



ADAMA

# ADAMA ESG Report 2023

Listen ▶ Learn ▶ Deliver



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# Introduction





## Message from our President and CEO, Steve Hawkins

2023 was a challenging year for the agricultural industry. Farmers faced unpredictable weather events, rising input costs, price volatility, continued high interest rates, and an unstable geopolitical environment. As a leading manufacturer of crop

protection solutions, ADAMA was also negatively impacted by these global trends, together with the rest of our peers.

Throughout this unpredictable period, we remained focused and resolute on two key areas. First, our teams worked ceaselessly to ensure the financial health and stability of our company in order to provide the same high-quality products and level of service our customers around the world depend on. And of equal importance, we stayed the course in implementing our sustainability strategy, prioritizing the safety, well-being, and health of our employees, customers, and communities; delivering solutions to farmers that increase their crop productivity while limiting their environmental impact; and reducing our own carbon footprint.

Our teams were able to accomplish this by effectively embedding sustainability into the core areas of our business. At ADAMA we don't relate to our sustainability commitments as optional. They are an integrated part of our product development and innovation process and the stewardship efforts we have in place for our existing portfolio.

Our sustainability targets drive the improvements we make in our operations and supply chain, and the People and governance policies we adhere to. That's what we mean when we say we have a practical approach to sustainability. We work to align our business priorities and financial investments with the expectations of our employees, customers, and stakeholders for environmentally sound products and practices that safeguard the planet and keep our people safe. And each year we strive to become better, regardless of external market conditions.

In 2023, we continued to launch a range of innovative products to help farmers

increase the productivity of their farms while improving soil health and protecting natural resources. We reduced the impact of our product packaging through design changes that save transportation costs, reducing the amount of plastic used, and incorporating more recycled material. We collaborated with industry peers and regulators to digitize product labels, ensuring farmers can easily access information on the safe use of products, and partnered with agricultural technology firms to complement our offerings with innovative solutions like precision drone spraying.

At the core of our dedication to sustainability lies our ongoing commitment to minimize our ecological footprint. Over the last three years, we have allocated more than 340 million USD towards environmental improvements (an increase of 13% YOY); and as of 2023, more than 10% of the energy we use is from renewable sources, a figure that is constantly growing through our focused improvement strategy.

We are also steadfast in our goal to eliminate all severe injuries within our operations, and our processes promote accountability at the highest managerial levels. To this end, we have proactively initiated a multi-year program to strengthen the safety and health of all our employees, in collaboration with a leading global consulting firm.

Each of these efforts is fully aligned with, and contributes to, the new Syngenta Group Sustainability Priorities that are being launched as we release this report. The four focus areas include: Higher yields, lower impact; Regenerate soil and nature; Improve rural prosperity; and Sustainable operations. I am proud of the work ADAMA does to support each of these priorities and the innovation we bring to address some of the biggest challenges faced by farmers today. I wish us all continued success in this critical endeavor.



**Steve Hawkins**  
President and CEO



## Message from our Head of Sustainability and Corporate Affairs, Oriella Ben Zvi

The publication of our 2023 Environment, Social and Governance (ESG) Report marks an important chapter in ADAMA's sustainability journey. From a company that only a few years ago was focused on a limited number of ESG initiatives, we have

transformed into one that has actively embedded sustainability into the core of our business strategy, operations, and key decision-making processes.

Within the pages of this report, we can proudly trace our collective efforts – across regions, countries and functions – to listen to farmer and customer needs and develop an ever-growing number of innovative products that increase farmer productivity while decreasing their environmental impact. We detail the efforts of our teams to scout for and integrate new technologies to support both safer and more effective use of our products and to make our operations more efficient, reducing our carbon footprint and limiting the amount of water we use and waste we produce. And we highlight the shared endeavor of ADAMA's leadership to make worker safety, diversity, inclusion, and community well-being a priority by modeling these behaviors and promoting these issues on an ongoing basis.

If there was ever a year to test whether sustainability is no longer optional for ADAMA, it was 2023. Faced with one of the most challenging markets in recent memory and focused on our "Fight Back" plan to secure the financial health of our company, we did not back away from our sustainability commitments or targets. In true ADAMA fashion, we came together, worked for a common goal and showed that our get-it-done spirit and passion make even the very difficult, possible:

- We launched 59 new products, including herbicides, insecticides, fungicides, and plant growth regulators, leveraging advanced formulation technology platforms to reduce active ingredient amounts and environmental impact.
- In Environmental Sustainability we achieved a 14% reduction in carbon footprint, maintained carbon intensity, sourced 10.5% of energy from renewables, reduced

water consumption by ~12%, decreased wastewater discharge by 7%, and recycled 48% of hazardous waste, with 342M USD invested in environmental upgrades.

- We filled 32% of open positions internally, maintained an 90% employee retention rate, ensured diverse age and gender representation, increased training hours by 50%, and contributed 2.1M USD to community initiatives.

Another testament to our commitment to sustainability and continuous improvement over the years is the receipt of a Bronze medal from Ecovadis, globally recognized as the largest and most trusted provider of business sustainability ratings. Our score climbed from 37 in 2018 to 62 in 2024, placing us among the top 20% of rated companies.

As we celebrate the achievements outlined in our ESG report, it is also important to reflect on the journey ahead. As part of the Syngenta Group, we are committed to supporting the new Sustainability Priorities and contributing to the portfolio and operations targets that have been set. To achieve this, we must continue to harness our spirit of innovation and collaboration to deliver on our promise to customers, employees, communities and stakeholders.

Finally, I want to offer a special thanks to the representatives of our global Sustainability Network who have each contributed not only to the content and creation of this report, but to generating the momentum, passion, and dedication necessary to embed sustainability across our company and keep it at the forefront regardless of the challenges we face. Together, I am sure we will all continue to strive for excellence, lead with purpose, and shape a company that we can all be proud of.



**Oriella Ben Zvi**  
Head of Sustainability and Corporate Affairs

# 2023 ESG HIGHLIGHTS

## Our Products

59 new product launches -  
34 Herbicides, 12 Insecticides,  
12 Fungicides and 1 Plant  
Growth Regulator

Proprietary Formulation Technology  
Platforms for:

- Low Dose products that decrease Active Ingredient amounts with the same or better efficacy
- High Load products that reduce carbon footprint and environmental impact
- More than **50** biological products in our portfolio

## Our Environmental Sustainability

**14%** reduction in absolute carbon footprint vs. 2022, while maintaining carbon footprint intensity at the same level

**10.5%** of our energy is from renewable energy sources

**~12%** decrease in water consumption and a **7%** reduction in wastewater discharge vs. 2022

**30%** reduction in hazardous waste generation

**342M USD** invested in environmental upgrades during the past 3 years

**48%** of hazardous waste is recycled

## Our People and Communities

**32%** of all open positions were filled internally

**90%** employee retention rate

**31.4%** of workforce and **39.3%** of managers are over the age of 50

**25.1%** of workforce and **24.7%** of managers are women

**50%** increase in total training hours for employees - from 113K hours to 168K hours

**2.1M USD** in community donations

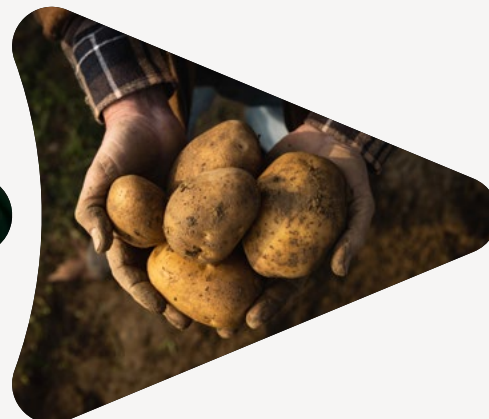
## Our Governance and Ethics

**93%** of our people completed the COC yearly training

**Zero** incidents of non-compliance with laws and/or regulations in the social and economic area

**87%** of employees completed the data privacy training

ADAMA's Board of Directors held **12** meetings with a **100%** attendance rate



# ABOUT ADAMA

At ADAMA, we are passionate about understanding and fulfilling local farmer and customer needs, so farmers can do what they do best: feed the world.

We accomplish this by staying true to our brand promise:

**Listen > Learn > Deliver**

With a straightforward, get-it-done attitude, we listen to our employees, customers, partners, and other stakeholders, learn from their experience, and deliver solutions to combat weeds, insects, and disease in countries around the world.

ADAMA's industry-leading portfolio of hundreds of Active Ingredients (AIs) form the building blocks for our extensive crop protection offerings. This, together with state-of-the-art R&D, manufacturing, synthesis, and formulation facilities, enables us to deliver innovative products powered by our proprietary, advanced Formulation Technology platforms.

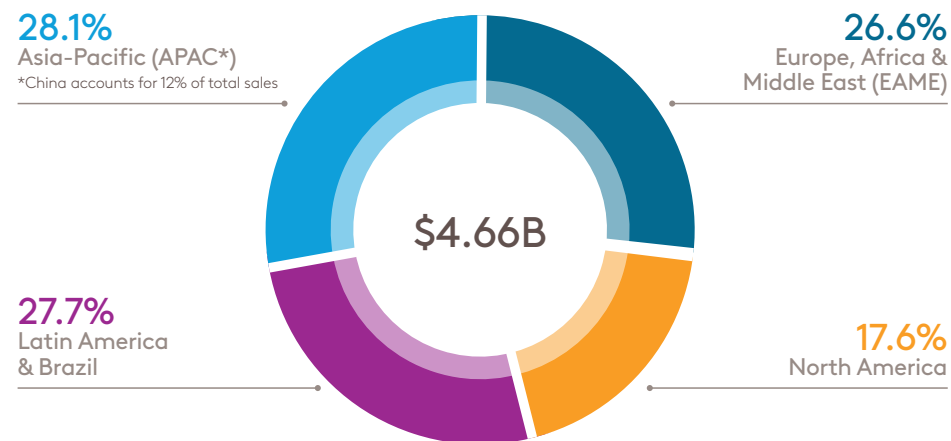
Our leading AI platform, coupled with our formulation technologies, are at the center of our product sustainability strategy, enabling us to quickly bring to market superior products that improve crop yields while limiting their environmental impact, supporting soil health, and safeguarding natural resources.



# ADAMA at a Glance

<p><b>100</b> countries with commercial presence</p>	<p>Direct presence in all top <b>20</b> markets</p>	<p><b>5</b> ADAMA's top markets: Brazil, USA, China, India, Australia</p>
<p><b>\$4.66B</b> 2023 sales out of \$83B global market</p>	<p><b>22</b> synthesis and formulation facilities worldwide</p>	<p><b>2</b> fully backward-integrated production hubs in Israel &amp; China</p>
<p><b>4</b> state-of-the-art R&amp;D centers</p>	<p><b>&gt;300</b> Active Ingredients, building blocks for differentiated offering</p>	<p><b>5</b> leading crop segments: soybean, cereals, F&amp;V, cotton, corn</p>
<p><b>&gt;8,800</b> employees</p>	<p>A member of  Syngenta Group</p>	

## 2023 Sales in %





# Our Journey

## Our Story & Culture

Our company's story begins with four young entrepreneurs whose passion for chemistry drove them to launch two Israeli crop protection companies, Agan (1945) and Makhteshim (1952). Both played vital roles in shaping Israel's ground-breaking chemical and agricultural industries, and together they became an international powerhouse when they merged in 1997 to create Makhteshim Agan. With the launch of our global brand in 2014, the company became known as ADAMA.

Today, ADAMA is a member of the Syngenta Group, one of the world's biggest agricultural technology companies, with roots going back more than 250 years.

As we've grown over the years, from a local manufacturer of active ingredients to a global leader in the crop protection industry, we have become a more diverse company with people who bring different experiences to the table. Throughout this transformation we've remained connected to a deeply ingrained core set of values, a guiding purpose, and a shared understanding of what leadership means.

## Our Purpose

Creating Simplicity in Agriculture. We understand that farming is complex and full of challenges. At ADAMA we work together with farmers, agronomists, distributors, and the wider farming community to find ways to simplify it.

This is how we stand behind our purpose of creating simplicity in agriculture.

## Our Leadership Framework

Our leadership framework describes what we value as leaders in ADAMA and encodes it in a framework that helps guide the way we lead now and in the future.

This framework establishes a set of guiding principles for all our leaders. It transcends all levels and aims to help each of us develop our mastery over time.

## Our Values

Our values and purpose are about who we are as a company. They are our DNA and they serve as a compass that guides our behaviors.



Our get it done attitude drives us to constantly seek better, more effective solutions for our customers with energy and enthusiasm. We roll up our sleeves to meet their challenges, keep our promises, and deliver results. That's when we're at our best.



We keep things simple. That's because we get how complex and challenging farming and our industry is. We bring a straightforward and clear approach to doing business with our customers and work hard to make farmers' lives easier with effective, easy-to-use solutions.



Each of us has the freedom to act, to bring new ideas to strengthen ADAMA, and improve the solutions we provide our customers. We're empowered to take initiative and to think entrepreneurially. This goes together with a commitment to mentor, train, inspire, and provide resources to help us perform better.



Our passion is the fuel that propels us. We're passionate about agriculture and the role we play in helping farmers produce the food needed to nourish the planet. We're dedicated to the success of ADAMA and the success of our customers, partners and colleagues around the world.

## Economic Impact

Direct and indirect economic value generated (in thousands, USD)

Data Description	2022	2023
Direct economic value generated: revenues (total net sales)	5,569,988	4,660,554
Total payments to employees including wages and benefits (pension, social security, etc.)	610,612	629,103
Total payments to suppliers	4,449,466	3,590,434
Total amount paid to providers of capital	11,591	21,857
Capital expenditure	396,632	336,600
Total payments to governments	85,686	60,636
Total community investments	2,827	2,118
<b>Total economic value distributed</b>	<b>5,556,814</b>	<b>4,640,748</b>



# SUSTAINABILITY AT ADAMA

## Our Approach to Practical Sustainability

At ADAMA we approach sustainability the same way we approach most things in our business: we're driven by results, humble in our style, and work hard to bring simplicity to the complex challenges farmers face daily. We are committed to delivering the products and technologies needed to support regenerative and sustainable farming practices that have become a priority for growers and consumers everywhere.

To ensure strong crop yields while maintaining or improving the health of the soil, water, and other natural resources, farmers need safe and effective solutions that protect and stimulate the plants. Our responsibility is to develop new solutions that respond to the ever more complex agronomic challenges and produce and deliver them with the lowest possible impact on people and the environment. We do this based on our extensive AI platform of sustainably leading molecules, coupled with our proprietary formulation technologies, and combined with a growing offering of biological products that support farmers in an Integrated Pest Management (IPM) approach.

Practical Sustainability in our operations means we invest in what matters most: reducing our carbon footprint, the waste we create, and the water we use. We are committed to worker safety, workplace diversity, equity and inclusion, and the well-being of the communities in which we work.

Finally, we are turning sustainability into a key part of our teams' day-to-day work and a measurement of success for a growing group of people from diverse functions across ADAMA, our sustainability network. A practical approach for a practical company.

## A Business Strategy with Clear and Focused Sustainability Outcomes

ADAMA is proud to be a crop protection company. We're passionate about delivering innovative, high-quality products and solutions to ensure farmers can grow healthy yields to meet the growing demand for nutritious, safe, and affordable food.

Our industry-leading platform of Active Ingredients (AIs) serves as the basis for our pipeline of products, and we are integrating a growing portfolio of biological products to complement our portfolio and provide farmers with the full range of tools they need. At the same time, we maintain older molecules in our portfolio that play a critical role in resistance management.

But we do not stop there. ADAMA has invested years of research, design, and testing to create proprietary, advanced Formulation Technologies that allow us to take existing molecules and combine or transform them into more effective, sustainable, and user-friendly products. Our fast and agile innovation strategy effectively turns off-patent AIs into patented, superior products with key sustainability attributes that farmers and the food value chain are telling us they want. And our goal is to do this faster and more often than any other company.

The bottom-line business sustainability and business outcomes are clear: our unique innovation platforms enable growers worldwide to adopt highly effective sustainable and economical products that protect their yields.

# Our Materiality Assessment

In 2023, we evaluated and updated our materiality research using industry practices, analyzing SASB sectoral materiality topics and the EcoVadis questionnaire. We did a similar evaluation in 2022.

Our current baseline for materiality is the extensive research we conducted in 2019-2020 among our employees, farmers, retailers, and consultants in 13 of the markets in which we operate. The purpose of the study was to listen and gather insights, expectations, and trends from these main stakeholder groups for the benefit of deepening our understanding and learning more about our products, our perceived added value, and our brand.

**Through this process, we identified the seven material sustainability topics that are essential to us and serve as the organizing guidance of this report:**

1. Products - sustainability, quality, high efficiency, safety, and innovation (including stewardship, new and unique solutions, wide range of products)
2. Environmental sustainability - climate risks and opportunities management, environmental compliance, hazardous and toxic material management, and environmental management
3. Responsible supply chain
4. Farmers' empowerment - information, tools, and technology
5. Ethical business conduct
6. Employees - DEI, empowerment, and development
7. Community relations and employee engagement

## 2030 Targets

**Average 5% annual reduction of carbon emissions in scope 1 and 2 (own production and energy) to align with the 1.5° Paris Agreement**

**Significantly increase our sales of "Sustainability Leading" products, including Biologicals**



# Our Sustainability Governance

We manage sustainability just as we manage all our business. The people involved are at all levels, each with clearly delineated functions and responsibilities that enable us to set and meet our sustainability goals.

## Board of Directors

Oversees and evaluates the impact of ADAMA's sustainability strategy, tracks progress achieved against goals, and provides guidance to management.

## Chief Executive Officer

Oversees global sustainability activity and directs the Head of Sustainability.

## Head of Sustainability and Corporate Affairs

Sets the direction for sustainability across the organization globally. Identifies targets, supports global and local initiatives, and oversees progress across the company.

## Corporate ESG Director

Responsible for monitoring sustainability progress, promoting local initiatives, community activities, publishing the annual sustainability report, and supporting the response to selected ESG ratings.



### Sustainability Network

Composed of leading representatives from all ADAMA's regions and global functions, responsible for the development, implementation, and communication of sustainability initiatives across ADAMA. The network meets once a month with the Head of Sustainability to review progress, ensure targets are being met, develop mitigation plans where they are not, and share knowledge and best practices.

#### Global Units

Business Sustainability	Operations	Quality & HSE	Social	ESG & Communication
	Portfolio & Innovation		AgTech & Digital	

#### Commercial Units

Sustainability lead EAME	Sustainability lead US	Sustainability lead Brazil	Sustainability lead ANZA & India	Sustainability lead LATAM
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# Our Stakeholders

Our business and sustainability strategy is informed by an ongoing dialogue with our key stakeholders as we continuously Listen, Learn, and Deliver. Sustainable agriculture is too important, and too complex, for one business to lead the agenda alone. Therefore, we place great emphasis on stakeholder interaction, to ensure that our actions toward sustainability meet their needs.



Key stakeholder group	ADAMA's commitment and main channels of communication	Main areas of interest
<b>Farmers and Customers</b>	ADAMA invests time, energy, and resources to be our customers' number one partner of choice. We develop and produce high-quality, effective, and safe products that answer the pressing needs of growers around the world to protect their crops and enhance the sustainability of their farming practices. Our local technical and agronomic teams provide expert advice to growers, advisors, and retailers to ensure they use the most effective solutions available and apply ADAMA products in a safe and sustainable way. We work in partnership with our channel partners to deliver products on time, so that growers have them available when needed most. ADAMA also places a premium on making it easy to do business with us, striving to be responsive and agile, so that distributors and retailers can focus on supporting their customers - the farmers.	<ul style="list-style-type: none"> <li>• Product efficiency and safety</li> <li>• Fair pricing</li> <li>• Product sustainability - supporting sustainable agriculture</li> </ul>
<b>Our People</b>	By actively listening and seeking additional opportunities to hear our people, we seek to improve as a company. In addition to ongoing dialogue, we implement periodic engagement surveys, and a "360° Assessment" of managers. We actively involve our people in formulating initiatives to improve their safety and well-being; we hold regular meetings with managers and use internal communication channels to invite our people to give us feedback and share suggestions.	<ul style="list-style-type: none"> <li>• Safe and healthy work environment, culture</li> <li>• Work-life balance</li> <li>• Learning and development, career opportunities</li> </ul>
<b>Our Communities</b>	We apply our listening approach to the communities we operate in and build personal, lasting relationships with our partners. With each collaboration that we initiate or engage in, we take time in advance to understand the needs of those involved, whether they are local authorities, welfare departments, NGOs, or other local organizations. We continue conducting an ongoing dialogue with our partners throughout the year.	<ul style="list-style-type: none"> <li>• Community resilience</li> <li>• Employee volunteering</li> <li>• Community initiatives</li> <li>• Environmental compliance</li> </ul>

Key stakeholder group	ADAMA's commitment and main channels of communication	Main areas of interest
<b>Our Suppliers</b>	We are in continuous contact and dialogue with our suppliers, who are our business partners. Together we explore opportunities for innovation and improvement, and promote mutual business success.	<ul style="list-style-type: none"> <li>• Material quality and safety</li> <li>• Innovative materials</li> <li>• Ethical business conduct</li> <li>• Human rights</li> <li>• Environmental compliance</li> <li>• Terms of payment</li> </ul>
<b>Regulators and Government Authorities</b>	We keep an open, direct, and transparent dialogue with relevant regulators through our government affairs department. We make sure to present our position on relevant issues and seek dialogue.	<ul style="list-style-type: none"> <li>• Ethical business conduct</li> <li>• Environmental compliance</li> </ul>
<b>Our Shareholders and Investors</b>	We communicate and hold meetings with investors, shareholders, and bondholders.	<ul style="list-style-type: none"> <li>• Periodic financial filings</li> <li>• Financial press releases and other news of financial importance</li> <li>• Quarterly analyst conference calls</li> <li>• Online roadshows</li> </ul>





## Our Industry Memberships

We recognize the importance of participating in international and local committees and organizations to achieve improvement in industry-related issues. This activity allows us to create a dialogue and share knowledge with other industry members and with governmental and non-governmental organizations, to benefit all stakeholders. We believe that the ability of farmers to meet the needs of a growing global population while using fewer natural resources and reducing greenhouse gas emissions depends on collaboration across the agricultural community. We are therefore pleased to work with various industry organizations, to help us to incorporate sustainability into every aspect of our operations.



**CropLife International** is a global organization whose purpose is to advance innovation in agriculture for a sustainable future. It has member associations in various countries, whose members are leading global companies and national associations working in conventional pesticides, biopesticides, plant biotech innovation, and digital and precision farming. CropLife's aim is to help farmers transition toward a more sustainable and resilient agriculture, providing the largest toolbox possible for them to choose their preferred production model. ADAMA is an active member of CropLife Europe, CropLife America, CropLife Canada, CropLife Asia, CropLife Latin America, CropLife India, and CropLife Australia.



**MAALA** is a leading non-profit umbrella organization for corporate responsibility/ESG in Israel that was founded in 1998. ADAMA has participated in MAALA's ESG rating system since 2006 and in 2023 we improved our score from Platinum to the highest ranking of "Platinum Plus."



