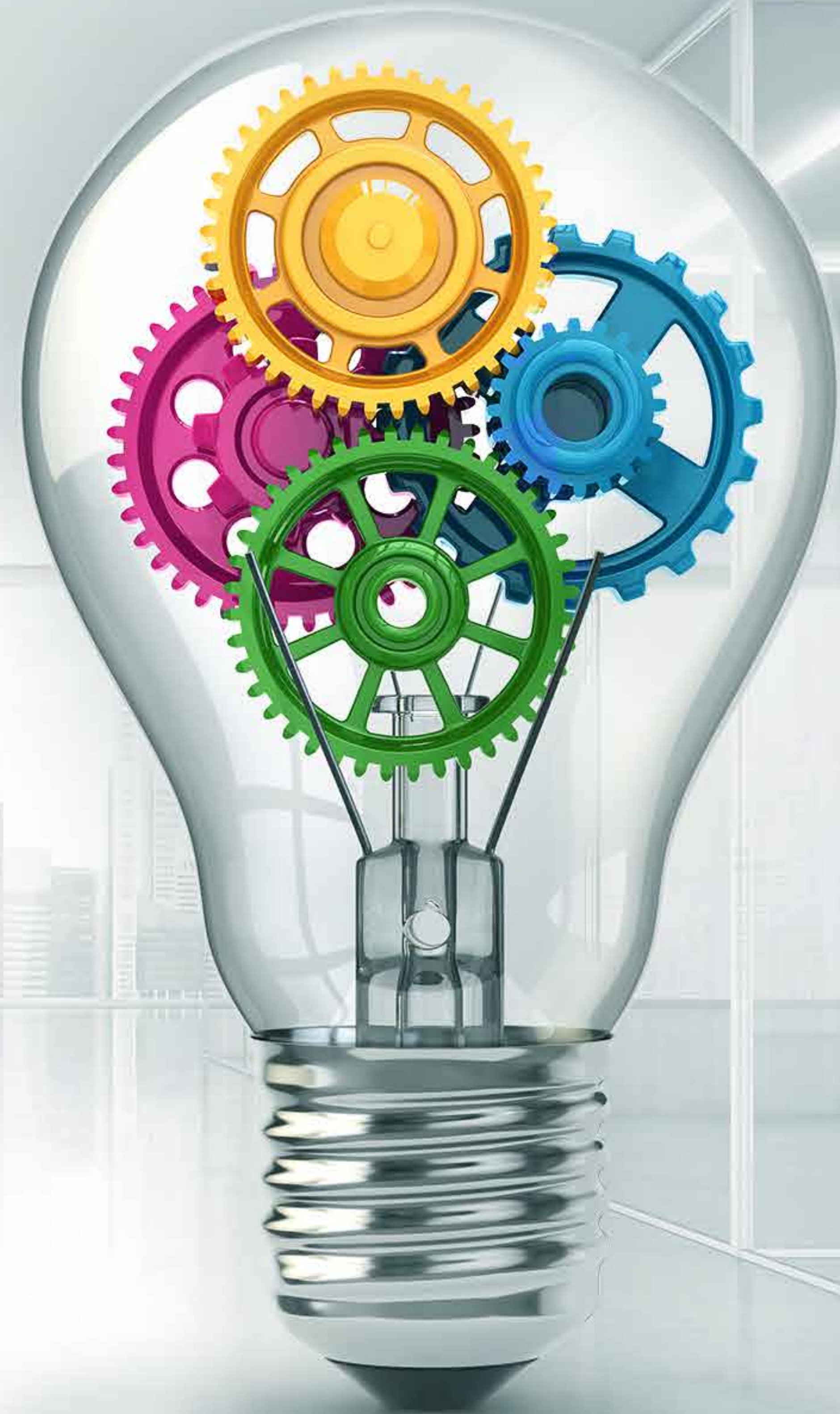




Leadership Innovation Growth

Anantha Desikan

EVP, Innovation and Technology



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In particular, this presentation includes information about our targets and goals for 2025. Investors should be cautioned that these are not projections of our actual results, but rather targets that we are aspiring for, and investors should not assume that we are expecting to achieve those goals in 2025. Our actual results for 2025 will depend upon a number of factors, including economic conditions in our markets which are cyclical and other factors described in the filings set out above, and are likely to differ materially from these targets. We disclaim any duty to update our targets and goals and do not intend to provide updates on them.

