL's most recent Corporate Responsibility (ESG) Report and ICL's annual reports filed on Form 20-F or interim operating and financial review and prospects furnished on Form 6-K, as well as our own internal guidelines and definitions for data gathering and reporting. For complete information on this topic, including clarifications, limitations and updates, please refer to our ESG Report and Annual Report. All disclaimers, risk factors, and other qualifications set forth in the ESG Report and our Annual Report apply equally to the information presented herein.

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FORWARD-LOOKING STATEMENTS

This document contains statements that constitute "forward-looking statements" within the meaning of applicable securities laws. Forward-looking statements may be identified by the use of words such as "aim", "target", "goal", "commitment", "plan", "expect", "intend", "potential", and similar expressions. Forward-looking statements are based on management's beliefs and assumptions and on information currently available to management. Such statements are subject to risks and uncertainties, and actual results, performance or achievements of the Company could differ materially from those expressed or implied in the forward-looking statements due to various factors, including, but not limited to, risk factors discussed in under Item 3 – Key Information – D. Risk Factors in ICL's 2025 Annual Report.