**AIPPI** is the world's leading non-profit association dedicated to the development and improvement of laws for the protection of intellectual property. It is politically neutral, based in Switzerland, with over 8000 members from over 110 countries worldwide.



**China Crop Protection Industry Association (CCPIA)**, founded in April 1982, is one of the earliest trade associations in China's chemical industry. It is a cross-regional, cross-departmental, and cross-industry non-profit organization with independent legal person status. It accepts the business guidance, supervision, and management of relevant ministries and commissions of the state according to law. The association has more than 700 members. ADAMA is the vice leader member of CCPIA.



**China Petroleum and Chemical Industry Federation (CPCIF)** was founded in Beijing on April 28, 2001. This was a major leap forward in the management system of the petroleum and chemical industry after the reform of the government's economic management function from the Ministry of Chemical Industry to the State Bureau of Petroleum Chemical Industry in 1998.

The China Petroleum and Chemical Industry Federation now has nearly 600 members. Sinochem is vice leader member of CPCIF.



**The Manufacturers' Association of Israel (MAI)** serves as an umbrella organization for industrialists in Israel. The MAI actively participates in decision-making at all levels of government, particularly focusing on issues that affect the macro-economic environment in which its constituents do business.

The MAI also leads the Chemical, Pharmaceutical, and Environmental Industries Association as the home to over 220 member organizations that represent these relevant sectors.

Eran Segal, Head of Global HSE & Operational Sustainability at ADAMA, serves as the chairman of the environmental sustainability committee of the Manufacturers' Association of Israel.

Ziv Dagan, General Manager, Israel Domestic Market Agan, serves as the chairman of the plant protection division of the Manufacturers' Association of Israel.

# Aligning with the UN Sustainable Development Goals (SDGs)



We are committed to taking an active role in advancing the UN Sustainable Development Goals, focusing on the most relevant SDGs in which we can potentially make a significant impact. The 17 SDGs are an urgent call for action by all countries and organizations in a global partnership. The Goals aim to end poverty and

other deprivations together with strategies that improve health and education, reduce inequality, and spur economic growth - all while tackling climate change and working to preserve our oceans and forests.

## Goal ADAMA's alignment with the SDG



### No Poverty

Based on World Bank data, growth in the agriculture sector is two to four times more effective in raising incomes among the poorest people compared to other sectors. By creating effective and affordable solutions for farmers to generate greater yields from their crops, farmers can sell more products, and in turn, enhance their livelihood.

#### Our focus: SDG 1.4

To learn more about how ADAMA is contributing to SDG 1, see [Our Products](#) chapter



### Zero Hunger

Crop protection is an important tool in the fight against global hunger. We reach farmers in more than 100 countries across the globe, providing them with solutions that help them improve the quality and quantity of their crop yields by providing protection from weeds, insects, and diseases.

#### Our focus: SDG 2.3 and SDG 2.4

To learn more about how ADAMA is contributing to SDG 2, see [Our Products](#) chapter

## Goal ADAMA's alignment with the SDG



### Quality Education

Through our local and regional community engagement programs, we invest in educational programs with a special emphasis on chemistry, agriculture, and sustainability. We have also made a long-term commitment to support and promote education in the communities in which we operate, facilitating programs from kindergarten through to doctoral studies, as well as informal education.

#### Our focus: SDG 4.4

To learn more about how ADAMA is contributing to the SDG 4, see [Our People and Communities](#) chapter



### Clean Water and Sanitation

We are committed to reducing our water consumption through developing and promoting solutions that support efficient and responsible use. As part of this commitment, we are minimizing the release of hazardous materials and effluents, as well as substantially increasing our wastewater treatment and water reclamation capabilities.

#### Our focus: SDG 6.3

To learn more about how ADAMA is contributing to SDG 6, see [Our People and Communities](#) chapter

## Goal

## ADAMA's alignment with the SDG

7 AFFORDABLE AND CLEAN ENERGY

**Affordable and Clean Energy**

By 2024, we plan to reduce our absolute energy from fossil fuel consumption by 10% with the help of energy surveys and projects to improve efficiency. We want to substantially increase the share of renewable energy that powers our facilities: two of our sites ran almost exclusively on renewable resources in the past year, and another site utilizes cogeneration energy and steam plants that have also allowed us to reduce our fossil fuel use and carbon footprint.

**Our focus: SDG 7.2**

To learn more about how ADAMA is contributing to the SDG 7, see [Our Environmental Sustainability](#) chapter

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

**Industry Innovation and Infrastructure**

We have aggressively invested in health, safety, and environmental improvements in our plants, with a specific emphasis on our facilities in China. We heavily invest in our own R&D and collaborate with innovative technology companies to embed innovation in our offerings. Our aim is to increase the efficiency of our products and optimize yields, while minimizing potential impact on health, safety, and the environment. Our novel offerings focused on sustainable formulations hold a growing share of our product portfolio and we are committed to continuing and investing in new developments.

**Our focus: SDG 9.4**

To learn more about how ADAMA is contributing to the SDG 9, see [Our Products](#), [Our Environmental Sustainability](#) chapters

## Goal

## ADAMA's alignment with the SDG

10 REDUCED INEQUALITIES

**Reduced Inequalities**

Reducing inequality is a leading value that guides our activity in all our sites and the countries in which we operate. For us, one of the main pillars for promoting diversity and inclusion focuses on promoting equality. In addition, we conduct many projects in the field as part of our community activities, such as projects in the geographic and social periphery and increasing social leadership and mobility.

**Our focus: SDG 10.2**

To learn more about how ADAMA is contributing to the SDG 10, see [Our People and Communities](#) chapter

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

**Responsible Consumption and Production**

We are committed to implementing sustainable production processes and creating products that can be consumed responsibly. We consistently upgrade our production facilities so that we can reclaim water, utilize cogenerated energy, reduce, recycle, and responsibly manage waste, and more. For consumers, our crop protection products are formulated so that smaller quantities of Active Ingredients can be used to effectively combat disease and pests, while minimizing the impact on human health, safety, and the environment. We also invest in the development of new formulations that minimize the products' environmental impact.

**Our focus: SDG 12.4, SDG 12.5, SDG 12.7 and SDG 12.a**

To learn more about how ADAMA is contributing to the SDG 12, see [Our Governance and Ethics](#) chapter, [Our Products](#), [Our Environmental Sustainability](#) chapter

## ESG Ratings and Rankings

We see great importance in the continuous improvement of our ESG practices. To this end, we take an active part in responding to leading global and local ESG ratings, and we analyze the results to identify stakeholders' expectations as well as opportunities for improvement. We use our detailed gap analysis to prepare a multiyear improvement plan.

### ecovadis

Since 2018, ADAMA has been undergoing annual assessments for our sustainability performance by EcoVadis. In 2024, ECOVADIS ranked ADAMA as "Bronze". We improved our score from 2022 and became members of the TfS Community.



### MORNINGSTAR | SUSTAINALYTICS

Sustainalytics rated ADAMA 38.1 High Risk in February 2024. As part of our ESG journey, we initiated a dialogue with the agency to lay the groundwork for improvement.

### Greeneye Data

Greeneye, an Israeli ESG rating and ranking agency working in the service of local institutional investors, rated ADAMA 53. This is the first report and accordingly, we initiated a dialogue and conducted gap analysis for constant improvement.



Since 2006, ADAMA has disclosed data to the Israeli sustainability ranking organization, MAALA. ADAMA improved to "Platinum Plus" in its 2023 assessment.





# Our Products



# A GROWING SET OF CHALLENGES

Farmers around the world must overcome a broad range of challenges to produce enough high quality, safe and affordable food to meet the needs of a growing population. In addition to the disruptive effects of climate change, soil degradation, and biodiversity loss, farmers must also navigate shifting consumer preferences and increased regulatory constraints on farming practices. Addressing these complexities requires innovative, effective solutions – at affordable prices – so farmers can protect and enhance their crops while maintaining or improving the health of the soil, water, and other natural resources.

ADAMA leverages our industry-leading portfolio of active ingredients, together with our advanced Formulation Technology platforms and our state-of-the-art formulation, testing, and production facilities, to develop a portfolio of innovative, effective, and sustainable products.

## Portfolio that Brings Value to Farmers, Our Customers and Stakeholders

ADAMA's crop protection product portfolio includes a range of herbicides, insecticides, fungicides, and biological solutions focused on controlling the most destructive weeds, insects, and diseases at every stage of the growth cycle.

### Advanced Formulation Technologies Drive Our Product Innovation Model

ADAMA continues to invest significant resources in developing proprietary, advanced Formulation Technology platforms to optimize the performance of existing molecules and allow for the creation of unique formulations and mixtures comprised of multiple active ingredients.

In 2023, five new products were launched with enhanced sustainability attributes and powered by our Formulation Technologies. An additional five Formulation platforms were developed and will serve as foundations for products in 2024.



# OUR PRODUCT PORTFOLIO

## Supporting Farmers with Sustainable Solutions

We seek to consistently develop and launch products with increased sustainability benefits. These solutions help growers reach higher crop productivity and output quality while decreasing the negative impact on soil and water and reducing the need for additional land resources. They also support greater farmer productivity which leads to an increase in available food to meet the needs of a growing global population. In addition, we prioritize the reduction of the carbon footprint of our products, an important outcome not only for farmers but for the wider population.

Our product innovation focuses on two key sustainability parameters:



Low Dose  
Products

Low Dose Products decrease the amount of active ingredient applied by farmers, leading to safer handling, while achieving the same or better results than market-leading products.



High Dose  
Products

High Load Products reduce the volume of product that needs to be produced, packaged, shipped, stored, and eventually disposed of, lowering the carbon footprint and environmental impact.



## Selected Products with Sustainability Leading Profiles

### Araddo® Herbicide Wins Best Formulation Innovation with Low Volatility Technology

**Araddo®** was launched in 2023 in Brazil, a more sustainable herbicide that delivers high performance burndown on hard-to-kill grasses and broadleaf weeds for soybean, corn, and wheat. It won the prestigious award for Best Formulation Innovation at the IHS Markit Crop Science Forum and Awards.

**Araddo®** optimizes the activity of its active ingredients to reduce the amount of chemicals needed and includes ADAMA's **Low Volatility formulation** to minimize environmental impact.

As a single product with dual modes of action, **Araddo®** reduces operational complexity. Additionally, farmers can plant soybeans immediately after its application, as the product effectively eliminates the need for a plant-back interval. Its high efficacy and broad spectrum means there is no need to repeat spray, reducing the amount of fuel used by farmers.

**Araddo®** supports farmers in improving their weed management and increasing yields without increasing their environmental footprint.



### Apresa® Herbicide Reduces Chemical Load & Optimizes Weed Management in Soybean

**Apresa®** is a sustainability-first product with minimal carry-over and exceptionally high safety standards. It uses ADAMA's proprietary **TOV Formulation Technology** to maximize the biological activity of its two active ingredients. This not only enhances product performance, minimizes UV degradation, and improves straw transposition, but also reduces chemical load.

It is an innovative pre-emergence herbicide that is highly effective against several key weeds including *Amaranthus* sp., Goosegrass, Sourgrass and many others, all in a single application. **Apresa®** delivers high performance and long-lasting protection for minimized weed interference to the crop, while also streamlining weed management operations.

Rapidly escalating weed resistance to herbicides has been undermining yields and profits for Brazilian farmers of broadacre crops, and **Apresa®** delivers high performance and long-lasting protection, helping farmers stay profitable and sustainable.





## FullScript® Enables Stable Mix of AIs

**FullScript®**, part of the **FullPage®** Rice Cropping Solution, is formulated using our **SESGAMA™ Technology Platform**. **SESGAMA™** is a wide utility technology based on a unique polymeric surfactant developed in-house. It enables high-load, difficult to stabilize suspensions, allowing a stable mixture of two active ingredients that otherwise would require two separate containers. This means **FullScript®** is easy-to-use and has less packaging which in turn reduces transport needs, leading to a smaller environmental footprint.

**FullScript®** was launched in the US in the first quarter of 2023. This liquid premix provides growers with confidence and predictability in weed control with multiple modes of action, as well as the freedom to flexibly rotate crops to control resistant weed pressure in fields.

## Feralla®: Low Dose Molluscicide from Natural Minerals and Circular Economy

European farmers often struggle to control pests such as slugs and snails, as active ingredients are gradually prohibited due to regulatory changes.

We developed a new range of molluscicides based on our novel in-licensed active ingredient **Feralla®**, a natural mineral, bringing to market sustainable crop protection products that enable farmers to achieve high yields and meet high food safety standards.

**Feralla®** is low risk compared with Metaldehyde, currently the leading global molluscicide. Other formulants in **Feralla®** originate from farms, such as cereal grains, brewer's yeast, and canola oil, making this pest control product part of the circular economy.

**Feralla®** products have prolonged pellet integrity, and ADAMA's unique **Desidro® Formulation Technology** makes them more appealing to the target pests than existing alternatives. This contributes to the product's proven superior rapid stop feeding effect, which results in a significant reduction in feeding damage during the first three days following application. The unique robust pellets also provide long-lasting control, outperforming competitors in this segment.

**Feralla®**-based molluscicides are also Low Dose, which makes them safer for both farmers and consumers. With **Feralla®**, ADAMA offers European farmers an effective way to reach their sustainability goals, control slugs and other mollusc pests, and meet high food safety standards with increased yields of high-quality crops.

## Growing Use of Biodegradable Components

We consistently strive to increase the use of biodegradable or renewable materials in our formulations. These ingredients are crucial to ensure the physical-chemical stability of our formulations and boost sustainability, agronomic efficiency, and safe handling.

Our use of biodegradable and renewable materials brings specific beneficial characteristics, such as adhesiveness, rainfastness, penetration, and translocation. For example, increased rainfastness removes the need for reapplication and the concomitant extra costs and environmental impact.

After a series of validation and formulation development tests, we were able to incorporate more than 50% biodegradable co-formulants into many of our products, including **Almada®**, **Armero®**, **Blindado®**, **Araddo®**, **Apresa®**, and **Cheval®**. Our goal is to incorporate more of these biodegradable components into more of our products in the future.



# BIOLOGICALS

## Biological Products Improve Soil and Plant Health, and Reduce Chemical Load

ADAMA offers a range of biological solutions - primarily biostimulants and biofertilizers - to address specific farmer needs, providing additional methods to manage pests and diseases, improve nutrient uptake, increase stress tolerance, and enhance soil and plant health, while reducing chemical load on produce and the environment.

To deliver the best biological offering to our customers, we combine our internal expertise in biological research and development with the knowledge and capabilities of leading companies and academic institutions. Through strategic licensing agreements and collaborative partnerships, we leverage the latest scientific advancements and accelerate the introduction of first-class biological solutions.



### ADAMA BIO: The New Brand for Biological Crop Protection

ADAMA Costa Rica consolidated its entire portfolio of biological products under the umbrella brand of ADAMA BIO. This defines a recognizable and trusted brand for effective and eco-friendly solutions and emphasizes our commitment to sustainability and environmental stewardship.

Under this umbrella brand, we launched several products in the region, such as a range of biological pesticides to control the pepper weevil and other threats, a new plant extract bioinsecticide, Bio-Triplus™, and a new biostimulant Bio-Sap™. The ADAMA BIO brand includes our existing products MasterCop™ and Bralic®.

ADAMA BIO aims to develop sustainable and bio-based products that allow farmers to continue to produce high yields of healthy and high-quality crops, despite the increasing prohibition of various active ingredients. Together, the ADAMA BIO portfolio reduces agrochemical load, improves safety and health for workers and consumers, and offers complementary solutions, representing a significant change towards a more sustainable and resilient food system.



## Selected Biological Products Launched or Updated in 2023

### Actavan®: ADAMA's First Global Biocontrol Fungicide

**Actavan®** is ADAMA's first biological fungicide, launched in Peru in 2023 and expanding to additional markets. Developed in collaboration with New Zealand-based Waikaitu Ltd, **Actavan®** is based on plant extracts that stimulate the plant's immune system to effectively prevent fruit rot in crops such as grapes, berries, and certain vegetables, while also improving their quality. Unlike many other fungicides, there is no pre-harvest interval for **Actavan®**, which gives farmers more freedom to plan crop treatment schedules.

As a biological product, **Actavan®** is compatible with organic farming and Integrated Pest Management (IPM) practices. It represents a significant innovation in ADAMA's biological offering and complements the existing ADAMA portfolio by providing effective and reliable fungicidal action for all types of farming using a novel active ingredient.

### Andybug™ Effective Biological Protection from Sucking Pests

**Andybug™** is a new ADAMA bioinsecticide developed in collaboration with the Argentinian company Tensac. The product targets a broad spectrum of sucking pests and other soft-bodied insects and mites.

**Andybug™** is biodegradable, without any PHI or phytotoxicity, making it ideal as part of Integrated Pest Management strategies and sustainable farming. The solution works by suffocating and dehydrating sucking pests that destroy crops and ruin yields, while the layer of product on the leaves also deters insects from entering the stylus in the plant. Because it operates using mechanical action, resistance is not expected to develop, making **Andybug™** a powerful insecticide for long-term use.

**Andybug™** was initially launched in Israel, and we plan to expand its use in other regions.

### Atena™ Three Bacterial Strains Protect Against Fungal Diseases

**Atena™** is a unique microbial contact fungicide intended for use on vines, berries, and other fruit crops, currently available in Peru. The innovative combination of three bacterial strains – *Bacillus pumilus*, *Bacillus velezensis*, and *Bacillus subtilis* – is typically applied preventatively and ensures excellent efficacy with its several modes of action.

With **Atena™**, farmers benefit from improved control of Powdery Mildew and other fungicidal pathogens. It also acts to promote fruit growth and development and protect the fruit during critical periods of fruit set and color break, resulting in higher quality fruit and increased yields. It induces the plants' resistance to fungal pathogens which helps increase crop resilience and provide long-term protection against fungal diseases.

### Veradyn® Biological Fertilizer for Cereal Crops

ADAMA's innovative new bio fertilizer for cereal crops, **Veradyn®**, uses a safe and stable bacterium — *Peribacillus simplex* CB20070 — to enable plants to absorb more nitrogen from the air and soil. In this way, **Veradyn®** increases crop quality and yields while reducing the need for nitrogen-based fertilizers that have a high carbon footprint.

**Veradyn®** is compatible with almost all crop protection products and commonly used cereal fertilizers. It is highly resistant to salinity, sodium, chlorine, and carbonates, and is effective in a wide range of pH and temperatures and independent of soil moisture. This empowers farmers to apply it at the right point in crop development, regardless of weather conditions, and lets it be stored at ambient temperatures for up to two years and remain effective.

# PORTFOLIO HEALTH

## Toward a More Sustainable Product Portfolio

The Syngenta Group has developed a Portfolio Sustainability Framework (PSF) to provide increased transparency to external stakeholders on the ongoing sustainability profile of the company portfolio and to facilitate internal decision-making.

This standardized assessment tool will help drive the continuous development of products and solutions that not only offer increased sustainability benefits to customers but also prioritize the improvement of the ecological score and carbon footprint of products, as expected by a broader set of stakeholders.

The PSF is being implemented this year for the Syngenta Crop Protection business unit. In 2023, ADAMA launched a pilot of the PSF in Brazil and plans to add additional countries in 2024 and 2025.



### Looking Ahead

Prioritize the development of innovative products that uniquely and sustainably solve our farmer customers' challenges

Leverage our leading active ingredient platform and Formulation Technology capabilities to launch additional products with sustainability benefits

Quantify the sustainability of our portfolio with the Syngenta PSF

Continue to scout for biological solutions that will help to build more complete and sustainable solutions for farmers in the future



# STEWARDSHIP

We are committed to the responsible and ethical management of our products throughout their lifecycle, and to ensuring that they are used correctly to protect the health and safety of farmers, the public, and the environment. Each year farm workers suffer from work-related accidents, including some caused by exposure to chemicals resulting from improper handling, either accidentally or due to a lack of knowledge on the safe use, storage, and disposal of crop protection products. Also, unacceptable traces of crop protection products could remain in crops destined for food or feed and/or in the environment (e.g., water streams, soil, animals) if not applied correctly.

ADAMA is engaged in a variety of programs to support farmers in good agricultural practices, helping keep them safe and improve compliance with residue requirements to protect people and the environment.



## C.U.I.D.A. Promoting Soil Health

The ADAMA Brazil C.U.I.D.A. (Compromisso para o Uso Inteligente de Defensivos Agrícolas, or Commitment to the Intelligent Use of Agricultural Defensives, in English) project addresses our responsibility to preserve soil health and natural resources all around the world. We can only conserve the soil by treating it with respect and care, and this is only possible when every individual fully understands the necessary protection techniques.

Through C.U.I.D.A., we engage everyone involved in crop protection, including farmers, sales representatives, and channel partners. In 2023, more than 900 C.U.I.D.A. events were conducted with the support and coordination of ADAMA people, impacting over 25,000 individuals who received both theoretical and practical training. By carrying out the activities in farms and training centers, participants gained real experiences about crop protection best practices.

A similar program was rolled out in Central America and Caribbean in 2023. Ten training sessions were held, laying the foundations for further development in 2024. In Costa Rica, 1,300 people were trained in pollinator management and participated in the Del Monte festival, helping plant around 400 trees to reforest the El Jaguar biological corridor.

We intend to maintain the C.U.I.D.A. projects into 2024 and beyond, significantly increasing the number of training events and people whom we reach, and we have incentivized our sales force to promote the initiative among our customers and dealers.



## Assisting Small Farmers in Sustainability

ADAMA Chile joined with several other agrochemical companies to assist small farmers who grow open-air vegetable crops for local consumption to manage their farms more sustainably.

In September 2023, we introduced flora into vegetation borders to increase biodiversity and attract more natural pollinators. We helped set up an improved irrigation system to increase water efficiency, and we trained 20 farmers in the use of irrigation and application equipment and in the principles of Integrated Pest Management (IPM).

In 2024, we aim to establish a GAP-compliant warehouse for farmers to manage phytosanitary products in accordance with national regulations. 2.5 hectares of family farms will be under sustainable management, to reduce the quantity of pesticides used while still maintaining high yields.



## Stewardship Schools for Improving Livestock Indicators

Keeping up with demand and meeting high global food standards requires learning new practices to improve livestock productivity indicators. To prepare farmers to meet this challenge, ADAMA established "stewardship schools" in Colombia with theoretical and practical training sessions in the care of a safe and sustainable livestock farm.

Participants used demonstration plots to learn and apply the principles of grassland management to achieve better meat and milk production indicators. They learned about the responsible use of ADAMA's herbicides for healthy grass, mastered application techniques, and became experts in meadow maintenance.

In 2023, eight schools across eight municipalities certified 209 stewards. In 2024, we plan to expand the number of schools and farmers participating, and to establish them in more locations.





## Training Local Farmers in Safe Practices

ADAMA people in India, Thailand, and Vietnam worked to train local farmers on the safe use of crop protection products, collaborating with local partners such as NGOs, industry associations, retailers, and government agencies in order to increase our reach.

Local farmers were trained in different pesticide modes of action, management of resistance, good agricultural practices, and reducing other risks around farm work. By ensuring that crop protection products are used according to best practices, we aim to increase the safety and well-being of farm workers and consumers, as well as minimize environmental impact. This is particularly important for smallholders in developing countries. Looking ahead, we intend to expand the program to reach more farmers across the region.