Certain market and/or industry data used in this presentation were obtained from internal estimates and studies, where appropriate, as well as from market research and publicly available information. Such information may include data obtained from sources believed to be reliable, however ICL Group disclaims the accuracy and completeness of such information which is not guaranteed. Internal estimates and studies, which we believe to be reliable, have not been independently verified. We cannot assure that such data is accurate or complete.

Included in this presentation are non-GAAP financial measures such as adjusted EBITDA, segment EBITDA, segment EBITDA margin and free cash flow, designed to complement the financial information presented in accordance with IFRS because management believes such measures are useful to investors. These non-GAAP financial measures should be considered only as supplemental to, and not superior to, financial measures provided in accordance with IFRS. Other companies may calculate similarly titled non-GAAP financial measures differently than the Company. Please refer to the appendix to this presentation for a reconciliation of the non-GAAP financial measures included in this presentation to the most directly comparable financial measures prepared in accordance with IFRS.



850 Granted Patents
40+ External Projects



**R&D
&INNOVATION**
GLOBAL CENTERS



Food

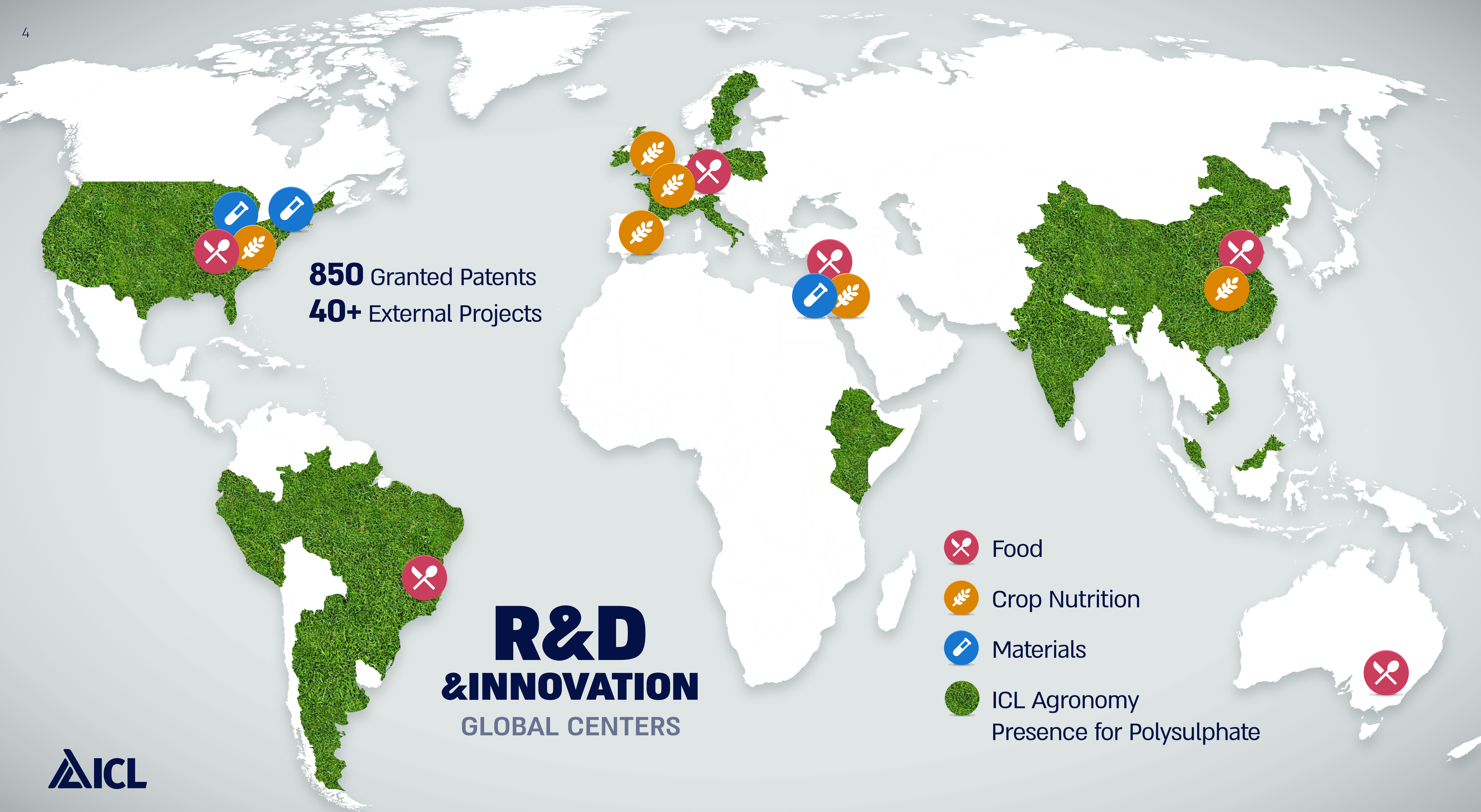


Crop Nutrition



Materials





INNOVATION @ ICL

TRANSLATING MEGATRENDS INTO NEW INNOVATION INITIATIVES



**Diminishing
Arable Land**



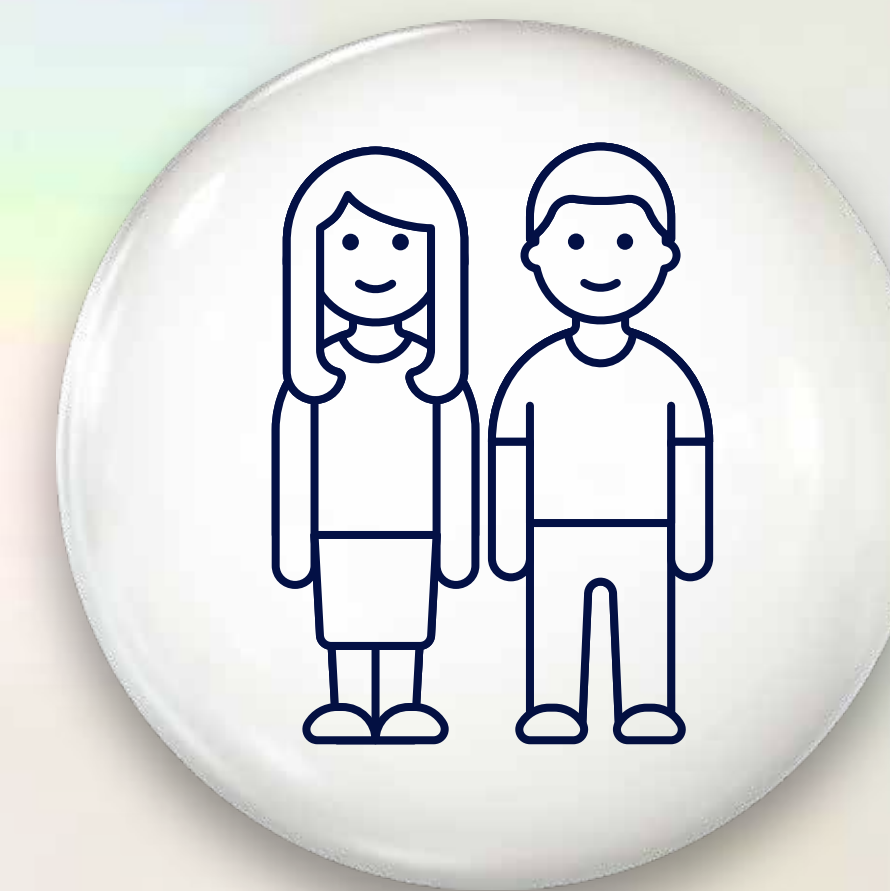
**Renewable
Energy**



5G Communication



Electric Vehicles



**Growing
Population**



Urbanization



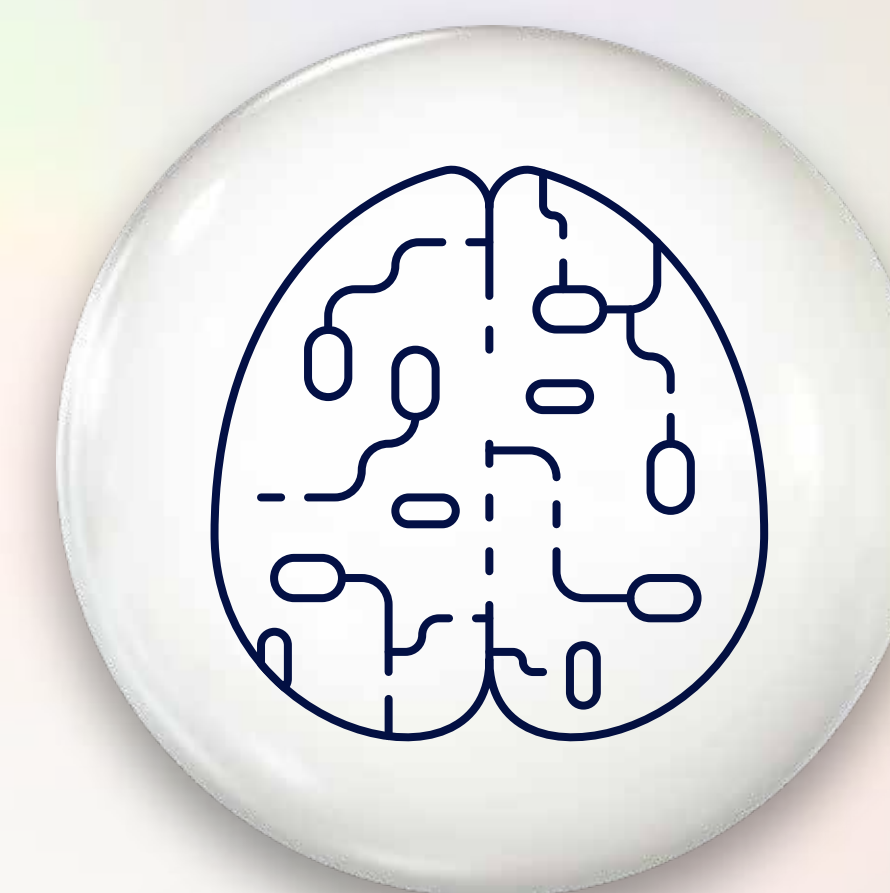
Dietary Shifts



**Regulations
& Environmental**



Circular Economy



**Artificial
Intelligence**

5 INNOVATION DOMAINS

DERIVED FROM STRATEGY, CORE COMPETENCIES AND MEGATRENDS



**Food
Tech**



**eMobility and
Sustainability**



**Next Generation
Fertilization**