## Helping Farmers Comply with Complex Regulations

To help French farmers comply with the rules around the use of crop protection products, ADAMA France developed Digi.Docs.Agri, which offers free, easy-to-use resources including leaflets with pictorial instructions and simple decision trees, and an app that shows the application practices needed for each ADAMA product in each situation. In this way, farmers can see at a glance how they need to apply the product they are using.

In 2023, more than 2,000 leaflets were distributed, and the app has been downloaded more than a thousand times.



# AGRICULTURAL TECHNOLOGY

## Collaborating with Tech Companies to Deliver the Solutions Our Customers Need

Customer-centricity is key to our approach to agricultural technology (AgTech), as it is in every area of our business. There is no one-size-fits-all technology solution, so as a result, we are tech-agnostic, collaborating with numerous technology and Farm Management Information System companies to bring the right solution or service that meets farmers' needs. Our tech neutrality gives us the freedom to explore a vast range of innovative solutions, and we already have more than 15 AgTech solutions in various stages of deployment in 28 countries.

As a proud and active member, we are committed to CropLife Europe's collaborative efforts to accelerate the development of new, innovative, and sustainable solutions for farmers. Europe is taking the lead by putting sustainable food systems at the heart of the European Green Deal which will have global implications. Leveraging AgTech is one essential strategy for harnessing innovation to meet these important sustainability goals.

We are continuously expanding our existing AgTech deployments, for example Smart Ag Nation (SAN) in Brazil which was profiled in the 2022 ESG report has been expanded to 27 new farmers, covering an area of 8,300 hectares in soybean. Growers gained access to three exclusive SAN features: a soybean phenological state tool, planting scenarios for soybean, and customized product recommendations according to the soybean development stage. They also can use its basic features like satellite imagery and scouting tools.



### Digitizing Product Labels for Sustainable Crop Protection

ADAMA is playing a key role in supporting efforts by CropLife Europe to establish an industry-wide approach for digital product labels, which will in turn help farmers farm more sustainably and comply with EU legislation. This new approach – known as AgriGuide – will be a paradigm shift for growers in the EU-27 countries.

Machine and software-readable labels that include product Compliance Use Instructions for each crop, such as necessary buffer zones, spray protocol, recommended tractor driving speed and more, will mean that farmers can receive customized guidance directly to their web or mobile app, considering weather and other conditions in their location. The long-term vision is that through a simple integration, those instructions will be able to immediately connect to their Farm Management Information System or directly to their farm equipment, so crop protection products can be applied in the safest, most effective, sustainable, and compliant manner.

In 2023, ADAMA, as part of this AgriGuide initiative, started a proof-of-concept for digitizing product labels in Romania, Italy, and Germany. A pilot with selected farmers in each of these countries is starting in 2024, with the goal of having all product labels digitized and accessible to all farmers for those three countries by the end of the year. Additional countries and products will be onboarded over time, with the ambition of having all labels in all EU-27 countries digitized in the next few years.





## India Innovates in the Air and on the Ground

### ADAMA Fly High Drone Spraying

"ADAMA Fly High," a pioneering drone spraying project launched in India in 2023, is an innovative method to address agricultural personnel shortages while spraying crops in a safer, more sustainable way.

Drones significantly reduce the time and labor required for spraying crops, and they are more precise, allowing for smaller amounts of crop protection products and much less water to be used. They are also safer for farmers, reducing their exposure to chemicals.

In its first two months, ADAMA Fly High serviced a wide range of crops, including rice, maize, black gram, and sorghum, and covered 490 acres using five drones, directly benefiting 116 farmers. Feedback was overwhelmingly positive, with some farmers requesting multiple rounds of spraying services, or offering to remove obstacles from their fields for the upcoming season. The plan is to scale up the service by increasing the number of drones in 2024 and to consider other service models, such offering it through dealers or Village Level Entrepreneurs, which can also bring a new revenue source to local farmers.



### Dealer Khata Mobile App

With 16,000 dealers and retailers spread throughout India, ADAMA sought a way to engage in business with them that would be simpler and more efficient for both sides, bringing with it some hefty sustainability benefits.

Dealer Khata was introduced in 2023 and will be officially launched in 2024. It is a mobile app that digitizes the traditional, manual process of managing accounts (a.k.a. Khata). Instead of traveling around to each dealer to handle sales paperwork, Dealer Khata enables dealers and retailers to conduct business through their mobile devices, which have become widely accessible due to India's increased 4G penetration.

Dealer Khata digitizes invoices and other business documents, making the process of confirming transactions and managing accounts simpler and more efficient, eliminating the paper waste associated with these operations. Another important sustainability benefit is that Dealer Khata adds traceability to every product purchased and used with its digital record of transactions and acknowledgements.

### Looking Ahead

- Continue to expand digitized labels in Europe to several more countries.
- Broaden activity for spraying decision support tools for knowing when to optimize spraying windows.



# Our Environmental Sustainability



# ENVIRONMENTAL IMPACT

As a global agrochemical company, we strive to minimize our environmental impact while supporting farmers' efforts to increase global food production in a more sustainable way. We take a comprehensive, methodical approach to monitoring our environmental impact and mitigating risks at every stage of our product lifecycle, from raw material supplies to production, transportation, application, and all the way to end-of-life management. This approach enables us to continuously improve our performance while focusing our efforts on mitigating our environmental footprint.

Our environmental sustainability policy was crafted through engagement with farmers, employees, surrounding communities, environmental organizations, regulators, and other stakeholders. Through listening closely to them, we learned their expectations. We then took steps to implement cutting-edge technologies and innovative approaches that enable us to effectively manage and reduce our environmental impact.

We actively engage the communities living near our operation sites, to jointly create projects that reduce potential nuisances. In our production plants, we host regular community dialogues to listen to and address public concerns. For example,

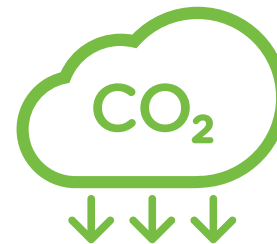


we send a biannual operational update to community leaders. We also run a verified monitoring station that transmits real-time information about chemical emissions, so our stakeholders can be certain that these are well below admissible levels.

Although we produce and handle hazardous materials, we are committed to outperforming regulatory requirements and protecting our environment by limiting our energy, water, effluents, and waste footprints. Our published reports and ESG ratings reflect our progress, and we are proud of it.

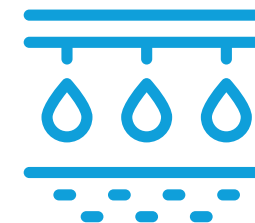
During 2023, we have continued to measure and monitor our five-year operational goals, to ensure their fulfillment.

## 2024 Leading Targets to Mitigate our Environmental Impact (2019 baseline)



### Energy from Fossil Fuel

10% decrease in energy consumption originated from fossil fuels



### Water

10% decrease in water withdrawal



### Hazardous Waste

15% decrease of hazardous waste disposal to landfills or incineration, by shifting to recycle/reuse disposal

\* Not including Chinese entities

## Our Environmental Management Infrastructure

To put our commitment to sustainability into practice, in 2022 we established an effective internal environmental management system that we continuously maintain. This system includes 12 standards and guidelines that facilitate emissions control and waste management for the three essential mediums: air, water, and soil. To ensure compliance with local regulations and our own standards, we maintain an ongoing assurance plan. In addition, our facilities are managed according to stringent European directives or analogous local regulations, and most adhere to the International Standard ISO 14001.

In 2023, we initiated self-assessments according to the standards developed in 2022, along with cross-site audits of several of them (together with safety standards). Eight audits were performed by two certified internal auditors from HSE & Operations for 3-5 days. For more information about cross-site audits see [HEALTH, SAFETY AND WELFARE chapter](#).



**57%** of our sites are certified to ISO 14001 or to an equivalent standard

Our Health, Safety and Environment (HSE) Policy adopts a sustainable approach to protecting both our people's health and safety, and the environment, by promoting renewable energy, recycling, and emission reduction. We strongly maintain our commitment to our nearby communities and foster a corporate culture of individual responsibility at all our sites. We recently updated our [HSE and Sustainability Policy](#) to include all aspects of environmental sustainability, such as greenhouse gas emissions and dwindling water resources.



**342M** USD investment and expenditure in environmental upgrades during the past 3 years

## Investing in a Greener Future

	2021	2022	2023*	Total
Investment in facilities / Expenditures on environmental protection (million USD)	60	59	46	342
Current costs / Investments in environmental protection (million USD)	54	58	65	

\* Including the Chinese sites

In 2023, we invested in key environmental projects such as:

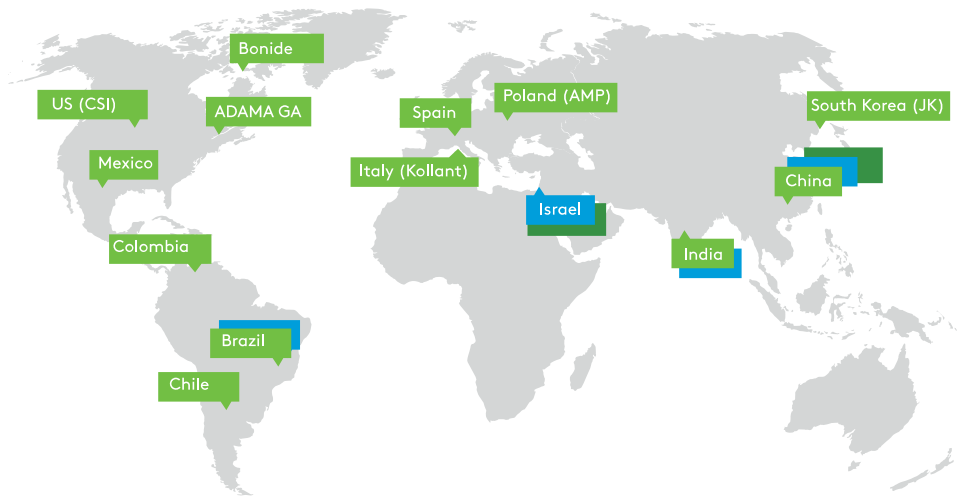
- Wastewater treatment plant upgrade (MCW NH and Maidao)
- Thermal air emission systems (Maidao, MCW NH and Huifeng)
- Electrolysis plant (MCW NH)
- Soil and groundwater remediation (Agan, Taquari and MCW BS)



## Sustainable Operations

We operate eight major synthesis sites, 12 formulation and packing sites, one biological site, and one food additive production site.

● Main operational hub ● Manufacturing factory ● R&D



To meet our emissions goals and continue our journey to become a more sustainable company, we are compelled to operate using the best available technologies. The following technologies were adopted by ADAMA to fulfill our vision for the environment and sustainability:

Pillars	Technological and Organizational Solutions
<b>Water and wastewater</b>	<ul style="list-style-type: none"> <li>• Biological wastewater treatment plants and desalination plant</li> <li>• Treatment and reuse of effluents</li> <li>• Closed-loop cooling towers</li> <li>• CIP water reuse</li> </ul>
<b>Energy use</b>	<ul style="list-style-type: none"> <li>• Use of steam and electricity generated by cogeneration</li> <li>• Natural gas power plant</li> <li>• Heat conservation</li> <li>• Renewable energy sources</li> </ul>
<b>Air pollutants and odor nuisance</b>	<ul style="list-style-type: none"> <li>• Thermal oxidizer units</li> <li>• Denoxers based on ammonia injection</li> <li>• Scrubbers</li> <li>• Activated carbon systems</li> <li>• Sieve and HEPA filters</li> </ul>
<b>Hazardous waste</b>	<ul style="list-style-type: none"> <li>• Condensation system to reuse solvents</li> <li>• Dewatering system for reducing volume of sludge</li> <li>• Recycling of used plastic packages</li> </ul>
<b>Noise nuisance</b>	<ul style="list-style-type: none"> <li>• Silencers on stacks and equipment</li> <li>• Physical barriers around workshops</li> <li>• Acoustic walls</li> </ul>
<b>Contamination prevention</b>	<ul style="list-style-type: none"> <li>• Only certified drivers handle hazardous materials</li> <li>• Warehouse employees are trained in safe loading and storage of hazardous materials</li> <li>• Warehouses managed in compliance with storage safety constraints and labeling requirements, according to UN code and SDS</li> <li>• Facility floor covered with leach-proof concrete and drainage trenches</li> <li>• Ground water, marine environment, and air pollutant monitoring at the plant surroundings</li> </ul>

## Learning and Improving

We manage all environmental impact incidents with the highest care, and we invest in training and a culture of safety so that, even though we cannot guarantee a zero-incident rate, we can learn from mistakes to prevent future occurrences. We have a detailed, systematic method for investigating and reporting on incidents that was developed as part of our Management System. It includes processes for identifying their root cause and implementing technical solutions to mitigate it and prevent future occurrences.

In 2023, we experienced one major environmental incident, which was immediately contained and treated, as described on the next page.



### Learning and Improving from an Environmental Incident

During 2023, ADAMA introduced a new product into its manufacturing system. The environmental permit was updated, and an analytical method was developed to identify product residuals in wastewater. Yet, the method failed to identify a high concentration of the product due to improper sample preparation, and excess amounts were discharged into the Mediterranean. The sampling system detected the deviation and discharge was stopped. ADAMA halted production and conducted a thorough investigation to understand the root cause and assign corrective actions. The analytical method was modified so that it will accurately identify the product residuals in wastewater and alert immediately about any deviation.

### Engaging with Government and Regulatory Bodies

As chair of the Environmental Committee of the Manufacturers' Association of Israel, ADAMA's focus has been on areas such as carbon emissions reduction, recycling, and the circular economy. We have dedicated efforts to advocating for effective environmental legislation, participating in discussions shaping the future climate law, among other regulatory initiatives. Through constructive dialogue with government representatives, NGOs, and industry peers, ADAMA has played a key role in shaping policies to ensure the manufacturing sector's alignment with environmental objectives.

# REDUCING OUR CARBON FOOTPRINT: ENERGY, GHG, AND AIR QUALITY

Following the 2015 Paris agreement, we committed to mitigating our Scope 1 and 2 GHG emissions. We prepared a road map for achieving our goals which focuses on the following main initiatives: switching to a co-generation power plant; shifting to low emission fuels; utilizing hydrogen; adopting renewable energies; and upgrading large energy consumers and portfolio adjustment (see figure below). Our original goal was to reduce GHG emissions by more than 50%\* overall by 2030 (baseline year 2015). By 2023, 44% had already been achieved. Yet, to meet our final goal while integrating our Chinese entities, we set ourselves the target to continuously reduce our carbon footprint by 5% annually (2022 baseline). In 2023 ADAMA's overall carbon emission reduction was 14%, partially due to our mitigation of coal use.

In 2023, we achieved a significant reduction in emissions of all types, primarily through portfolio adjustment. ADAMA stopped manufacturing several products due to commercial reasons and switched to purchasing others, resulting in enhanced Scope 3 emissions (see more about Scope 3 emissions later in this chapter).

In 2023, we operated 149 company vehicles in Israel with electric motors, saving about 125,000 liters of gasoline per year. The shift began in 2022, and we intend

*\*Not including Chinese entities*

to complete it by 2025. We plan to replace 40 diesel forklifts with electrical ones at MCW sites.

In the coming years, we will significantly increase hydrogen production capacity at our Makhteshim site. As hydrogen is a zero GHG fuel with triple the energy of natural gas, we are working to expand the use of hydrogen from the new electrolysis plant at MCW to replace natural gas as fuel in our thermal oxidizers. We also plan to reduce the thermal oxidizer temperature at Agan and MCW NH from 1,100 to 950 degrees Celsius.



**14%** reduction in absolute carbon footprint vs. 2022, while maintaining carbon footprint intensity at the same level



### Scope 1 and 2 CO<sub>2</sub>e Emissions and Intensity (all sites)

	2019	2020	2021*	2022	2023
Scope 1 and 2 GHG Emissions (tonne CO <sub>2</sub> e)	1,429,852	1,273,618 <sup>1</sup>	1,210,860 <sup>2</sup>	1,422,292 <sup>3</sup>	1,215,259
GHG Intensity (tonne CO <sub>2</sub> e/ million USD revenues)	358	309	252	254	261

### Energy Consumption and Intensity (all sites)

	2019	2020	2021	2022	2023
Total Energy Consumption (TJ)	12,480	10,966	10,516	12,503 <sup>4</sup>	10,486
Energy Intensity (TJ/ million USD revenues)	3.1	2.7	2.2	2.2	2.25

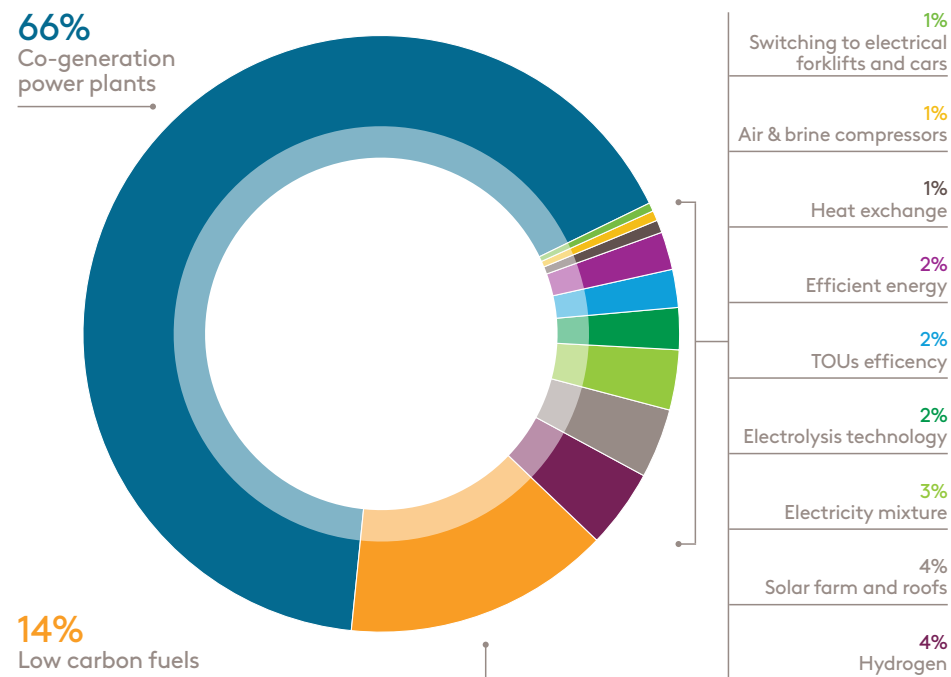
Chlorine and AIs Account for 95% of Scope 1 and 2 emissions.

\* CO<sub>2</sub>e emission factors were embedded during 2021

1. 2020 data was refined to site specific or state specific  
 2. Includes Huifeng (2nd semester)  
 3. Due to regained production at Sanonda and Huifeng  
 4. Due to regained production at Sanonda and Huifeng

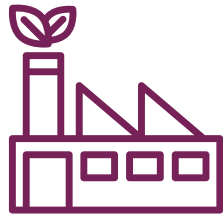
### Scope 1 and 2 Reduction Roadmap by Activity

(not including Chinese entities)

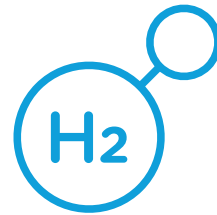




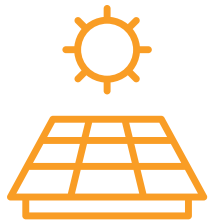
## Meeting our Scope 1 and 2 GHG reduction targets:



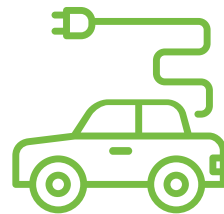
Adopted new technology to generate electricity and steam from natural gas, resulting in 35% reduction in corporate carbon footprint



Utilized hydrogen to fire air treatment system, resulting in reduced use of fossil fuel



Generating electricity and steam through renewable resources (solar, water and biomass) in multiple locations



Shifting to vehicles with electrical engines, saving 125K liters of gasoline annually



# REDUCING ENERGY USE

The transition to cleaner energy consumption is part of our long-term goal to reduce GHG emissions and our impact on the environment. Our production sites in Spain, Colombia, Brazil, and Israel utilize renewable resource-based electricity.

- At our Spain site, we utilize 100% renewable electricity, based on solar panels and wind turbines.
- In Brazil and Colombia, we use electricity that is mainly generated by a hydroelectric power station, combined with biomass combustion resources.
- In 2023, our solar roof at Dahej, India generated 117 MWH.
- The Bonide site (USA) has had solar roofs for several years.
- Solar roofs were installed at ADAMA production sites. The largest one, producing 300KWH, was installed in 2022, at the Agan logistics center. We plan to expand the solar roof capacity at the Agan site by 400 KWH.



We will also reduce energy use by lowering our electricity needs. We are replacing inefficient electrical units (e.g. motors, compressors, and lighting) with higher-efficiency units. We have a designated budget to support such environmental initiatives. We are electrifying forklifts and private cars at production and marketing sites and shifting to LED lights. We are continuing the ongoing upgrade of energy-inefficient equipment, such as medium to large motors.

Yet renewable energy adoption and energy conservation plans alone are not sufficient to meet the GHG emission reduction required to offset the global warming effect. Therefore, we will accelerate use of carbon-free fuels such as hydrogen, and carbon-neutral fuels such as biomass (wood).

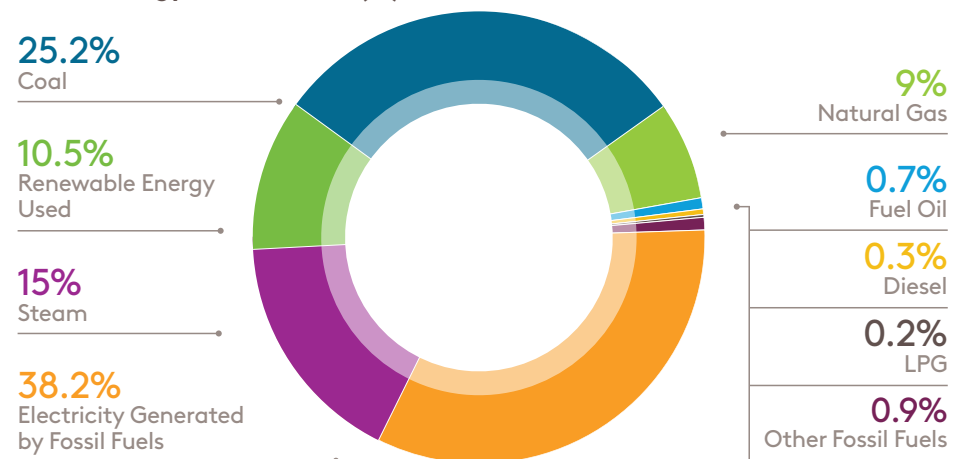


10.5% of our energy is from renewable sources

### Use of Energy Sources (%)

	2019	2020	2021	2022	2023
Electricity	40	40	37	40	48
Steam	30	28	26	29	15
Internal production (fossil fuels)	30	32	37	31	37

### Use of Energy Sources 2023 (%)



## Working to Reduce Environmental Impact throughout the Value Chain

In 2020, we embarked on a plan to measure carbon emissions from the supply chain (Scope 3), through which we learned that Scope 3 is a dominant component of our GHG emissions. We are currently working on accurately measuring (and eventually externally auditing) our Scope 3 emissions. Preliminary estimations have been performed for a 2022 baseline, and based on initial estimates, supply chain related emissions (category 1: purchased goods and services) make up approximately 80% of ADAMA's corporate carbon emissions.

To find ways to improve our environmental impact, we investigated raw materials, indirect procurement, services, transportation, and product end-of-life emissions, and determined that purchased goods and services is the dominant category of our Scope 3 emissions. During 2023, we re-calculated our purchased goods and services emissions (2022 data) and found that it is about five times our Scope 1 and 2.



In addition, during 2023, we approached our top 60 suppliers with a structured survey about their carbon emissions and sustainability performance. We received information from 30 of them and plan to incorporate it into our sustainability risk assessment tool and to refine our Scope 3 calculation. We will continue to follow up with those suppliers who have not yet replied, as we strive for full accountability and transparency.

In 2022, ADAMA quantified its upstream transportation emissions, including raw materials and final goods shipment. Yet, data was not categorized by country or product.

In 2023, ADAMA Turkey developed software for tracking carbon emissions from transportation on a country scale per product. They developed advanced data analysis tools based on Python and Power BI to measure and quantify carbon emissions for ADAMA's logistics operations from transportation (Scope 3 - category 4) related to the 3,150 tons of crop protection products ADAMA Turkey distributes annually. The analysis solution enables us to prioritize areas for emission reduction, optimize logistics routes, and formulate long-term, targeted strategies to increase environmental sustainability and resilience.

Through its implementation in Turkey, we were able to determine that its main carbon contributors were shipments from Mexico, China, and inland import from Europe via trucks. Furthermore, it was found that the repacking transportation represents about 12% of the total.

Currently the solution is being piloted in France and will expand to additional regions in 2024. The goal is to continuously refine methodologies for greater efficiency and use the data to communicate transparently about our progress towards our broader sustainability goals.



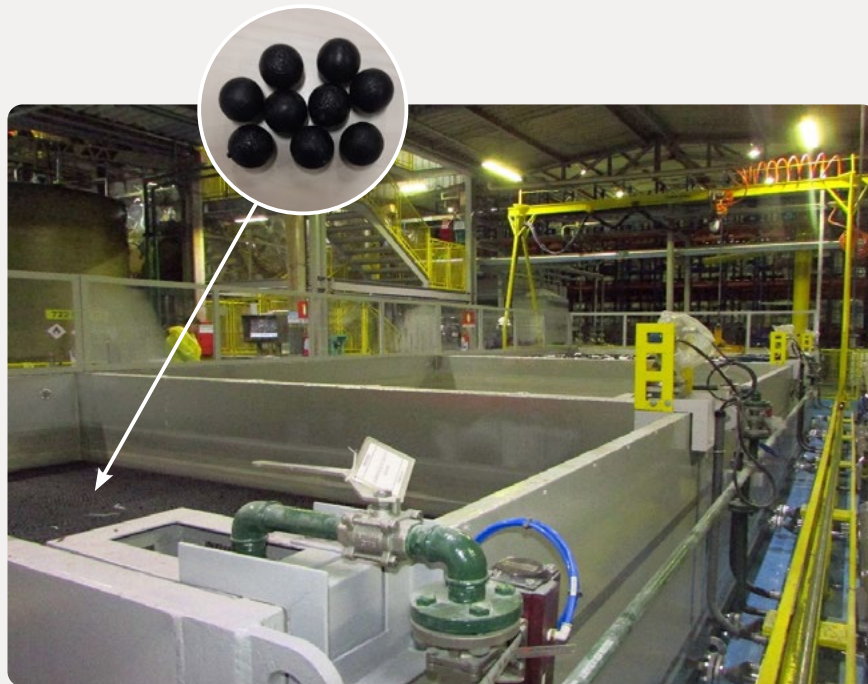
### Greenhouse Gas Inventory

We initiated a greenhouse gas inventory for our Londrina and Taquari plants, to measure all Scope 1 and 2 emission sources with a third-party consultancy. With the baseline results of 5,076 tCO<sub>2</sub>e for 2022, we are now setting goals for emission reductions for 2024.



## Reducing Energy and Water Losses

In 2023, we implemented a layer of 20mm anti-evaporation spheres on the surface of the water in all six hot water baths at our Londrina facility that had previously been open to the atmosphere. Open hot water baths lose a great deal of energy and cause unpleasant working conditions. The change led to a 50% reduction in steam consumption, a significant reduction in the need to replace water in the bath, and a better working environment.



## Air Quality and Odor Control

We invest extensive resources into mitigating air emissions at our production plants, and meeting and exceeding air quality standards. We acknowledge the importance of disclosing particulate matter (PM) and VOC emissions due to their impact on public health. During 2023, we built a new air emissions control system at the Makhteshim Neot Hovav site and upgraded two systems in our Chinese operations sites Sanonda and Huifeng. We had planned to install a new thermal oxidizer in Brazil in 2023, however this is currently on hold while the authorities reconsider the need for this system.

Even when air quality emissions are up to standard and pose no health risk, nearby communities may consider the odor as a nuisance. In 2023, we upgraded the odor control system at the Agan site since a new neighborhood had been built next to the wastewater treatment plant.

The reduction in SO<sub>x</sub> in 2023 is attributed to the decreased volume of coal used to generate steam and electricity at the Sanonda site.

### Air Quality (tonne)

	2019	2020	2021	2022	2023
Particulate matter	Not measured	14	28 <sup>1</sup>	29	34
NO <sub>x</sub> emissions	330	131 <sup>2</sup>	159	176	162
SO <sub>x</sub> emissions	178	25 <sup>3</sup>	41	60	44
VOC emissions	82	89	81	99	108

1. Includes Huifeng (2nd half)

2. The 2020 decrease is due to the shut-down of one coal-based power plant in China, and due to new reduction equipment installed in a second plant.

3. The 2020 decrease is due to the shut-down of one coal-based power plant in China, and due to new reduction equipment installed in a second plant.

# REDUCING WATER USE, EFFLUENTS, AND WASTE

## Reducing Water Use

Water is an essential resource. We have committed to reducing our water consumption by 10% by 2024 (2019 baseline), through developing and promoting solutions that support efficient and responsible water use. Reuse of wastewater, cooling water, and wash-water are the major practices we implement.



### Rooftop Water Harvesting

In India, we harvest rainwater on the roof of our finished goods warehouse, pass it through a filter and then mix it in our fresh water tank after a quality check. 594,000 liters of water have been harvested in 2022 and 2023.



~12% decrease in water consumption and a 7% reduction in wastewater discharge vs. 2022

### Water Reclamation Projects

Water reclamation projects allow us to reuse wastewater, cooling, and wash-water, reducing the environmental impact of discharged water and lowering the consumption of fresh water.

- At the Makhteshim site, we reuse wastewater following advanced treatment. We operate a reverse osmosis desalination facility to treat our wastewater following a biological wastewater treatment plant (B-WWTP). The reclaimed water is utilized at the major production facility onsite. In 2023, our wastewater reclamation system in MCW-NH was upgraded to utilize automatic controllers that could bring it to a 100% reclamation rate.
- At the Agan, Londrina, Poncitlan, Dahej, and Madrid production sites, we reuse wash-water.
- At the Poland site, we recycle cooling water back into the production process.
- In Dahej, India, we recycle wastewater generated from mopping the floor, saving fresh water. In 2023, we were able to reduce fresh water usage by 63% compared to 2022.

## Our focus for 2024-2025 includes:

- Operating 7 state-of-the-art wastewater treatment plants, treating 7 million m<sup>3</sup> of effluents annually, prior to discharging back to the environment.
- Continue reuse of treated effluents. Saving about 200,000 m<sup>3</sup> of fresh water annually.
- At Agan production site, utilize 300,000 m<sup>3</sup> low quality local water for dilution of wastewater, prior to biological treatment, saving a similar volume of fresh potable water.
- At MCW NH, utilize 30,000 m<sup>3</sup> reused desalinated effluent water to irrigate landscape vegetation.

### Water Consumption and Intensity

	2019	2020	2021	2022	2023
<b>Total Water Consumption (m<sup>3</sup>)</b>	10,289,074	11,624,389 <sup>1</sup>	13,565,073 <sup>2</sup>	11,066,527	9,758,629
<b>Water Intensity (m<sup>3</sup>/million USD revenues)</b>	2,574	2,816	2,818	1,976 <sup>3</sup>	2,094
<b>Total Wastewater Discharged (m<sup>3</sup>)</b>	6,434,057	9,398,207 <sup>1</sup>	9,511,529	7,808,500	7,270,658
<b>Total Wastewater Reclaimed (m<sup>3</sup>)<sup>4</sup></b>	282,155	220,690	160,531	71,545 <sup>5</sup>	156,000

1. Increase in 2020 is mostly derived from a change in measurement methodologies, as new digital meters were installed in some ADAMA China facilities.

2. Includes Huifeng (2nd semester)

3. Our 2022 Revenue - 5,600 million USD

4. Data only represents Makhateshim site

5. Decrease in 2022 is due to systems upgrade (mainly RO systems shutdown)

## Reducing Effluent Loads

We aim to keep our surrounding marine and freshwater environments healthy and clean and strive to curtail any discharges from our facilities. Our effluent treatment system is a multi-stage process comprising physical, chemical, and biological technologies. Control measures include online monitoring, composite sampling, and impact assessments.

At the Agan site, effluents are discharged to the Mediterranean Sea. Twice a year, the Israeli Oceanographic and Limnological Research Institute quantifies the environmental impact of the effluents. The findings are submitted directly to the Israeli Ministry of Environmental Protection. As of today, no evidence of any impact of the operations of the Agan site, on marine life, or the environment has been found.

### Effluents and Waste

	2019	2020	2021	2022	2023
<b>TOC in Effluents (tonne)</b>	284	369	682	258	177



### Reduced Effluent Generation

Aiming for zero discharge, in our Londrina site we did a comprehensive analysis with manufacturing excellence tools like DMAIC, Six Sigma, "5 whys," and 5W2H, to identify opportunities for improvement, which resulted in effluent reduction.

At Taquari, we developed an internal recycling process for ferrous chloride, allowing its reuse back to production. Throughout 2023, this reduced effluent generation in Taquari by 39%.

## Reuse and Recycling of Wastes

Our production processes generate hazardous and non-hazardous wastes that are treated in full compliance with local environmental protection laws. Waste handling is also an important focus for reducing our environmental impact, and to that end we promote diverse initiatives that implement a circular economy methodology. We promote recycling, upcycling, and reuse projects to prolong the lifecycle of the materials we use.



**30%** reduction in absolute hazardous waste generation



## Plastic and Transportation Reduction with New Product Packaging

In 2023, we launched new one-liter containers which significantly reduces their environmental impact. The rectangular shape uses 10% less plastic than the previous cylinders and can be packed more densely on pallets. 45% more product fits into the same space, which significantly reduces transportation needs. Annually, this translates into a 17.2% reduction in GHG emissions associated with transportation, equal to 340 tonnes of CO<sub>2</sub>e. The containers are also easier for farmers to grip and contain other usability features.

Similarly, in Australia, ADAMA introduced a 15L container, replacing the 10L containers, for nine product lines. The result was a reduction of nearly two tonnes of plastics, and a reduction in the number of pallets that need to be transported.

Currently, product containers sent to the UK contain 45% recycled plastic. We are in the process of embedding recycled plastic in the production of more of our containers.



### Commitment to Extended Producer Responsibility (EPR)

We recognize our responsibility in the entire lifecycle of our products, and as a result engage in many post consumption programs that we run ourselves or with third party organizations. Some examples include:



In Israel, we offer "Green Stations" for the collection of empty crop protection containers from farmers, and send them to be recycled. We proactively operate internal plastic recycling centers at the Agan and Makhteshim production sites, where we wash and grind plastic barrels, IBCs, and large bags. In 2023, we recycled 573 tonnes of plastic at these sites.



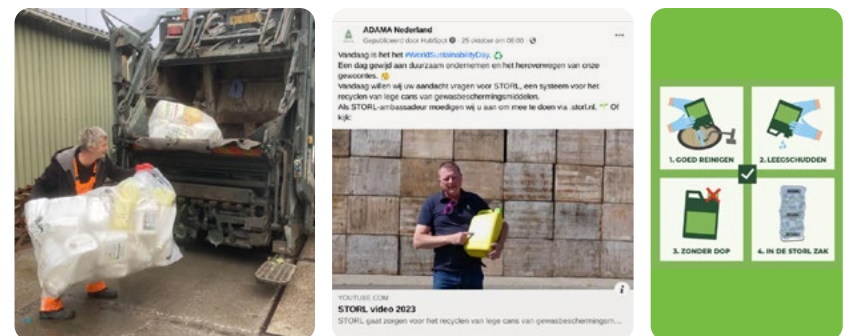
In India, as part of the Extended Producer Responsibility (EPR) program, ADAMA took responsibility for collecting and recycling plastic waste from its customers. In 2023, we successfully collected 1,300 tonnes of plastic waste from different provinces across the country. We also adopted a technique to recover residual material from the bottom of drums, thereby minimizing waste.



In 2023, ADAMA Colombia, as part of the "Clean Field" program, recycled plastic containers, turning them into plastic products for farmers, such as fences. In addition, the Colombian production plant recycled metal drums. In 2023, these activities reduced the volume of hazardous waste by 834 tonnes.



In the Netherlands, we work with the [STORL](#) industry organization for the sustainable collection of empty containers of crop protection products from our customers.







## Hazardous Waste Used as Fuel

During 2023, 2,345 tonnes of high caloric value hazardous waste were recovered to be used as fuel for the thermal oxidizers at Agan and MCW NH, reducing the use of fossil fuel.

## Chemical Recycling Practices

We recycle solvents, acids, and bases for internal or external reuse at the Agan and Makhteshim sites. In 2023, we recycled 3,767 tonnes of chemicals for reuse.

## Organic Hazardous Waste Project Considered

In 2023, we evaluated the use of organic sludge waste in a cement furnace, however we determined that it contains too much salt and has too low a caloric value to serve this purpose.



**48%** of hazardous waste is recycled

## Hazardous and Non-Hazardous Waste by Treatment (tonne)

	2019	2020	2021	2022	2023
<b>Total Hazardous Waste</b>	<b>44,766</b>	<b>121,262<sup>1</sup></b>	<b>158,735<sup>2</sup></b>	<b>143,752</b>	<b>101,296</b>
Hazardous Waste to Landfill/ Incineration	40,827	40,649	49,464	61,230	52,506
Hazardous Waste to Recycling	3,939	80,613	109,271	82,522	48,790
<b>Total Non-Hazardous Waste</b>	<b>108,804</b>	<b>79,256</b>	<b>78,061</b>	<b>37,240<sup>3</sup></b>	<b>50,703<sup>4</sup></b>
Non-Hazardous Waste to Landfill/Incineration	107,165	72,646	71,049	30,830	40,695
Non-Hazardous Waste to Recycling	1,639	6,611	7,013	6,410	10,008

## Soil and Groundwater Remediation

We thoroughly monitor and remediate contaminated soil and groundwater at most of our sites. In 2023, we continued the groundwater and soil gas remediation at our Agan site that we had begun in the previous year. We also initiated groundwater remediation activity at a nearby stormwater wetland at our Taquari, Brazil production plant. In Vigonovo, Italy, we are continuing verification testing of the remediation process that started in 2006.

1. The increase in 2020 figures is due to the inclusion of significant by-product streams that were not previously included in ADAMA's hazardous waste figures.
2. Includes Huifeng (2nd half)
3. The decrease in 2022 figures is due to improving technologies.
4. The increase in 2023 is due to the work moving the Makhteshim Be'er Sheva site to Neot Hovav.

# MEETING THE STRICT ENVIRONMENTAL REGULATIONS AT OUR CHINESE SITES

Our Chinese entities – Sanonda, Anpon, and Huifeng – have a major impact on ADAMA’s environmental performance due to their large size. In parallel, Chinese environmental regulations have become increasingly strict. In 2023, we completed the relocation of the Anpon site that we had started in 2021. This is the culmination of a major relocation and environmental improvement process we initiated for both Anpon and Sanonda in 2018.

The Sanonda plant relocation which was completed at the end of 2020 and commissioned in 2021, features two state-of-the-art regenerative thermal oxidizers, an upgraded biological wastewater treatment plant, and odor and noise control. Special attention was given to infrastructure that eliminates the risk of soil or groundwater contamination. In 2023, we implemented sludge drying in Sanonda and Huifeng which minimizes hazardous waste disposal. Detailed investigation into soil and groundwater pollution at the old Sanonda plant area is ongoing.

The final element of the Anpon relocation is the chlor-alkali facility which will be shut down by the end of 2025. Due to its significant contribution to the company's carbon footprint, ADAMA reconsidered its relocation. In Huifeng, the air emissions system was upgraded and a new regenerative thermal oxidizer was constructed. Local soil and groundwater remediation that was completed in 2022 was approved by the local authorities in 2023.

## Environmental Systems Being Implemented in Chinese Facilities

Waste type	Environmental systems being implemented	Sanonda	Anpon (Maidao)	Huifeng
Wastewater	Biological treatment	+	+	+
	Membrane filtration	+	+	+
	Waste gas treatment	+	+	+
Air and Odor	Organized source treatment by thermal oxidizers	+	+	+
	Non-organized source treatment by adsorption system	+	+	+
	Comprehensive organized and non-organized source capture system	+	+	+
Hazardous Waste	Sludge dryer	+	+	+
Soil and Groundwater	Isolated floor and drainage ditches surrounding workshop and facilities	+	+	+

## Leading Sustainability Initiatives in China

We believe that company culture is just as influential as environmental initiatives for reducing our carbon footprint. To that end, we implemented several awareness sessions with our people to:

- Improve awareness of energy-saving and carbon reduction for all our site staff
- Communicate our energy-saving and carbon reduction policy and initiatives
- Create a positive internal culture of supporting energy-saving and carbon reduction

The outcome for 2023 exceeded expectations. Absolute GHG emissions decreased in China by an average of 16%.

### Steam and Refrigeration Systems Optimization

In 2023, the steam and electricity generation units in Sanonda were upgraded to include VFD engines and heat conservation systems. This upgrade resulted in saving coal and a reduction of about 83,821 tonnes of CO<sub>2</sub>e. In Anpon, significant electricity was saved by adjusting the size of the refrigeration system for the fire-retardant production unit, equivalent to 941 tonnes of CO<sub>2</sub>e. In Huifeng, optimizing steam piping and equipment at production facility B50 saved steam consumption equivalent to 2,123 tonnes of CO<sub>2</sub>e.

### GHG Emissions in Chinese Facilities (CO<sub>2</sub>e tonnes)

Production site	2022 carbon footprint	2023 carbon footprint	% Reduction
Anpon	427,330	359,387	16
Sanonda	631,532	543,320	14
Huifeng	128,441	98,447	23
<b>Total</b>	<b>1,187,303</b>	<b>1,001,154</b>	<b>16</b>



Absolute GHG emissions decreased in China by an average of **16%**



### Looking Ahead

- Expand the use of renewable energy
- Increase use of hydrogen, a zero GHG fuel
- Install additional CIP systems and expand our reuse of wash-water to additional production sites
- Expand use of the more sustainable 1L packaging in additional markets: Europe, Israel, and South America
- Expand the use of recycled plastic into new containers
- Ensure all nonhazardous waste is reused or recycled



# Our People and Communities



# OUR PEOPLE PROMISE

At ADAMA, we have a unique People Promise that places our people at the center of our success. Our sense of community, our openness to conversation at every level of seniority, and our commitment to diversity, inclusion, and mutual respect, means that ADAMA people feel supported and safe. We encourage our people to take the initiative and challenge the status quo, and we are always happy to hear someone speak up with a new suggestion or better way to manage things. At ADAMA, the possibilities for growth and professional development are endless. At the same time, we expect a lot from our people. We challenge each other and ourselves to keep improving, and believe that anything is possible, even when the going gets tough.

We believe that this is what makes ADAMA more than just a workplace. It's a place where people come to grow, to develop, to find support, and to achieve their goals.

## Continuous Listening to Our People

We have been listening to our people for over a decade through organizational surveys, and the insights we have received have enabled us to learn more about our people's experience, as well as to better understand what we are doing well, what we can do better and the overall level of engagement. Our in-depth analysis of the survey results lets us fine-tune our efforts and deliver concrete and meaningful actions to create change across the organization.

We typically conduct a global employee engagement survey every two years, and 2023 was the first year the "Our Voice" survey was done as part of the Syngenta Group. The survey reached a phenomenal 93% participation rate. The survey was available via desktop and mobile in 30 languages, providing all our people, no matter their role, seniority or location, the opportunity to share their thoughts and feedback.

Globally, actions have been taken to address the feedback received, such as creating more transparency and clarity around decision making and providing tools and programs to managers to aid them in giving more consistent feedback. For example, before our 2023 performance management process, managers across regions and functions participated in a workshop on the topic of "Delivering Effective Feedback". In addition, all regions and functions conducted an in-depth analysis of their results and built a structured action plan addressing their selected areas of focus.

We also designed a short pulse survey to gather feedback on our people's experience with our Global Onboarding Hub and to measure their overall satisfaction with their onboarding experience three months after joining ADAMA. The survey will be launched in Q2 of 2024 in seven languages, with more languages being added.

By creating an environment where our people feel heard and valued, we foster a strong company culture, improve business outcomes and increase productivity.

CERTIFIED



HappyIndex® AtWork  
FRANCE 2023

Various ADAMA regions run their own engagement and satisfaction surveys. For example, ADAMA France participated in the "HappyIndex® at Work," a benchmarking survey on six topics, in conjunction with the French financial publication Les Echos. For the second year in a row ADAMA France was certified based on this process, indicating a high level of employee satisfaction.

# FAIR EMPLOYER

At ADAMA, we are committed to creating an environment in which everyone is treated in a fair manner. We strive to support equal opportunities without discrimination in hiring, compensation, access to training, promotion, termination, or retirement for all our people and employee candidates.

ADAMA neither distinguishes nor discriminates on any occasion on any basis, including gender, race, sexual orientation, religion, nationality, age, disability, marital status, union membership, or political affiliation. ADAMA is an active human rights supporter and fair employer.

ADAMA complies with all relevant labor and employment laws in all countries in which we are active, including the payment of required minimum wage, or above. In many cases, we have established employment procedures and policies above and beyond the standards required by law.

The conditions for employment at ADAMA are determined by collective agreements, personal contracts, or other arrangements, in accordance with the relevant laws in our various countries of operations.