**Digital
Agriculture**

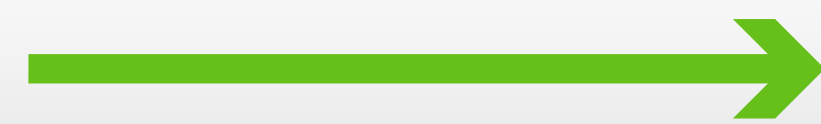


**Novel
Materials**

INNOVATION DOMAINS

1 FOOD TECH

Intersecting Megatrends



New Innovation Initiatives



Dietary Shift



Growing & Elderly Population



Sustainability



Alternative Proteins



Natural Ingredients



Plant Based Functional Ingredients



White Biotechnology



INNOVATION DOMAINS

2 eMOBILITY AND SUSTAINABILITY

Intersecting Megatrends



New Innovation Initiatives



Renewable Energy



Electro Mobility



Circular Economy



Novel Recycling Solutions



Safer Lithium Ion Batteries



Longer Duration Energy Storage



AI Platform for Application Discovery



INNOVATION DOMAINS

3 NEXT GENERATION FERTILIZATION

Intersecting Megatrends



New Innovation Initiatives



Diminishing Arable Land



Growing Population



Regulatory & Environmental



Organic Fertilizers



Nutrient Use Efficiency



Biostimulants and Micronutrients



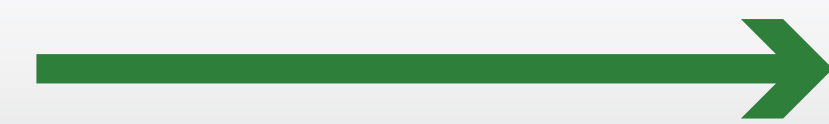
Nitrogen Fixation



INNOVATION DOMAINS

4 DIGITAL AGRICULTURE