## Freedom of Association

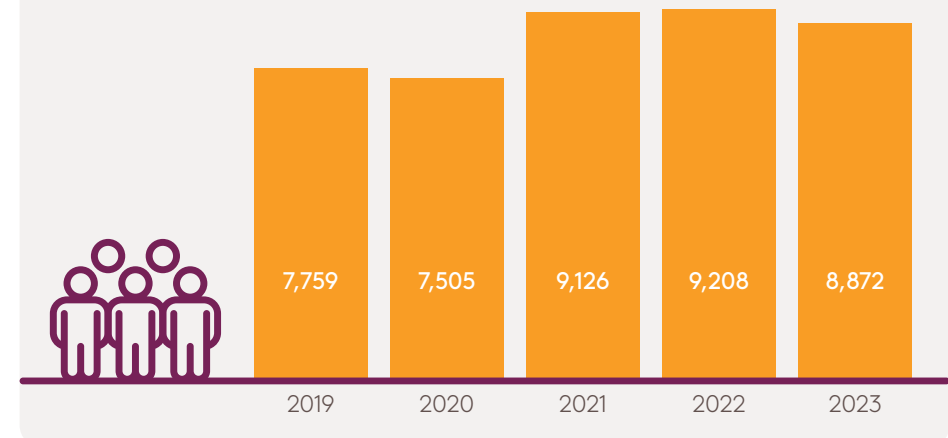
ADAMA recognizes the right of our people to join trade unions, conduct collective negotiations, and enjoy all the rights available to them through their membership in those unions. We have never restricted freedom of association, and we continue to support the process of collective negotiations that cover pay rates, working hours, certain benefits, and other terms and conditions of employment. In 2023 we had 1,383 employees in collective agreements (15.6% of total employees).

## Human Rights

ADAMA is committed to protecting the human rights of all people. We place great importance on this value and view it as a cornerstone of our activities. We recognize that we have a responsibility to respect human rights throughout our operations and supply chain, and we are committed to upholding this responsibility. We will continue to review and improve our policies and practices to ensure that we are living up to our commitment to human rights.

### ADAMA's Workforce

ADAMA's team decreased by 4% to a total of 8,872 employees. The decrease is due to various organizational changes that occurred during 2023. At the end of 2023, 26 of our people were employed part-time, 18 of them are women.



## Legal Compliance

We see compliance with the Code of Conduct and applicable laws as everyone's responsibility. We invest great efforts into identifying and working with business partners who aspire to conduct their operations in a similar manner.

## Fair Remuneration

ADAMA provides our people with all the benefits required by law, and in many cases above the legal requirements. To help us define criteria for salaries and benefits, we conduct annual salary surveys (salary benchmarks), which help us evaluate the standard for our terms and conditions versus the market in each country.

This is especially prominent during the process of Fair Employment, our global annual compensation review process. The benchmark survey focuses on parallel or similar industries around the world. Our goal is to provide remuneration that is equivalent to, or surpasses, that in local markets.

## Anti-Harassment Policy

ADAMA has a zero-tolerance policy for discriminatory, harmful, harassing, or humiliating behavior toward our people, irrespective of religion, gender, race, nationality, age, or disability. We have established a clear policy against harassment, and we conduct training sessions to ensure the requisite respect toward one another. We place great importance on this matter and handle any complaint with immediate attention and the utmost seriousness. ADAMA acts in accordance with applicable laws, relevant agreements, and the company's Code of Conduct.



In 2023 there were **23** cases reported to SpeakUp, an internal confidential free reporting system



# HEALTH, SAFETY AND WELFARE

ADAMA strives for excellence in Health, Safety and Environment (HSE). We believe everyone is entitled to a safe and healthy work environment. To fulfill this commitment, we strive to proactively address health and safety (H&S) risks, to identify skill gaps, to implement advanced technology and to promote a safe organizational culture. We set ourselves the goals of ZERO severe injuries, and the reduction in total number of all injuries and their severity. For continuous improvement in safety, we aim to manage leading indicators as well, such as encouraging reporting of unsafe conditions.

Our commitment to our people's H&S is declared in ADAMA's Global [HSE policy](#) and supported by our Code of Conduct.



To enable sound governance of health and safety for all ADAMA's people and sites, we have divided the topic into four key areas, and track KPIs for each. In 2023, we made progress in each of the four areas, highlighted:

## Leadership & Management

Managers at all levels became more involved on the shop floor by executing and reporting on safety tours, and in reviewing the insights from key incidents; launched a leadership and cultural transformation program with the executive leadership team.

## Infrastructure & Technical

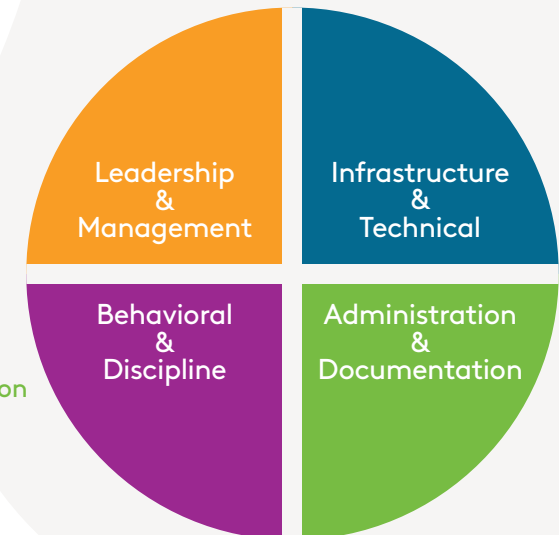
Kicked off a machine safety program to verify that our machines are safe and meet global standards.

## Behavioral & Discipline

Each site ran creative, proactive activities to increase their safety.

## Administration & Documentation

Initiated self-assessment and cross-site audit processes.



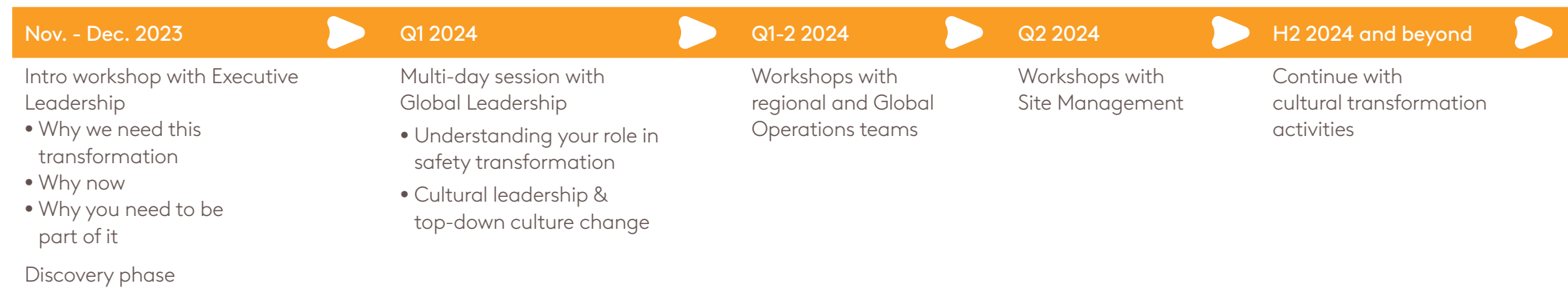


## Cultural Transformation Leadership Program

In 2023, we initiated a multi-year program to strengthen the safety and health of all our employees, in collaboration with the global consulting firm JMJ Associates. The program focuses on engagement and accountability at all levels of management.

In Q4 2023, JMJ conducted a workshop with the Global ADAMA Leadership Team (GALT) led by two senior JMJ consultants and the global HSE team, focusing on the need for cultural change and why ADAMA needs this program. In parallel, they engaged in a thorough discovery process across ADAMA's global workforce to gain a comprehensive understanding of the organization's current safety profile. This included a digital survey, to which 2,243 employees responded, and 96 in-person and remote interviews with employees around the globe.

The outcome of this discovery stage will be communicated across the organization and will guide the topics to be discussed within workshops which will be held within ADAMA's regional offices and production sites. The overall goal is to increase conversations and actions around safety moving forward. We expect the initial stages of this program to take around one year but expect to make a long-term commitment to this cultural change over the next three to five years.



# HSE Management System

In 2022, we re-examined our entire approach to HSE and formulated a global unified HSE management system, alongside a variety of tools for ongoing management, engagement, accountability, and continuous improvement. In 2023, we took additional steps forward to make our workplace safer for our employees by implementing many new processes. A key process was the global implementation of a self-assessment tool to verify that the global safety standards we set in 2022 are being adhered to at every production site. In addition, for the first time we conducted cross-site audits to support certain sites with this new internal audit process.

Site leading indicators and proactive activities include focus areas such as:

- Reporting of unsafe conditions
- Reporting of near-miss incidents
- Site manager's safety tour
- Identifying and communicating about incidents with the potential to lead to SIF (Significant Injury or Fatality)
- Creative and proactive activities on site (beyond compliance)



# Self-Assessment According to Global Standards

In 2022, ADAMA published 45 Health, Safety and Environment (HSE) standards (12 in process safety, 19 in occupational safety & health, 8 in environment, 6 in general HSE). Each standard has 6-10 simple questions covering its scope and that can serve for self-assessment. The self-assessment was conducted by local HSE managers, providing real-time adherence level to the standards. This process will be repeated on an annual basis to reflect progress toward full compliance with ADAMA HSE standards.

As a result of these self-assessments, by the end of Q1 2023, we had a clear map of how each site measures up to the global standards, and every site started to work on a plan to close gaps. We expect that the 2024 self-assessments will show better results. Moreover, during 2024, we plan to conduct an asset criticality assessment and establish a new Occupational Health standard.

## Self-Assessment Summary, Q1 2023

	Site #1	Site #2	Site #3	Site #4	Site #5	Site #6	Site #7	Site #8	Site #9	Site #10	Site #11	Site #12	Site #13	Site #14	Site #15	Site #16	Average
Occupational Health & Safety	72%	49%	71%	96%	83%	86%	90%	47%	59%	81%	55%	39%	85%	79%	81%	75%	72%
Process Safety	84%	39%	71%	97%	73%	72%	63%	60%	64%	85%	36%	77%	66%	73%	74%	76%	69%
Environmental	79%	56%	70%	81%	83%	83%	64%	73%	83%	85%	43%	54%	87%	82%	95%	60%	74%

Standards adherence index:



## Cross-Site Audits

Cross-site auditing is a program that enables ADAMA's HSE and operational leaders from one site to visit another site and perform an internal HSE audit according to our defined standards.

The cross-site audit process helps build a unified and professional HSE community within ADAMA. In addition, it turns all ADAMA production sites into one team that supports each other.

The process gives HSE and operational leaders an opportunity to visit other ADAMA plants, learn more about the ADAMA organization, and adopt good practices from their community members. The host site gains feedback from colleagues that help it to identify opportunities to improve HSE performance.

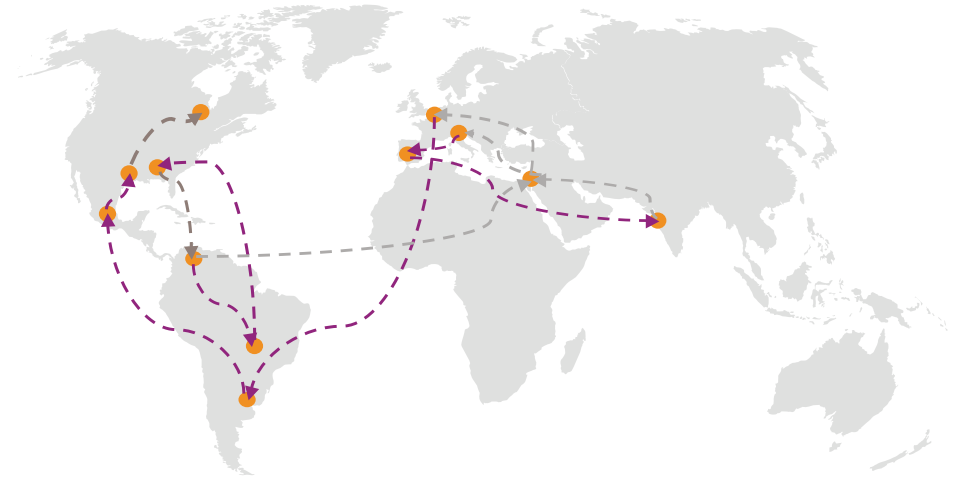
In 2023, the Global HSE team performed a workshop to certify HSE and Operational leaders to be internal HSE auditors. The workshop was conducted in Israel, India, Italy, USA and Brazil.

The cross-site audit covers 10 HSE topics: 4 in Occupational Health and Safety, 4 in Process Safety and 2 in Environment. These topics are selected by the audited site, and usually cover areas where they excelled in their self-assessment. This gives them feedback to help them improve on areas they may have missed and gives the assessor a glimpse into how another site operates.

The cross-site audit is conducted by two certified internal auditors and lasts 3-5 days. In 2023, six of these audits were performed. People from Spain audited India; a team from Brazil audited Georgia, USA; another team from Brazil audited Mexico; the Mexican team audited Texas, USA; a team from Colombia audited Londrina, Brazil; and a team from Poland audited Taquari, Brazil.

These cross-site audits enabled cross-cultural visits and gave many opportunities for learning to both sides. Seven cross-site audits were postponed due to the conflict in Israel and will be conducted in early 2024.

## Teams Traveled Far and Wide to Audit Colleagues' Sites



## Machine Safety Program

Machine safety was identified as one of the key risks for high severity injury and marked as a focus area for 2023. All sites were required to perform risk mapping with a specific tool (see below). As part of the training on the risk mapping tool, our HSE experts learned about the International Standard ISO 13857 - Safety of Machinery. By mapping the risk, the site's team gains a better understanding about which machines are most risky and the opportunity to make them safer. During the risk mapping, the sites identified eight machines/systems at very high risk and 135 high risk machines, 261 at medium risk and 293 at low risk.

## Machine Risk Levels

Site	1 Low Risk	2 Medium Risk	3 High Risk	4 Very High Risk	Total
Site 1	4	7	1	0	12
Site 2	8	18	16	0	42
Site 3	12	10	0	0	22
Site 4	4	3	1	0	8
Site 5	0	0	10	0	10
Site 6	40	11	7	0	58
Site 7	39	34	4	0	77
Site 8	12	2	0	0	14
Site 9	7	13	10	1	31
Site 10	0	14	10	0	24
Site 11	6	2	1	0	9
Site 12	7	5	4	0	16
Site 13	99	61	13	7	180
Site 14	1	0	0	0	1
Site 15	11	4	5	0	20
Site 16	43	77	53	0	173
	293	261	135	8	697

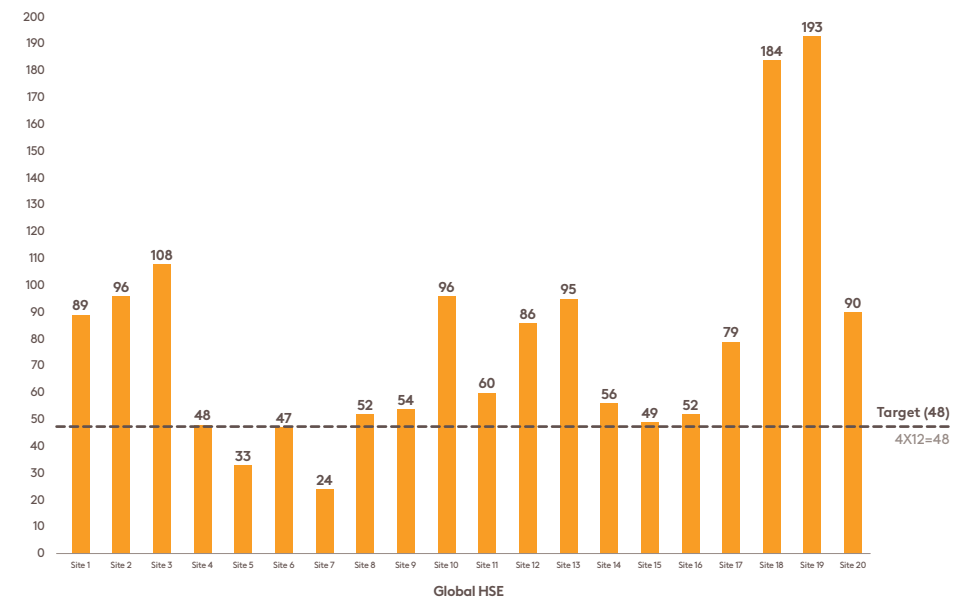
\*Does not include four sites (China and Lycored)

1. Low Risk	Acceptable - No additional action required
2. Medium Risk	Action required - Administrative control is acceptable
3. High Risk	Action required, prefer engineering controls - Production / operation manager can approve to work in this risk - Notify local Safety Manager
4. Very High Risk	Unacceptable - Stop using. Only site manager can approve to work in this risk - notify Global Safety

## Management Involvement

In the past, only some production site managers conducted routine tours to assess safety. However, in 2023, we asked all site managers to personally perform a weekly safety tour of their site, in addition to safety tours conducted by the HSE team, and to report on them. Overall, site managers performed 1,593 safety tours at their sites. Many site managers performed more than one safety tour every week. By doing this, they gain more interaction with the shopfloor employees and improve awareness of safety.

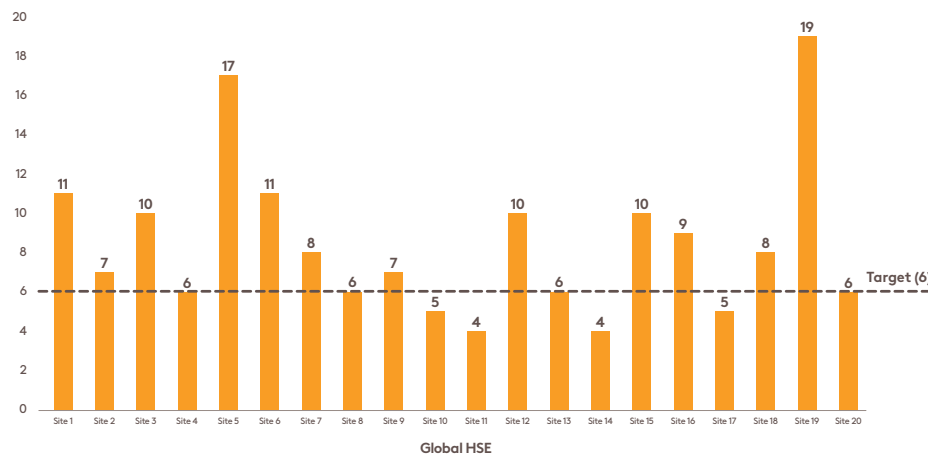
### Safety Tours by Site Managers



## Proactiveness and Creativity in Health and Safety

To drive more HSE cultural changes, we encouraged each production site to proactively initiate six creative activities every year to promote a culture of Health and Safety. Most leaders embraced this initiative, preparing inspiring activities on HSE with and among employees. The successful outcomes encouraged several of them to perform more than the requested six activities.

### Proactive Safety Activities Per Site



## Proactive Safety Activities



### Safety Week

In India, the team played engaging games, displayed an exhibit of PPE, and held a SCBA set competition.



### Celebrating Safety Culture on World Safety Day

On April 28, United Nations' World Day of Safety and Health at Work, we published a video of children of ADAMA employees sharing what they love to do with their parents and why it's important to them that their parents come home safely from work. The campaign was promoted on our internal communication channels to emphasize ADAMA's strong safety culture, and it generated significant engagement. [Watch the video here >](#)



## Hand Protection Campaign

At our Taquari production site, employees practiced everyday activities with one or both hands covered so they couldn't use them. This helped them deeply understand how important their hands are and how critical it is to keep them safe. Then, they all made handprints on a commitment to protect their hands.



## Celebrating Employee Health with Color

September was "yellow month" at ADAMA Brazil, to raise awareness for suicide prevention; October was "pink month" for women's health awareness; and November was "blue month" for awareness of men's health.



## Safety Monitoring and Reporting

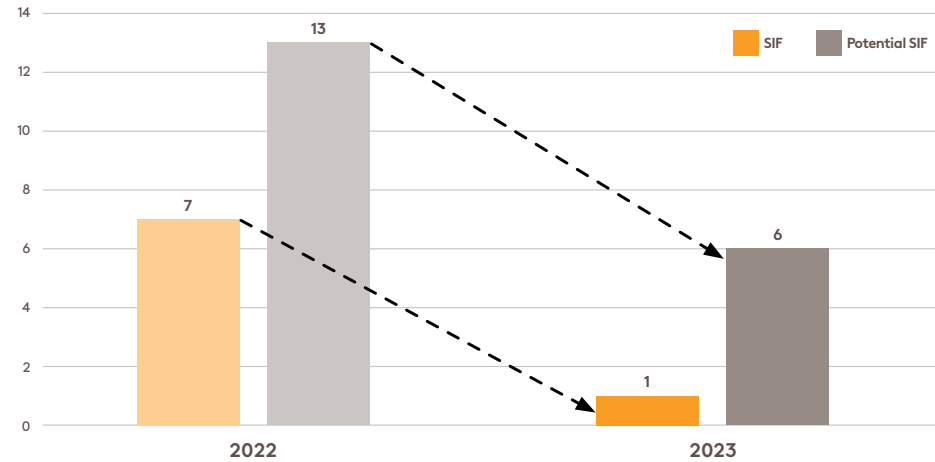
We record and report each safety incident and perform in-depth analysis, so that we are better prepared to prevent recurrences. We distinguish between the different levels of safety events, such as unsafe conditions, unsafe acts, near misses, and injuries; reporting all of them is important since they provide many learning opportunities. For the first time, in 2023, we started reporting unsafe conditions as a separate category, resulting in a significant number of observations: 16,646. In many cases, these are reported and then resolved immediately, however we still consider the reporting to be important. Our goal for 2024 is to increase reporting of unsafe conditions and near misses by 10% over 2023. Currently, the reporting systems differ among the different sites, however in 2024 we expect to introduce a unified field reporting system.

## Recordable Injuries and Main Hazards

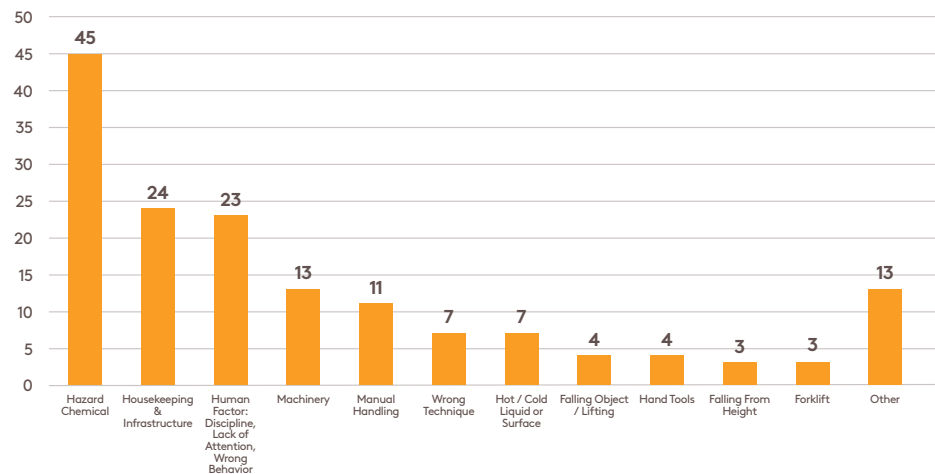
Our lagging and leading indicators demonstrated significant improvement in 2023. Recordable injuries decreased by 30% compared to 2022: 48 injuries and a Recordable Injury Rate of 0.47.

Our SIF (Significant Injury or Fatality) cases went down from 7 in 2022 to 1 in 2023, and the potential SIF cases from 13 to 6 cases. Our goal for 2024 is zero SIF and less than 4 potential SIF.

### SIF and Potential SIF Cases



### Main Hazards from First Aid and Recordable Injuries



### Recordable Injury Rate in Global Operations 2020-2023

Year	2020	2021	2022	2023
IRR - Injury Recordable Rate	0.58	0.46	0.67	0.47

### Non-Recordable Cases

Year	2020	2021	2022	2023
First Aid Injury	70	23	53	108
Near Miss & Unsafe Conditions	242	326	1,023	1,013*

\*Near miss only. As of 2023, unsafe conditions are reported separately. 16,646 unsafe conditions reported in 2023.



### Safe Driving Online Trainings

Throughout 2023, every month employees in China received a short video training session about different driving safety topics such as parking, seat belts, maintaining safe distance, and alcohol.



## Emergency Preparedness and Management

We have an orderly and comprehensive procedure that includes handling risk assessment, a plan for dealing with emergency incidents, preparation in terms of equipment, training, communications and more. The procedure applies to all ADAMA's sites and aims to protect our people and company assets from risks related to emergency events through instructions and a clear division of responsibilities.

## Our People's Well-Being

We give special attention to promoting the health and safety of our people within the context of a safe environment and employee well-being. Our focus is on empowerment, enablement, and engagement.

We ensure that all our people have a safe work environment by:

- Enforcing anti-harassment - we take actions to prevent discrimination and harassment
- Enforcing an anti-sexual harassment environment - we have a relevant officer in place, and work to prevent, and take appropriate disciplinary action for, any misconduct

In addition, we ensure that our work environment enables work-life balance and supports the personal and financial well-being of our people. Some of our sites promote new initiatives that address various issues, including physical and mental health; safety culture development; job responsibility design; fun in the workplace; and more.

Hybrid work of two days a week from home is accepted in many countries for roles that allow it.



### Enrichment Trainings Beyond Work

During 2023, a variety of enrichment trainings were held for employees in Israel, at least every quarter. These training sessions offered tools and knowledge on issues relevant to employees' daily lives that are not related to their work. For example, a session was held on financial literacy emphasizing tools for parents in financial dealings with children. The insightful lecture, "Everyone has it - parents, children and money," was delivered by a knowledgeable consultant at ADAMA's Airport City headquarters for any employee who wished to participate and learn.

## Employee Assistance Program (EAP)

Our people's many life events - whether predictable or unexpected - impact their emotional, psychological, and social well-being, influencing their thoughts, feelings, and actions. The Employee Assistance Program (EAP) is an independent counseling and resource service available 24/7 to all our people and their families in local languages. It provides confidential access to professional counseling and helpful resources.

### Looking Ahead

In 2024, we intend to make progress in all four HSE categories according to our work plan:

- Develop & implement a digital tool to support better HSE management
- Upgrade & focus on PPE requirements, HAZOP plans and LOTO program
- Manage mechanical integrity through critical assessment review
- Continue with safety culture transformation program



# LEARNING AND DEVELOPMENT

At ADAMA, we know that achieving excellence requires the highest level of professionalism alongside a robust company culture.

Our Global Learning and Development (L&D) mission is to empower our people and leaders to drive their own career path, take ownership over their learning and development to achieve business goals, and enable both their success in their present role, and to prepare them to take the next step in their career. We do this by offering unique and varied programs, tools, and platforms to all our people globally (located in over 50 countries, speaking more than 20 languages) and across all professions from chemistry and agronomy, to marketing, commercial, law, finance, human resources, and more.

## 2023 Focus

- Building customized learning and development solutions and programs to support our company strategy.
- Investing in the development and growth of our leaders and Top Talent to support them in reaching their potential and ensuring a strong succession bench for the organization.
- Nurturing an engaged and high performing organization through continuous dialogue in the form of surveys, focus groups and ongoing dialogue between managers and employees.
- Empowering our people to enhance their professional contribution and upskill their personal capabilities.
- Nurturing a continuous learning and development culture.

Our consistent investment in the development and growth of our people is reflected in their sense of empowerment, engagement, and the retention of talents.



90% Employee Retention Rate in 2023

## Employee Onboarding

At ADAMA we manage several onboarding and orientation activities to support new joiners to feel welcomed and get onboard to the organization, and to their role.

### Global Onboarding Hub

Our Global Onboarding Hub is designed to provide a warm and welcoming experience to ADAMA for new joiners and offers materials for hiring managers and People managers (i.e. HR managers) to conduct a smooth onboarding process. In early 2024 we expanded our Hub to eight languages (adding German, Polish and French) and we will continue to add more languages in 2024.

We also added new modules on the topics of Sustainability, People Development, and Diversity, Equity & Inclusion. During 2024, we aim for 85% of new joiners to learn from this Hub and will gather feedback to ensure continuous evolution of our offering.

## Additional Onboarding Activities

1. Quarterly face-to-face orientation days at our Headquarters in Israel – in 2023 we achieved 80% attendance and extended the scope to include new joiners in our Chemical and Formulations R&D Labs, with 17 employees participating.
2. Role specific onboarding programs embedded in our global learning platform – detailed online programs for Formulations R&D researchers, and 5 roles within the Global Regulatory and Scientific Affairs team.
3. Virtual onboarding sessions for new joiners to our People (HR) Community – conducted 2-3 times a year.

## Mandatory and Local Training

On a global level, our people are required to complete e-learning trainings addressing topics such as ADAMA's Code of Conduct, health and safety, data privacy, sexual harassment, competition law, cybersecurity, respectful workplace and more. These training sessions are automatically assigned through our global learning platform at the required frequency, based on role and geographical location, to ensure that we remain compliant and meet all mandatory training needs across the globe. Role-specific mandatory training sessions are assigned to the relevant employees, covering topics such as sales, marketing, and process safety.



## Holistic Learning Approach

At ADAMA, we encourage our people to embrace continuous learning through a variety of channels such as digital learning, podcasts, shadowing, coaching, workshops, etc. We work closely with our global L&D forum, composed of dedicated representatives across regions and functions to roll out our global programs, while they simultaneously assess their local needs and provide tailor-made opportunities to support their business.

## Learning Edge for Online Learning in the Flow of Work

In early 2024, we completed and launched a full technical integration of the Syngenta Group's Learning Edge platform with ADAMA's Spark platform, enabling a seamless, user-friendly digital learning experience. This marks a significant milestone in our journey turning Learning Edge into the main interface for digital learning. It provides a true one-stop-shop for all compliance, internally developed courses, and learning materials through external content providers (e.g. LinkedIn Learning, getAbstract, McKinsey, TED, edX, GlobeSmart, Association of Supply Chain Management, etc.). We will continue to train our people across the globe on how to leverage the platform to best suit their needs and develop their skills.



More than **60%** of our employees use our online learning platforms available anywhere and anytime in over **25** languages

To strengthen our ability to promote the platform, monitor our progress through clear metrics and empower our People (HR) teams, we have appointed, we have appointed and trained Learning Edge Administrators across four regions (NA, EAME, APAC, LATAM).

## Our Team in Brazil is Taking Learning Edge to the Next Level

### Creating a Strong and Effective Learning Culture

ADAMA Brazil aimed to evolve its people’s learning from passive to active and interactive. Among other initiatives, they established a team of dedicated ambassadors, conducted 14 training sessions focusing on the platform’s benefits, distributed micro-learning suggestions, recognized and rewarded Active Learners, developed customized learning paths, and created synergies with other initiatives such as internships and performance management. As a result, Active Learners increased to 77% from just 3% at the beginning of the year.



#### Recognition

#### Micro-Learning Suggestions

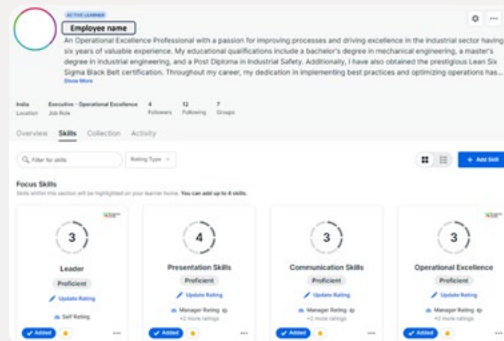
#### Dedicated Pathways



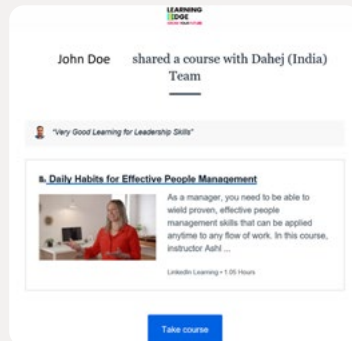
## Mastering Learning Edge

The India team wanted to encourage growth and excellence at their Formulation Plant, however faced several challenges including lack of computer skills, low awareness of areas for self-improvement and initial reluctance towards adopting a new platform. They conducted tailored sessions and curated learning pathways for all employees based on individual roles and goals, together with knowledge sharing sessions which enriched the collective learning experience. Active participation drastically increased from 10% to 90% during 2023.

### Evaluation and Alignment of Skills



### Sharing of Learning Items with Colleagues

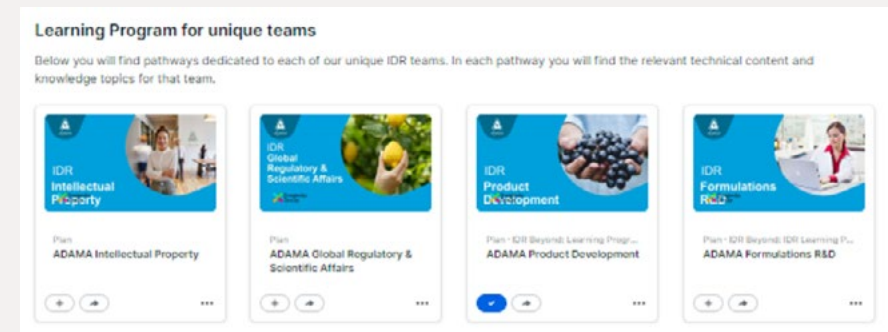


## "IDR Beyond" Learning Program

Following an in-depth, bottom-up needs analysis process across all five teams within the IDR (Innovation, Development, Research, and Registration) department we curated, deployed and promoted a comprehensive customized learning and development plan within Learning Edge aimed at nurturing synergies, empowering employees with the skills to integrate scientific data with a business mindset, and developing leaders as coaches.

IDR Beyond was built around three core areas: developing professional and technical skills and knowledge (Upscale Beyond), connecting our teams to each other and to other parts of the organization through knowledge sharing (Connect Beyond), and growing power skills to boost performance (Grow Beyond). Throughout 2024 we will monitor and measure engagement with the platform and participation in activities, focusing specifically on knowledge sharing between teams and departments and interaction between global and regional teams.

### Learning Plan in Learning Edge



## Leadership Development and Growth

Throughout 2023, leaders across all levels of the organization participated in various leadership development programs, as well as coaching and mentoring processes. Our programs are developed in line with our Leadership Framework, and several are offered in partnership with Syngenta Group, promoting collaboration, networking and the development of skills needed in today's world of work.

In 2024, we will launch a new 5-day leadership development program for manufacturing facilities' plant managers (to be piloted in Israel and then rolled out in other global plants). We have also built the framework for a mid-level management development program, focusing on core managerial topics such as managerial mindset and leadership style, managerial routines and business acumen, leading change and working with internal motivation, effective delegation and employee development.

### Talent Mapping

Our annual "High-Performance: High Potential" (HiPo) mapping process takes place among our Leadership Community and their direct reports. The purpose of this process is to assess our bench strength and support our high potential employees (HiPo's) with creating Individual Development Plans, including a variety of learning opportunities through coaching, mentoring, and various training sessions.



**97%** of our people received a regular performance and career development review during 2023

### Internal Mobility



**32%** of all open positions were filled internally in 2023

We are committed to fostering growth opportunities for our people. Our internal mobility policy encourages and enables individuals to pursue a long term career within our organization.

We believe that it is in everybody's best interest to provide full support to team members who want to grow and advance to a different role within ADAMA. For this reason, our internal mobility policy sets a clear priority for internal applicants over external applicants for open positions at ADAMA. After working for two years at ADAMA, any employee may apply for a new position within the company.

All relevant job openings are accessible through our internal career portal and are published two weeks prior to becoming publicly available.

#### Looking Ahead

- Learning Edge Platform: Set goal that 90% of our people should use the platform; 50% should complete learning activities (excluding mandatory compliance courses); 10% of employees per region per month should meet the criteria of "Active Learners"
- Monthly, structured monitoring of learning activity data to inform decision making and measure return on investment

# DIVERSITY, EQUITY AND INCLUSION

At ADAMA, we aim to create an engaging, passionate, and empowering environment, where all our people have equal opportunities to grow and thrive. We believe in the importance of:

## Diversity

We understand that each one of us is unique. Sometimes there are noticeable differences such as age, appearance, ethnicity, gender, and physical ability, and sometimes these are less visible such as beliefs, values, educational and professional backgrounds, sexual orientation, or thinking styles.

## Equity

We recognize that we do not all start from the same place and must acknowledge and adjust for these differences.

## Inclusion

We are committed to treating individuals fairly and respectfully, in addition to recognizing, respecting and valuing diversity. This kind of environment enables all individuals at ADAMA to create value and contribute fully to the organization's success.

In 2022, we committed to hiring a full-time global DEI resource, and in early 2023 we hired a new team member to fill that role. This global leader brought new vision, strategy and execution to ADAMA's DEI efforts and is building the foundation to embed DEI deep into the fabric of ADAMA; these efforts are already having a measurable impact.

### ADAMA's DEI Purpose:

We strive to better the lives of all our people at ADAMA and enable them to flourish when we embrace differences, value inclusivity, show respect to all, ensure equity and empower authenticity.

Our DEI Purpose comes to life through four main pillars:



### Eliminating biases

Promoting our people's psychological safety by increasing awareness of biases and offensive behaviors

### Promoting equity

Creating the organizational conditions to promote equity

### Impacting community

Enriching the lives of others while embracing diversity within local communities

### Empowering people

Enabling an inclusive workplace which supports our people's development and personal growth

## DEI Governance

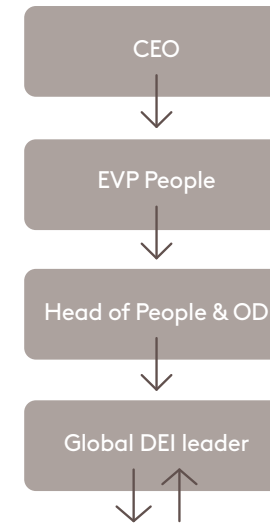
In 2023, DEI champions were appointed in each ADAMA region, and each is responsible for setting and achieving DEI objectives, and reporting to the global head about their progress and with suggestions and ideas. This new network is communicating attitudes and concepts internally, encouraging a culture of DEI awareness and managing DEI issues.

These important steps establish structure and governance to DEI across the organization, fostering an environment that is conducive to equality, diversity, and inclusion. DEI is growing organically within every region, under the supervision of an accountable individual.

It takes a long time for new concepts and culture to become entrenched in an extensive, global organization like ADAMA. The commitment and cooperation of regional managers to promote DEI, as well as that of the CEO and central leadership, is crucial to its DEI success.



## DEI Organization in 2023



### North America DEI Champion

People Business Partner,  
US and Canada

### Latin America DEI Champion

Human and Organizational  
Development Manager, LATAM

### EMEA DEI Champion

Talent Acquisition Manager,  
EMEA

### APAC DEI Champion

People Director, APAC

### China DEI Champion

People Business Partner, China

## DEI Policy

ADAMA revised its DEI policy in early 2024 to bring it in line with Syngenta Group's policy, and to bring it up to date with current thinking around diversity, equity, and inclusion, and help foster a culture of DEI throughout the company. The policy was approved and signed by Syngenta Group's Global Leadership Team. The updated policy includes:

- Clear and consolidated definitions, ensuring transparency for all ADAMA people
- Defined areas of responsibility for people in different levels within the organization
- Highlights of diverse and fair recruitment practices, emphasizing the importance of actively reaching out to ensure a diverse employee population.

[View the ADAMA Group's Diversity, Equity and Inclusion Policy>>](#)



During 2023, DEI Moments were shared within **13** management meetings, with **225** participants.



## Increasing Awareness of DEI

Raising awareness is a central part of creating an inclusive environment where everyone feels respected, valued, and empowered to contribute. In 2023, multiple initiatives were carried out to promote understanding, feedback, mentorship, and collaboration in order to celebrate diversity and promote inclusion.

### DEI Education

In 2023, the Compensation and Benefit team led a workshop on the topic of "Equal pay for equal work," which was attended by all ADAMA managers across the world in nine sessions, with 157 participants. The workshop raised awareness around ensuring that people who do the same job should be paid the same amount, regardless of age, gender, orientation, religion, or any other personal differences. It also helped inform managers about ADAMA's pay policies.

A session on "the Fundamentals and Benefits of DEI" was run by the global head of DEI for more than 90 managers in the APAC region. The session exposed them to DEI materials and thought processes, including vital issues in the realm of gender-based stereotypes and DEI fundamentals. In addition to encountering these concepts in a formal way, each manager is now committed to sharing them with their own teams, which widens the impact. This gradual but insistent push for greater awareness is what will create lasting change in ADAMA's culture and mindset.

In the same vein, we introduced DEI Moments. Moments are already an integral part of ADAMA's ethos, serving as a short burst of education before regional and functional management meetings or any meeting of more than 10 people. For example, "Safety Moments" reinforce matters of health and safety. Now, leaders have access to pre-packaged short presentations, which they can quickly absorb and then communicate to their listeners as a DEI Moment. These Moments help to embed awareness of DEI concepts across the company.



## Internal DEI Landing Page

In September 2023 a new dedicated page for DEI was unveiled in the ADAMAZone portal, which serves as a centralized DEI resource hub for all ADAMA employees to enable them to play an active role in the company's DEI journey, and to celebrate the achievements of people who have been instrumental in championing DEI in ADAMA.

### The page includes:

- Short training sessions to increase awareness about various DEI issues
- Inclusive calendar that shows the dates of holidays and special days for diverse religions and cultures
- Blog about DEI matters of interest that is updated regularly
- DEI Toolkit with training resources for any manager in any region to lead workshops on DEI topics such as enhancing empathy in leadership, recognizing mental distress and fostering DEI in the workplace, breaking stereotypes, and neurodiversity.

In its first week, the landing page had 434 viewers, and many more have accessed it since then, and new materials are constantly being added.

The new online resource hub gives shape and structure to ADAMA's efforts towards building a truly inclusive culture, by providing employees with information about the diverse cultures represented across ADAMA's global workforce, and offering a conduit for feedback and cross-cultural communication that makes employees feel heard and valued.

## Religious Holy Day Awareness

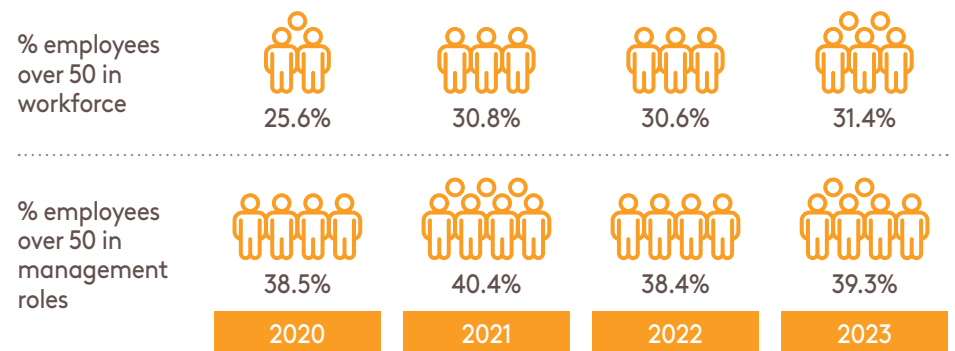
To help people of all religions feel comfortable and valued at ADAMA, factsheets were prepared about seven holy days for five religions that are heavily represented in our workforce. These guidelines – distributed to all ADAMA's People managers and HR partners – include information about each special day, its religious and cultural elements, and how our people can mark the day for those who observe it.

Besides the creation of a more inclusive environment, this initiative encourages the attitude of curiosity and a mindset of constant learning without judgment that is a vital element of ADAMA's DEI journey.

## Age Diversity

At ADAMA, age is not a factor in hiring decisions, remuneration, nor promotion. The company believes that diversity regarding multiple parameters, including age, is important for the quality of work and the overall working environment.

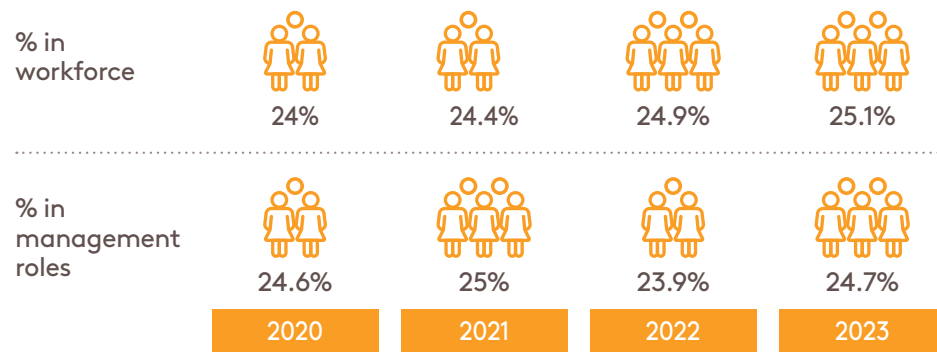
### Employees Over 50 in Workforce and in Management Roles



## Gender Diversity

ADAMA places great importance on encouraging the employment of women in all roles across the company and recognizes the need to increase the percentage of women in the workforce. Wherever possible, we have established a policy of flexible work hours to enable our people to balance their work hours and family time. We also enable our people to do some of their work from home.

### Women in Our Workforce and in Management Roles



## Pay Gap

Our salary gap data indicates a positive trend of improvement along with a preference for women in some levels.

### Gender Salary Ratio

Ratio of end of year basic salary and remuneration of men's base salary, divided by women's base salary in USD, by level	2020	2021	2022	2023
Top Management	109%	112%	108%	100%
Senior Management	105%	114%	119%	120%
Middle Management	97%	93%	95%	101%
Non-management	76%	72%	75%	72%

The ADAMA Group, as required by Israeli law, publishes a salary analysis according to the type of employment contract, internal rank, field of activity, seniority and employee groups. [View the Equal Pay Report](#)





## Inaugural Diversity Week

In October 2023, ADAMA Brazil held its first ever Diversity Week, on the theme of “Empathy that Generates Awareness.” The Diversity Week included a range of events that fostered genuine engagement and unity among ADAMA Brazil’s people, bringing together hundreds of people and fostering engagement. Employees shared personal stories and joined together to learn about bias, discrimination, and inclusivity through presentations, quizzes and other interactive activities.

To raise awareness on these topics, informative materials about unconscious biases, ageism, racial discrimination, and homophobia were disseminated on the company’s social networks and in public areas, and an online learning program about Diversity, Equity, and Inclusion was launched.



## Entre Elas Event for Female Agribusiness Leaders

In ADAMA Brazil, our leadership team noted that women are still a minority in leadership positions within the broader agro-tech industry and among our clients. To address this imbalance, in 2023 we created Entre Elas, a two-day event that brought together 30 female CEOs and executives from agribusinesses that are part of ADAMA Brazil’s SOMAR customer loyalty program.