Intersecting Megatrends



New Innovation Initiatives

-  Big Data
-  Enhanced visibility Across the Value Chain
-  Sustainability
-  Reducing Food Loss and Waste
-  AI powered Agronomic decision making
-  Supply chain traceability solutions
-  Curating and structuring data platform
-  Leveraging data into sustainability



INNOVATION DOMAINS

5 NOVEL MATERIALS

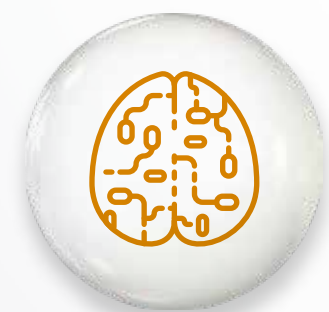
Intersecting Megatrends

**New Innovation Initiatives**

Sustainability



Electrification



Big Data

**CareMag[®]****Nano Materials****Magnesium Alloys****Natural Signaling Molecules****Magnesium Hydride Powered Fuel Cells**

ICL INNOVATION ECOSYSTEM

Operational Excellence Industry 4.0

Leveraging ecosystem innovation and implementation across plants and supply chain in Israel and worldwide

Open & External Innovation

Core Innovation

Leveraging Technology and industrial know-how to add value for customers in key agricultural and industrial markets worldwide. New applications for our minerals. Waste to products

Breakthrough Innovation



Food
Tech



eMobility and
Sustainability



Next Generation
Fertilization



Digital
Agriculture



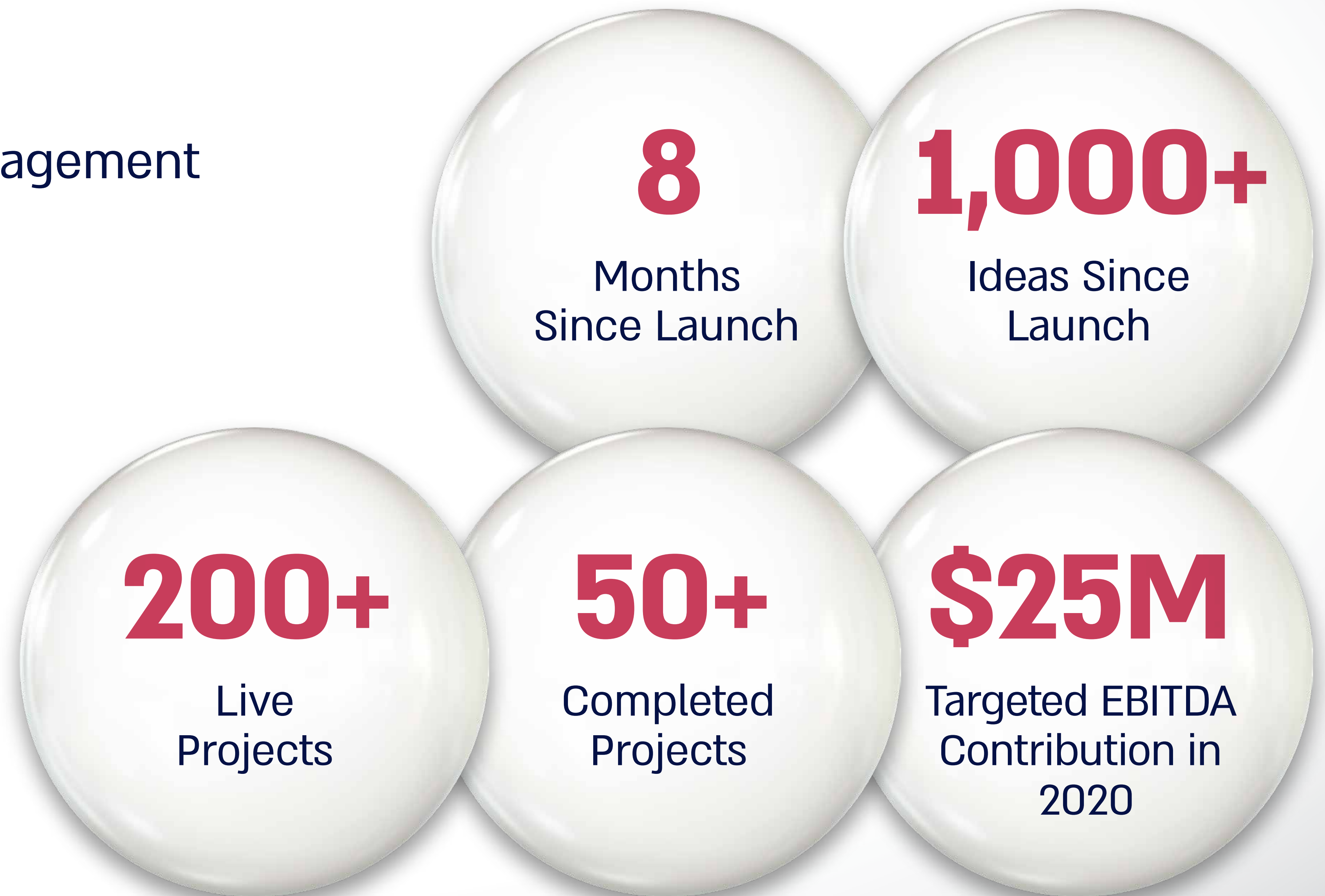
Novel
Materials

ACCELERATOR PROGRAM

Reshaping our Innovation culture by hanging what we are **used to do** → to what we **should do** to create **a meaningful positive impact**



- ✓ Top Management Sponsorship & Engagement
- ✓ Structured 'Idea to Project' Process
- ✓ Measurement & Accountability
- ✓ Learning & Training Programs
- ✓ Dedicated Recognition Plan



OUR INNOVATION PIPELINE

TARGETED FOR DOUBLE DIGIT GROWTH FROM 2025

1

Food Tech

- ✓ Rovitatis® Alternative Protein Products
- ✓ TARI® SR - reduced sodium products for processed meat



2

eMobility and Sustainability

- ✓ Bromine Complexing Agents for Energy Storage
- ✓ PolyQuel® P100 Next Generation Flame Retardant for Printed Circuit Boards for 5G Applications
- ✓ AI Platform for New Applications



3

Next Generation Fertilization

- ✓ Polysulphate and Fertilizerplus
- ✓ Osmocote® 5 - Controlled Release Fertilizers with Micronutrients



4

Digital Agriculture

- ✓ Growers Platform for Digital Agriculture
- ✓ Proprietary Repository for Global Field Trial Data



5

Novel Materials

- ✓ HALOX® SCRATCH-X for paints and coatings
- ✓ CareMag® Magnesium Based Deodorants





THANK YOU.