Female leaders were able to network with each other, share information and experiences, and participate in further training to help them strengthen their teams and their business sustainability. Our goal was to empower women to realize their potential for growth and based on the 100% positive feedback that we received, the event was highly impactful.

Following its outstanding success, the city of Londrina recognized ADAMA Brazil’s impact on the city and agribusinesses with an award of appreciation. Jo Martins, Director of People and Culture at ADAMA Brazil, also received the Outstanding HR award from the State of Paraná, as a mark of esteem for the event’s assistance to women business leaders.





## Fostering Arab-Israeli Employment Opportunities at ADAMA

Since 2020, ADAMA has collaborated with Co-Impact, a non-profit dedicated to integrating Arab employees into Israel's economy. In 2022, ADAMA exceeded our goal by recruiting four new employees from the Arab community. Continuing our commitment, in 2023, we hosted a seminar for early-career engineers from the Bedouin community, showcasing career opportunities within the company. Key stakeholders from ADAMA, including the Neot Hovav plant manager and our global DEI manager, participated along with representatives from Co-Impact and the Siraj Association, a non-profit aimed at advancing high-tech in the Bedouin Community. This initiative underscores ADAMA's dedication to fostering inclusion and bridging communities by providing meaningful employment opportunities for the Israeli Arab society.



## Promoting Gender Diversity in India

### Advancing Gender Diversity in Field Sales: Empowering Women in India

ADAMA India established a goal of bringing more women to its field sales team, after its success the previous year in recruiting women for its production packing line and engineering roles. In 2023, women began enrolling as trainees in field sales. Since then, the program has yielded tangible results, with three women now actively engaged in field sales operations. Looking ahead to 2024, we plan to expand female hiring in this pivotal function. Our objective in India is to achieve a gender balance of 20-25% women in field sales, a goal that reflects our dedication to fostering an inclusive culture in a challenging environment.

### Honoring Women's Resilience

ADAMA India recognized and honored the achievement and contribution of women employees engaged in various functions by arranging a trip to the world's tallest statue, the Statue of Unity, followed by a gala dinner on International Women's Day. As part of our commitment to equal opportunity, we have established a daycare facility at the formulation plant for working parents.



## Supporting Our People, Farmers and Communities in Israel in Wartime

Following the October 7 attack in Israel by the Hamas terrorist organization and the ensuing war, our priority has been to ensure the well-being and safety of our 1,500 employees and their families in Israel, supporting our farmer customers to maintain vital agriculture, and the communities most affected by the war.

### Helping ADAMA People

With our headquarters in Israel, October 7 had an immediate and direct impact on many of our team members: some lost loved ones or had family members kidnapped to Gaza; some had to be evacuated from their homes due to rocket damage or safety concerns; many people – or their spouses or offspring – were suddenly plucked from their day-to-day life and recruited for military reserve duty; many more experienced difficulties – both physical and psychological – due to the traumatic nature of the events. And of course, through it all, we needed to ensure business continuity, to keep producing our essential products and providing crop protection solutions.

Our People Business Partners and direct managers have stayed in close touch with our people who were and still are being affected by the war, taking care of them, listening to what they need and ensuring that they get it. ADAMA sees itself as more than just a workplace, in essence we are an extension of their family.

Our people professionals and other team members immediately mobilized to initiate activities such as:

- Establishing an emergency fund of 150,000 USD, financed by voluntary employee contributions of cash and vacation days that were matched by ADAMA. The fund has so far supported more than 50 people who were affected by the war, by allocating vouchers for food, clothing and electronic devices, mental healthcare treatments, funding home fortifications and more



- Providing workshops on dealing with emergency situations
- Opening a rapid response help line for psychological support
- Delivering crucial equipment to our people's military units such as field showers, lighting fixtures, mattresses, kitbags, etc.
- Delivering gift and food packages for evacuated families, families of enlisted troops, and the troops, with drawings and greetings from our people's children

These comprehensive support programs demonstrate a genuine commitment to our people's well-being; ADAMA is more than a workplace, we truly care.



## Supporting Farmers

The events of October 7 had a significant impact on Israel's agricultural industry, pushing it into one of the most severe crises in its history. One of the immediate effects of the war has been a serious shortage of labor across all Israeli farms.

At ADAMA, agriculture is who we are, and farmers are our immediate partners. In light of this, we have extended our hands to assist wherever possible, encouraging our people to volunteer in agriculture and making it an easy choice for them.

In these difficult days, the value and importance of getting involved, our winning spirit, and the kindness demonstrated by our people is what brings us together. Read more about our volunteering in agriculture in the communities chapter.



## Investing in Communities Affected by the War

The shocking nature of October 7 propelled each of us to evaluate what is important, and to look for ways to help. At ADAMA, we sought a way to support those most affected by the war that would be both meaningful for them and would resonate with our mission.

We spent several months early in the war engaging in dialogue with different communities in southern Israel, in the area near the Gaza border, and the northern border, speaking with residents, NGOs, and ADAMA people who are directly connected, with the goal of better understanding their needs. The result of this process was the creation of a scholarship fund to finance academic degrees in agricultural studies for residents of these towns. For more information about this fund, see our communities chapter.



# COMMUNITY RELATIONS

At ADAMA, we believe social responsibility is an inseparable part of our business. This means we continuously listen to our stakeholders, communities, and partners to deepen our understanding of their needs. We design programs and initiatives together, using our combined capabilities, strengths, and resources. As a result, our programs are built on rock-solid foundations, ensuring long-lasting relationships that have a positive impact on our communities and our people.

## 2023 Community Investments

ADAMA donates at least 1% of our profit before tax each year. In 2023, ADAMA donated 2.1M USD.

Our social investments are mainly in our key regions: Israel, India, Brazil and North America. However, we encourage and support local community activities in every country in which ADAMA operates.

Monetary donations	2.1M USD
Volunteering hours	4,991*
Employee engagement	45%*

\* Measured only in Israel, we are currently working on designing a global tool for reliable data collection

## Community Relations Policy and Strategy

Our policy implementation guidelines are based on six key principles:

1

### Alignment with ADAMA's core business

We aspire to align our investments with the company's core business areas.

2

### Measurable impact

We emphasize measurement and evaluation of our strategic programs to ensure they meet the set goals.

3

### Long-term partnerships with potential for independent continuation

We accompany our social partners for a period of at least three years to increase the impact of our investments, while encouraging their independent continuation.

4

### Geographical focus & multi-sectoral partnerships

We prioritize projects in the areas surrounding our sites (globally). Our programs are usually based on multi-sectoral partnerships that include governmental, NGO, and business sectors.

5

### Employee engagement

We prioritize projects that allow our people to volunteer or mentor. It is a win-win situation where both our people and communities benefit.

6

### Contribution to the company's reputation

We choose projects that have a positive impact on our reputation and create a sense of pride amongst our people.

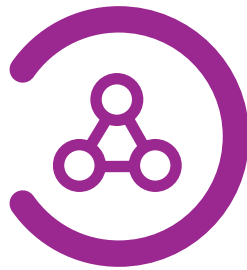
Our strategy focuses on three main pillars, two of which are aligned with our core business, promoting educational programs in chemistry, and educational and awareness programs in agriculture and sustainability (60% of our budget). These programs are considered strategic community relations projects. The third pillar changes according to the needs of our local communities and addresses a wide range of challenges in the fields of health, culture, welfare, and more (40% of our budget), and typically includes an element of employee engagement.



### Supporting the Needs of Neighboring Communities

Promoting leadership in welfare, health, education, culture, and excellence

40%



### Educating Future Chemists

Strengthening the chemistry sector

60%



### Agriculture, Sciences, & Sustainability Programs

Promoting agricultural awareness and education

## Strategic Community Relations Projects

### Promoting Science and Agriculture Studies

We strive to educate and nurture the future generation of sustainability-oriented scientists, with a focus on chemists and agronomists. Over the years, we have collaborated extensively with leading academic institutions to promote excellence and encourage chemistry and agronomy studies. ADAMA leads, funds, and supports various programs, from their ideation process to their execution. We also facilitate training, mentoring, on-site visits, steering committees, and more.

Through these programs, we instill curiosity in these fields and empower students throughout their studies, with the aim of strengthening the chemistry and agronomy sector with an eye towards sustainability.

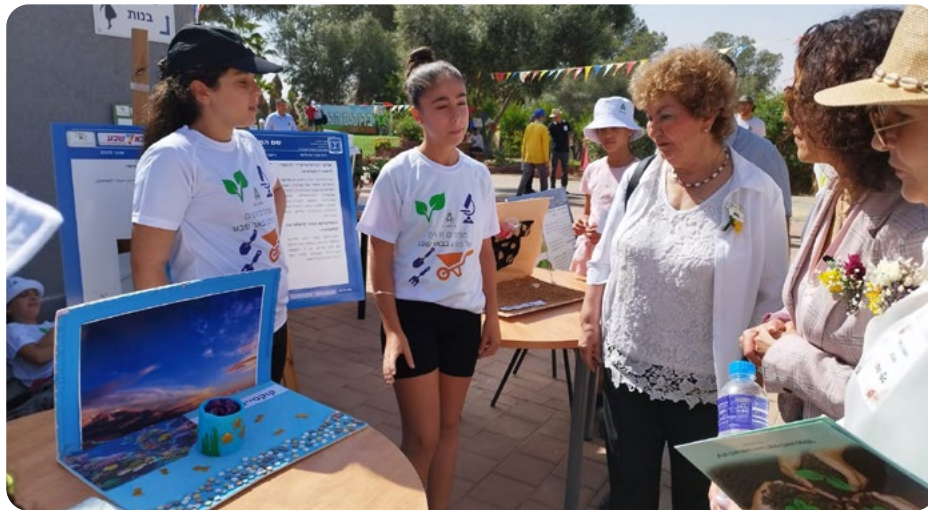
We also understand the importance of educating young people about where our food comes from and the challenges of growing crops. By rolling up their sleeves and digging their hands in the soil, we help children discover the world of agriculture, connect them to nature, and promote values of sustainability.

ADAMA has initiated several programs focusing on educational activities, scientific experiments, and agricultural volunteering, emphasizing the value of work, mutual responsibility, and love of the land. We know diversity drives creativity, so these programs focus on reaching a variety of sectors within the vibrant and multicultural fabric of our society.





### "Sowing Seeds of Science" ADAMA's Scientific Research Greenhouses



"Sowing Seeds of Science" was initiated in 2013, as part of our vision of promoting advanced agriculture by investing in educational infrastructure.

Over time we have invested more than 750,000 USD in three educational farms in Ashdod (2013), Be'er Sheva (2014), and Lod (2020). Our investment focused on building state-of-the-art facilities, which include scientific research greenhouses and digital classrooms, and developing unique educational programs. Thousands of school students visit the three farms each week, experimenting with scientific research under the supervision of the educational staff, experts from the academic world, and our people who volunteer there regularly.

In 2023, we added new professional content to include aspects of precision agriculture, healthy nutrition, sustainability, and more.



### Promotion of Science Studies with Practical Internship at ADAMA's R&D Facility



In 2023, we launched a project in collaboration with Ben-Gurion University in the Negev to promote PhD studies in exact sciences and chemical engineering. Each year, we will award two scholarships which will include practical exposure to the agrochemical industry and research experience at ADAMA's Global R&D center in Israel. The first two scholarships were awarded in 2023.

Scholarship recipients must complete an internship of approximately eight hours bi-weekly (over an academic year) at our global R&D facility in Neot Hovav, which gives them invaluable industry experience. A researcher from ADAMA accompanies and mentors each student throughout their internship.



### Cultivating a New Generation of Farmers in Communities Affected by War



After extensive research into the most effective way of supporting communities affected by the war in Israel, we established a 1 million NIS (270,000 USD) scholarship fund to finance academic degrees in agricultural fields for residents of the vulnerable communities on the Gaza and northern borders.

The new program includes funding for full scholarships for approximately 25 academic degrees in the Faculty of Agriculture, Food, and Environment at the Hebrew University located in Rehovot. Each scholarship, costing about 40,000 NIS (11,000 USD), includes full tuition for a first or second degree for a student who intends to establish a career in agriculture.

The fund was established to support agricultural communities affected by the conflict and to help secure the future of the agricultural sector in Israel.



### Sustainable Energy for Local School



ADAMA Chile donated to the Valle del Elqui Rural Agricultural School for at-risk children, to enable the school to finish implementing a new solar-powered energy system. The school now saves the equivalent of 270 USD per month on sustainable energy generation and operates an irrigation system for four hectares of experimental agricultural plots.

ADAMA Chile will continue to support the school with training about sustainable agriculture, efficient use of water resources, the safe use of agrochemicals, IPM, and machinery calibration.



### "Science on Wheels" Promoting Science Education with the Bedouin Community in Israel



In 2021 we initiated a unique project to promote the study of science within local Arab communities neighboring our sites in Israel. "Science on Wheels", which operates in the small Bedouin town of Kuseife, is an educational program which provides STEM education for 7th, 8th and 9th graders in state-of-the-art laboratories. It also incorporates face-to-face meetings with our employees from the Arab society, who share their career experiences. In a series of 30 interactive sessions, the children are exposed to new academic subjects and empowered to consider new learning and career paths that they probably would not have considered in the past. Every year more students get involved, and what started as 80 in 2021 grew to 150 in 2022, and in 2023, due to the program's great success, we expanded to 240 students.



### Continuous Efforts to Increase Awareness Around Environmental Health



ADAMA India has been involved in several initiatives to increase awareness around environmental health. On World Environment Day, the formulation plant planted 100 trees and distributed reusable jute bags to help reduce plastic consumption.

We continue to promote Prime Minister Modi's LiFE (Lifestyle For Environment) Initiative to encourage mindful and deliberate utilization of resources. We regularly compost our food and water to convert it into fertilizer for our landscape area.

We celebrated National Energy Conservation Day (Dec. 14) by pledging to contribute toward energy conservation strategies. Our employees also shared energy saving initiatives they have taken at their homes through videos, along with suggestions for improvement.

## Employee Engagement and Community Relations Projects

Employee engagement through volunteering is a core value at ADAMA. We believe engagement creates a sense of fulfillment, motivation, and pride for employees.

Our volunteers are our ambassadors and a strong force for good. That is why we design a wide range of volunteering opportunities to ensure things get done with energy and enthusiasm. In this section we showcase a small selection of our volunteering activities.



ADAMA supports volunteering during work hours.

In 2023 our people (in Israel) invested **4,991** hours in volunteering activities.



### Our People Supporting Farmers in Times of Crisis



Following the massive attack on October 7th, Israeli agriculture was thrown into crisis. Some farmers were killed or significantly injured. Others were mobilized for military service. Furthermore, Israel's farming relies heavily on foreign workers, who were also directly affected by the brutal onslaught – some were kidnapped and/or killed, and most of the rest fled the country. This left farms without the necessary working hands, and there was - and still is - an urgent need for agricultural produce to be harvested, livestock to be cared for, and various other tasks that simply had no one to do them.

ADAMA, a company whose foundation lies in agriculture and whose farmers are our immediate partners, sought to lend a hand and assist as much as possible.

Over the course of four weeks, more than 400 (one-third of our people in Israel) of our committed people woke up extremely early and headed to farms all over the country to pick tomatoes, persimmons, and citrus fruits, clear dry branches from lemon trees, and harvest jojoba, ensuring farmers could continue producing food and would not lose their livelihood. In addition to building our team spirit, this volunteer activity helped ensure that the Israeli agriculture industry continued to operate and that agricultural produce did not go to waste.



## Engineering Week



Employees from ADAMA Agan and Makhteshim participated in "Engineering Week" at the Sami Shamoon College of Engineering in Ashdod and Be'er Sheva. The week included a wide range of activities including lectures, workshops, seminars, exhibitions, a final project conference, and a ceremony awarding scholarships from ADAMA to outstanding students from the chemical engineering department. Throughout the week, our people attended the students' project presentations, served as mentors, and participated as judges of the hackathon competition.



## Instituto ADAMA: Bringing the Imagination House to Life

Instituto ADAMA has been offering courses and recreational activities to young people from the areas surrounding its factories for decades. In 2023, the marketing team revitalized the "Imagination House," transforming it into a playful space for six- to nine-year-olds. 45 ADAMA people dedicated themselves to renovating the space, investing over 780 hours and contributing 1,000 USD for materials to improve its infrastructure and equipment. This initiative impacted 120 students, providing them a place to enhance their cognitive development through play. 111 ADAMA people volunteered at Instituto ADAMA in 2023 throughout the year, helping assist more than 300 children and teens.





### Recycling Plastic for Accessible Beaches



Our people in Costa Rica actively participate in local non-profit organization Donatapa's project to collect plastic drink caps. Donatapa recycles the caps into plastic wood and uses it to make beaches accessible to visitors with disabilities. In 2023, we collected around 30 kg of plastic. Next year, we will also collect other types of plastic to increase our contribution to environmental sustainability and double last year's amounts.



### Promoting Food Security with Fresh Produce



Employees at ADAMA US in North Carolina continued their involvement in the local Inter-Faith Food Shuttle in Raleigh, NC, which grows and distributes fresh produce to feed local children, families, and seniors who are food insecure.

ADAMA people donate their time and resources, including regular visits to the farm to harvest vegetables and fruit, clean and sort them, and package them for distribution. With their help, the Inter-Faith Food Shuttle project reduces food waste, improves access to fresh, local produce, and reduces its carbon footprint in preparing the food for distribution.



## National Girls' Week: "The World Needs You"



More than sixty ADAMA women, from all our Israeli sites, participated in "Israeli Girls Week 2023," organized by the local NGO "Shavot" ("Equal"). Seven teams gave inspiring lectures to thousands of students – of all genders – at schools near our sites

in Be'er Sheva, Ashdod, Lod, Yehud, Modiin and Gan Yavne.

The project was accompanied by a campaign on social media with the participation of our volunteers, as well as a special project with leading women from various industries. The program's theme this year was "The World Needs You," highlighting the importance of women in Israel during the October 7 war, showcasing women's bravery and demonstrating the changing gender discourse.



## Supporting Digital Education

The Government of India launched various programs to promote digital education, but schools in rural areas mostly lack the infrastructure, devices, and teachers trained to take advantage of them.

We adopted four local schools where we established digital labs, provided classroom equipment, digital devices, and necessary accessories, and hired qualified teachers to educate the students for their digital future.

Our involvement benefited over 36,000 families, received national recognition as a "Best CSR Initiative," and equipped students to pursue their dream careers.





## Partnership with Yedidim Safety Organization

In 2023, ADAMA established a volunteer program with 'Yedidim' (friends), an organization that provides 24/7 first responder (non-medical) roadside assistance free of charge in fields such as: jump-starting cars, assisting with tire changes, unlocking locked cars, transporting and distributing equipment, and more. The partnership with Yedidim was established through involvement and dialogue with several of our people who proposed joining the organization and promoting this activity with them.



Specialized sessions were held to train ADAMA employees in Be'er Sheva and Ashdod as Yedidim responders, and personal equipment kits were acquired for the volunteers. Our people participated actively in the organization's call center and served as emergency responders. The volunteers - among them workers and managers - came from various departments such as manufacturing, supply chain, operations, safety, and engineering.

Our people continued volunteering with Yedidim throughout the period of the war and are committed to assisting and supporting wherever necessary.

We expect to continue this activity in 2024 and may expand the number of volunteers and open an additional training session for ADAMA Yedidim responders.



### Looking Ahead

Our goals for the future remain the same as last year, and we are making progress on them:

- Implement a global volunteering framework to ensure each ADAMA employee volunteers at least once a year by 2030.
- Short-term KPI: 50% - 70% employee participation in volunteer activities.
- 3-year plan: Build a community program in 10-15 of our biggest countries/production sites.
- New impact measurement and evaluation methodology.





# Our Governance and Ethics



# OUR CORPORATE GOVERNANCE

Strong corporate governance, based on the principles of professionalism, leadership, accountability, and transparency, is an integral part of our core values. We regard it as a critical aspect of our sustainable growth and value creation. To uphold the principles of corporate governance, we have adopted a Code of Conduct, among many other initiatives, which applies to all our people and stakeholders and is strengthened by various internal programs.

Since June 2020, ADAMA Group has been a distinctive member of Syngenta Group, a world leader in agricultural inputs, spanning crop protection, seeds, fertilizers, additional agricultural and digital technologies, as well as an advanced distribution network in China (“Syngenta Group”). As of August 2021, following the merger of ChemChina and Sinochem, two large economic conglomerates and State-Owned Enterprises with extensive operations in China and around the world, Syngenta Group, and as a result the ADAMA Group, are ultimately controlled by Sinochem Holdings.

ADAMA Ltd. is traded on the Shenzhen Stock Exchange and manages ADAMA Agricultural Solutions Ltd., a wholly owned subsidiary headquartered in Israel. ADAMA Ltd. also manages and wholly owns ADAMA Anpon (Jiangsu) Ltd.



## Our Corporate Officers\*



**Steve Hawkins**

President and CEO



**Efrat Nagar**

EVP CFO



**Elad Shabtai**

EVP Formulation Supply



**Florian Wagner**

EVP Portfolio & Innovation



**Bruce Morris**

EVP AI Production



**Ruthie Zeltzer**

EVP People



**Gigi-Anne Hoh**

Chief Legal Advisor to the CEO and Management (external)



**David Peters**

EVP Asia Pacific



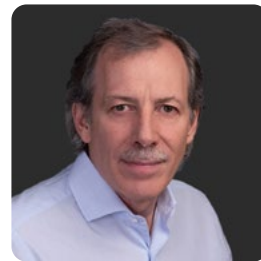
**Romeu Stangerlin**

EVP LATAM



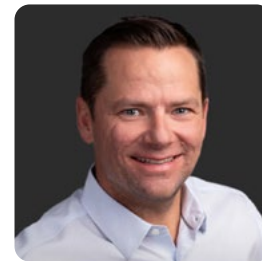
**An Liru**

EVP China



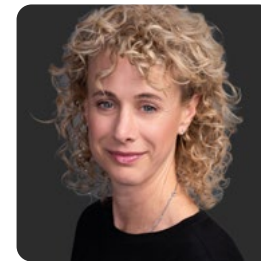
**Sergio Dedominici Paz**

EVP EAME



**Jake Brodsgaard**

EVP North America



**Oriella Ben Zvi**

Head of Sustainability and Corporate Affairs



**Sammy Leibowitz**

Head of Transformation Delivery and Chief of Staff

\* Accurate as of April 2024

## Board of Directors

Member of the Board	Description	BoD ADAMA Ltd.	BoD ADAMA Solutions
<a href="#">Hengde Qin</a>	<p>Mr. Qin, age 54, serves as a director of both ADAMA Ltd. and ADAMA Solutions, and has been presiding as the Chairman of the Board of ADAMA Ltd. since December 2023.</p> <p>Mr. Qin is also the CFO of the Syngenta Group. Prior to his current role, he served as the Chief Human Resources Officer of the Syngenta Group, and before that was the President of Syngenta Group China. Mr. Qin holds a bachelor's degree in engineering from the East China Engineering Institute of Technology. He also holds a master's degree in industrial engineering from Huazhong University of Science and Technology, and an MBA from the China Europe International Business School.</p>	Chairman of the Board of Directors	Director
<a href="#">Liu Hongsheng</a>	<p>Mr. Liu, age 59, serves as a Director of ADAMA Ltd.</p> <p>Previously, he served as the president of Syngenta Group China, the Chairman of both Sinofert and Jiangsu Yangnong. He is currently a senior adviser of production and operation of Sinochem Holdings. Mr. Liu holds a Bachelor Degree of Philosophy from Peking University and MBA degree from Shanghai Maritime University.</p>	Director	
<a href="#">Steve Hawkins</a>	<p>Mr. Hawkins, age 58, presides as the President and CEO of both ADAMA Ltd. and ADAMA Solutions, as well as the Chairman of the Board of Directors of ADAMA Solutions as of May 2023.</p> <p>Mr. Hawkins holds a Diploma in Agriculture and an MBA in Agriculture and Food, both from the Ontario Agricultural College at the University of Guelph in Ontario, Canada and has a bachelor's degree in administrative studies from Toronto's York University.</p>	President and CEO	President and CEO, and Chairman of the Board of Directors
<a href="#">An Liru</a>	<p>Mr. Liru, age 54, serves as a Director of both ADAMA Ltd. and ADAMA Solutions, and as Executive Vice President, ADAMA China. Mr. Liru holds an MBA, an MSc in chemical engineering, and a BSc in applied chemistry, all from Nanjing University.</p>	Director	Director

Member of the Board	Description	BoD ADAMA Ltd.	BoD ADAMA Solutions
<b>Ge Ming</b>	<p>Mr. Ming, age 72, serves as an independent director of ADAMA Ltd. He holds a master's degree in western accounting, and he is a certified public accountant in China as well as Australia. He previously served as the Chairman and Chief Accountant of Ernst &amp; Young Hua Ming Certified Public Accountants Firm, and as the Managing Partner, Chief Accountant and Senior Advisor of Ernst &amp; Young Hua Ming Certified Public Accountants (special general partnership).</p> <p>Mr. Ming currently serves as an independent director on the board of directors of AsialInfo. He also currently serves on the supervisory boards of the Bank of Shanghai, Bank of Suzhou, and Tencent Foundation, and serves as the Executive Director and General Manager of Beijing Huaming Fulong Accounting Consulting Co., Ltd.</p>	Independent Director (Member of the Audit Committee, Nomination Committee, Remuneration Committee, and Strategy Committee)	-
<b>Yang Guangfu</b>	<p>Mr. Guangfu, age 54, is currently a professor, doctoral supervisor, Deputy Director of the Academic Committee of the Central China Normal University, Director of the National Key Laboratory of Green Pesticide, Director of International Joint Research Center for Intelligent Biosensor Technology and Health, and Director of the Pesticide Engineering Research Centre of Hubei Province. He holds a PhD in pesticide science.</p>	Independent Director (Member of the Audit Committee, Nomination Committee, Remuneration Committee, and Strategy Committee)	-
<b>Erik Fyrwald</b>	<p>Mr. Fyrwald, age 65, serves as a Director of both ADAMA Ltd. and ADAMA Solutions. Previously, he served as the CEO of Syngenta Group, and the CEO of Syngenta AG. He currently also serves on the board of directors of Syngenta Group, Syngenta Co. Ltd. and he is on the board of CropLife International, the Swiss American Chamber of Commerce, and the listed entities Bunge Limited and Eli Lilly &amp; Company. Mr. Fyrwald holds a BSc in chemical engineering from the University of Delaware and completed the Advanced Management Program at Harvard Business School.</p>		Director

Member of the Board	Description	BoD ADAMA Ltd.	BoD ADAMA Solutions
<b>David Morgan</b>	Mr. Morgan, age 69, serves as an external director of ADAMA Solutions. He also serves as a Director of the Royal Agricultural University. Previously he was CEO of Epigenetica Limited and prior to that President & CEO at Pebble Labs Inc. and then its Strategic Advisor. Previously he was at Syngenta, holding the position of Regional Director for Asia Pacific and thereafter North America, before leading their global vegetable seed business unit. Mr. Morgan holds both a master's and bachelor's degree in agriculture and forestry sciences from Oxford University.	-	External Director (Chairperson of the Remuneration Committee; member of the Audit Committee and the Financial Statements Review Committee).
<b>Ron Hyman</b>	Mr. Hyman, age 67, serves as an external director of ADAMA Solutions. He is the founder and CEO of RH Holdings Limited and was previously the co-CFO of Internet Research Institute Limited. He serves as an external director for various traded entities in Israel in the fields of health, solar and real estate. Mr. Hyman is a certified public accountant and holds a BA in accounting and economics from Tel Aviv University.	-	External Director (Chairperson of the Financial Statements Review Committee and the Audit Committee; member of the Remuneration Committee)
<b>Jiahong Wu</b>	Ms. Wu, age 50, serves as an independent director of ADAMA Solutions. She was a former Managing Director at Goldman Sachs Gao Hua Securities Company Limited. Ms. Wu holds an MBA from Fudan University and a bachelor's degree of International Business from Shanghai University of International Business and Economics.	-	Independent Director (Member of the Financial Statements Review Committee, the Audit Committee and the Remuneration Committee)

## Committees of the Board of Directors

To help the Board of Directors effectively and efficiently fulfill its responsibilities, it has established several standing active committees.

### Board of Directors' Committees - ADAMA Ltd.

#### **Audit Committee**

Responsible for monitoring the company's internal control system, financial information, and its disclosure. The Committee currently consists of three members, two of whom are independent directors.

In 2023, the Committee held six (6) meetings, with a 100% attendance rate.

#### **Nomination Committee**

Responsible for formulating standards and procedures and making recommendations regarding the election of candidates for directorship. The Committee currently consists of three members, two of whom are independent directors.

In 2023, the Committee held four (4) meetings with a 100% attendance rate.

#### **Compensation and Appraisal Committee**

Responsible for reviewing and formulating recommendations regarding remuneration policies for directors and senior management. The Committee currently consists of three members, two of whom are independent directors.

In 2023, the Committee held three (3) meetings with a 100% attendance rate.



During 2023, the ADAMA Ltd. Board of Directors held **12** meetings with a 100% attendance rate

### Board of Directors' Committees - ADAMA Solutions

#### **The Audit Committee**

Responsible for supervising all ADAMA Solutions' group activities and ensuring that they are conducted in compliance with all legal provisions. The Committee currently consists of three members, all of whom are independent directors and two of whom are external directors.

In 2023, the Audit Committee held seven (7) meetings with a 95% attendance rate.

#### **The Financial Statements Review Committee**

Responsible for discussing and formulating recommendations to the board of directors regarding financial statements. The Committee currently consists of three members, all of whom are independent directors and two of whom are external directors.

In 2023, four (4) meetings of the Financial Statements Review Committee were held with a 100% attendance rate.

#### **The Remuneration Committee**

Responsible for approving and formulating recommendations regarding the remuneration of officers, based on the adopted governing Remuneration Policy. The Committee currently consists of three members, all of whom are independent directors and two of whom are external directors.

In 2023, five (5) meetings of the Remuneration Committee were held with a 100% attendance rate.



During 2023, ADAMA Solutions' Board of Directors held **7** meetings with an 80% attendance rate

## Remuneration of Directors and Senior Management

Remuneration of ADAMA's officers and additional senior members of management is decided by the authorized organs of ADAMA, according to the Remuneration Policy as was approved and updated from time to time by such organs (e.g. the Board of Directors and/or a designated Board committee/the Shareholder, as relevant).

ADAMA's Remuneration Policy is based, among others, on the following main principles: promotion of ADAMA's objectives, work plan and goals, taking into account the risks that accompany ADAMA's operations; adjustment of the compensation mix package to the size and character of ADAMA and the scope of its operations; and creation of appropriate incentives for officers by means of rewarding entitled persons according to their functions, areas of responsibility, efforts and contribution to the development of ADAMA's business and promotion of its goals, and increasing its profits in the short and long term. While approving remuneration, global professional benchmarks, performance indicators and the performance of the respective person are taken into account.

The terms of officers' remuneration are based on three main components: Base Salary component; Variable component (medium- and short-term incentives which include annual bonuses based on results and contingent upon targets and/or on the contribution to ADAMA) and long-term incentives. Independent directors are entitled to receive annual allowance according to the law, and do not receive salary, while non-independent directors (other than those who also hold management positions in ADAMA) may receive a monthly remuneration.

## Risk Management

ADAMA Solutions utilizes a comprehensive risk management methodology that is designed to optimize financial returns for its stakeholders regardless of unavoidable risks and uncertainties in the business environment. This methodology includes a periodic risk assessment survey that maps the key activity areas and processes in which there is risk exposure, such as strategic, operational, legal, financial and regulatory risks. ADAMA Solutions conducts an in-depth analysis of the residual risk level for all risks and prepares a multi-year work plan for internal auditing based on its results.



In addition to the risk assessment survey, we carry out periodic fraud risk assessments aimed at assessing the overall fraud risk level by evaluating and identifying weaknesses in the work and control processes, which could be exploited for fraudulent or improper activities.

To increase visibility of risk and to assist in management decision making, risks in both the risk assessment survey and fraud risk assessment are mapped and evaluated according to their residual risk based on their inherent risk and the in-place internal controls framework. The categories are each defined by five levels ranging from very low to very high.

The Board of Directors has overall responsibility for establishing and monitoring the framework of the risk management policy. The Chief Financial Officer reports on a regular basis regarding these risks.



# UPHOLDING ETHICAL BEHAVIOR

At ADAMA, we continually strive to be a socially responsible and trusted Company that is driven by the highest ethical standards and legal compliance in all our business practices. We view compliance as an essential part of our long-term success.

We do not tolerate any violation of the law, our Code of Conduct, or internal regulations. Our businesses are managed responsibly and in compliance with the statutory and regulatory requirements of local countries. We established an ethics committee to examine and review resolution of various ethical issues in a consistent manner, with two senior management members participating and reporting to the management, in 2023.

In 2023, ADAMA's General Legal Counsel and Company Secretary handled ethics related issues in a professional and confidential manner, and reported regularly to management on the Company's ethical performance. Those processes make it straightforward for our people to seek advice or counseling regarding any ethical question, dilemma, or complaint in an anonymous and/or confidential manner, ensuring that all queries are handled properly. As of April 2024, ADAMA's Head of Compliance has taken on the role of Ethics Officer.

## Respect in the Workplace Training

Maintaining a respectful working environment is about being our best selves. In fact, inappropriate behaviors can affect our well-being and subsequently, our professional performance. Allowing such behavior to persist may serve as a precursor to more serious compliance breaches, including instances of sexual harassment, discrimination, etc.

In January 2024, ADAMA initiated a mandatory e-learning module about respect in the workplace which addresses issues of harassment, discrimination, and civility in the workplace. ADAMA is committed to providing a work environment free from all forms of discrimination and harassment.



# SpeakUp Reporting Concerns

ADAMA operates a global confidential reporting system available 24/7 to all employees and suppliers/service providers. It is operated by an independent service provider based in the Netherlands.

ADAMA recognizes that sometimes issues are too sensitive to report directly and therefore we encourage the confidential or anonymous reporting of concerns about ethical issues or breaches of applicable law relating to the Company and its activities.

The SpeakUp service is a confidential toll-free call or email reporting system. SpeakUp is available in countries where ADAMA operates, and being web based is not dependent upon location. It is available in 27 languages - all our employees' native languages. The system is also available for non-employees, such as service providers, who may wish to raise ethical concerns; for this population, access to SpeakUp is publicized via our ADAMA website and Suppliers Code of Conduct.

The reports are recorded by an independent, external third party, translated if needed, and forwarded to the Ethics Officer, for confidential investigation. The person reporting (the "messenger") receives a reference number confirming the receipt of the report so that they can call back or log in to receive feedback or provide further information. Depending on the nature of the complaint, a senior person is appointed to investigate and resolve it with appropriate action.

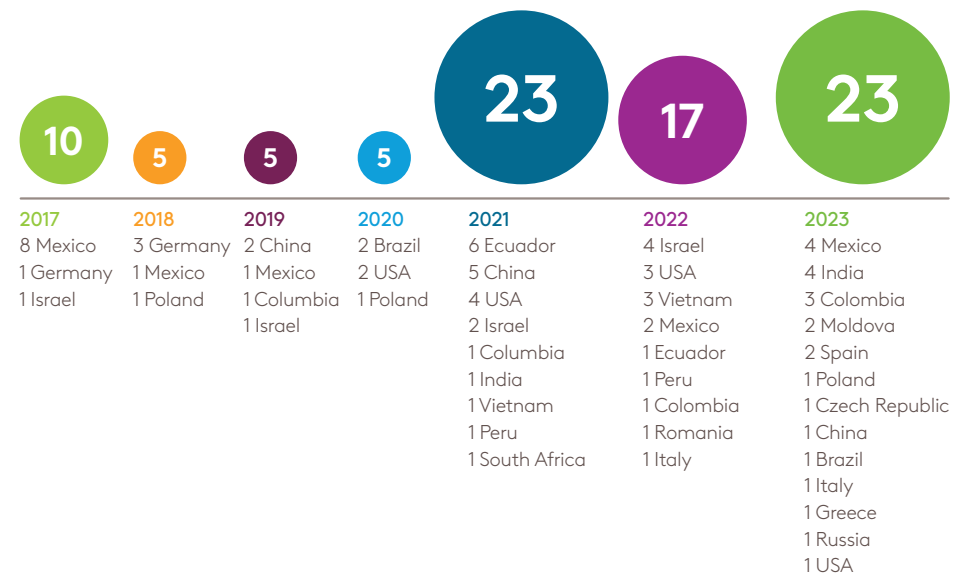
The investigation and proposed resolution are followed by senior members of the organization (Ethics Committee, Global HR Business Partner, and their nominees per investigation). The investigating officer can communicate with the messenger using the system irrespective of language, since SpeakUp has a built-in translation service.

In addition, the company uses a case management system (CMS), added in 2022, which supports case management of any ethical complaints received by the company, whether they are filed via SpeakUp or directly to other management team members.

We encourage employees to speak up! All HR representatives have been trained in the service and are required to bring SpeakUp to the attention of their employees and in particular to new joiners. Promotional posters are located in office locations. Our intranet has a Compliance Corner where SpeakUp is highly visible to all employees. Also, an annual report is published on the internal messaging service of the Company and in the ESG Report. In 2023, relative stability was maintained in the total number of complaints compared to 2022, alongside increasing awareness among our people.

ADAMA's Code of Conduct makes it clear that any reporting of issues must be treated confidentially, and the messenger's wishes respected and properly dealt with without fear of recrimination or retaliation.

## Cases Reported to SpeakUp



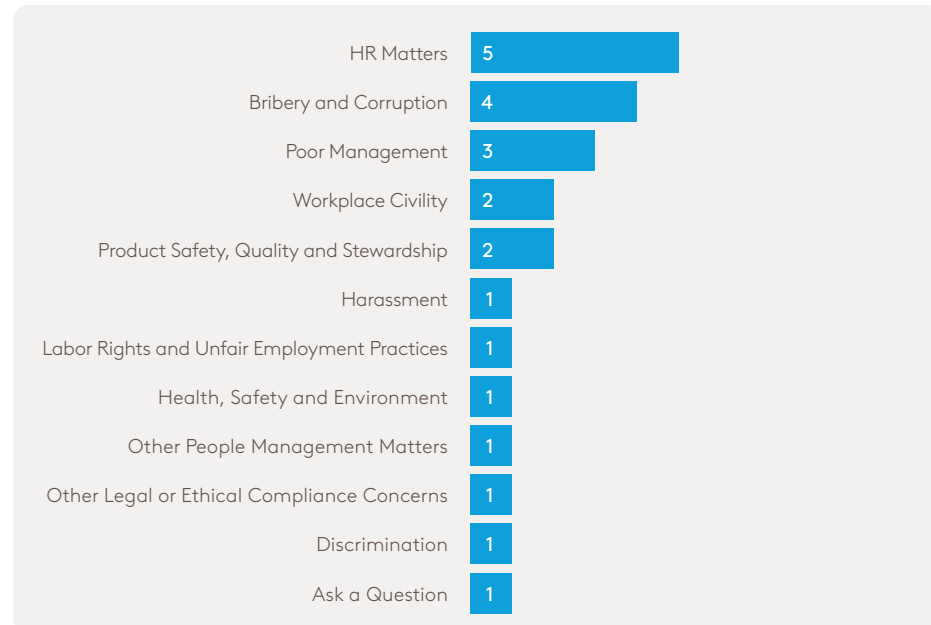
The complaints in 2023 were on various topics. Most of the complaints (21%) dealt with HR matters, relating to HR processes, such as time keeping, payroll, SuccessFactors, etc.

We will continue to encourage our employees to submit complaints about any concerns that may arise, small as they may be, and we will continue to deepen the examination process and internal investigation of these complaints.

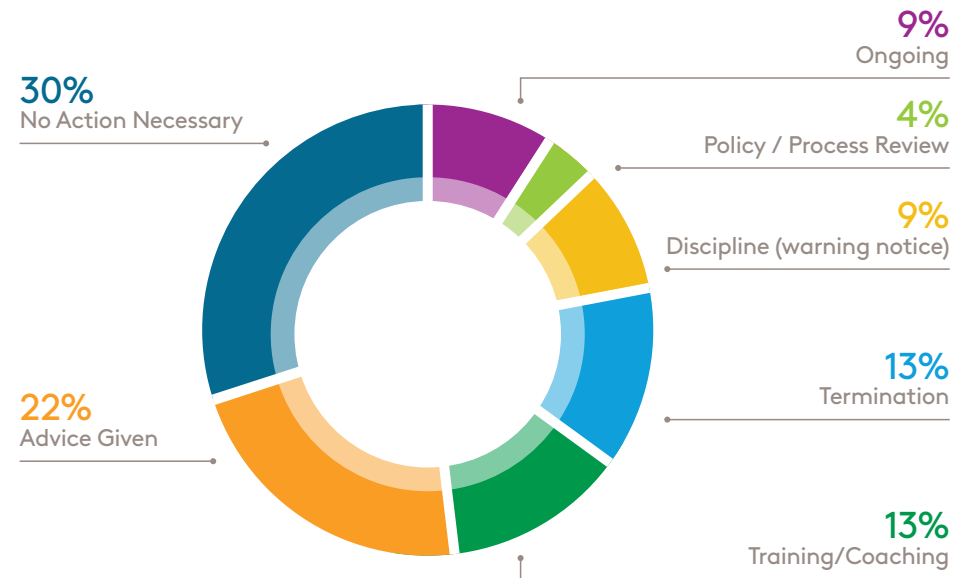
Besides SpeakUp, compliance incidents or queries that come through managerial levels are reported directly to the General Counsel or senior managers.



### Cases by Misconduct Category



### Actions Taken



## New EU Whistleblowing Directive

In Europe, the new European Whistleblowing Directive ([EU Whistleblowing Directive 2019/1937](#)) came into force on December 17, 2023. This Directive applies to the entities where we have 50 or more employees (this includes the following ADAMA entities: **France, Germany, Greece, Spain, Poland, Italy, and Romania**) and ensures protection of employees and stakeholders who become aware of serious corporate misconduct in specific areas of EU law. This can include financial services, terrorist financing, public safety and compliance, transport safety, protection of the environment, food and feed safety, animal health and welfare, consumer protection, public health, protection of privacy and personal data, and security of networks and information systems.

ADAMA has adopted a policy explaining the EU Whistleblowing Directive to our employees, and how we will meet the requirements. It is available in local languages for the relevant countries.

The employees always have the option to report any complaint using SpeakUp Global – in which case the behavior complained of will be investigated by Global managers selected by the General Counsel to investigate the case.

If the behavior observed by an employee is a potential whistleblowing offense, i.e. serious corporate misconduct against an EU law, then the employee also has an additional option to report to their local designated person or by using ADAMA's local country whistleblowing button found in SpeakUp. The employee has the right to insist that the whistleblowing complaint is investigated locally and if it is a genuine whistleblowing case the appropriate professional resources will be applied to investigate.

However the employee chooses to report, the report will be handled in confidence and there will be no retaliation against the employee for raising concerns. The investigation will be conducted within three months and the reporter will receive feedback and updates.

## Code of Conduct

Our Code of Conduct is the blueprint by which we ensure ethical practices and integrity. In the Code, we outline our commitment to our people and stakeholders and communicate our expectations of them. It encompasses our corporate culture, community relations, and the components of appropriate behavior.



93% of our people completed the CoC yearly training

## Zero Tolerance for Bribery and Corruption

ADAMA has zero tolerance for, and is committed to preventing, bribery and corruption. We are committed to full compliance with all applicable laws, regulations, and contract requirements relating to the fight against bribery and corruption.

Our Code of Conduct strictly prohibits offering, giving, or receiving bribes, either directly or through a third party. Entering business relationships with an individual or entity which has a history of engagement with bribery is forbidden. We share, implement, supervise, and enforce our anti-bribery and anti-corruption principles with all our people.

Our policy is to require all relevant employees to complete online anti-bribery training on an annual basis. Where necessary, the online training is provided in the local language.

Corporate Compliance training is an annual requirement for performance review and part of onboarding for new employees. The mandatory compliance e-learning trainings include the Code of Conduct, Anti-Bribery, and Competition Law.

## Anti-Trust and Competition Law Training

Depending on the function, some employees and all new hires are required to complete the Syngenta Group competition e-learning training program across all Syngenta Group business units as part of our commitment to ESG initiatives. The e-learning training is accessible to all employees in their local languages. The training program focused on competition law, aiming to enhance our understanding and identification of areas within our business where we may encounter competition or anti-trust issues.

We continue to provide face-to-face anti-trust trainings (in local languages) to the different departments in ADAMA including Legal, Global Marketing, and Product Strategy departments (those with connections to customers or competitors) to assist employees in making ethically sound decisions when faced with challenging scenarios involving competition or anti-trust matters. By equipping our employees with the knowledge and resources necessary to navigate competition and anti-trust issues, we are actively promoting fair competition and strengthening our commitment to responsible business practices. In addition, our Guide to EU Competition Law policy is circulated to all those who have contact with competitors and customers and for day-to-day business to help them understand the rules and to ensure that employees comply with all applicable competition and anti-trust laws.

## No Political Donations

We do not use funds or corporate resources to support any political candidate or party. We recognize the rights of our employees to participate in the political process, provided they act independently of ADAMA and do not use ADAMA time, property, or equipment in the process.



**73%** of employees completed the  
Conflict-of-Interest e-learning training

## Conflict of Interests

In 2023, we launched the Syngenta Group Conflict of Interest e-learning training program emphasizing the importance of ethical conduct in all aspects of our operations. At ADAMA, fostering trust and integrity is fundamental to our ethos. We believe in fostering robust relationships internally and externally, as they are vital to our continued success. A conflict of interest may arise when an employee, or an individual closely associated with them, gains personal or improper advantages directly or indirectly due to their position within the company. It is mandatory for all employees to promptly disclose any actual, potential or perceived conflict of interest to their respective line managers or People department. Upon disclosure, the line manager assesses the situation and takes necessary steps to ensure adherence to our policies. In instances where there is uncertainty regarding the existence of a conflict of interest or the appropriate course of action, the line manager is expected to consult with the People department or Legal team for resolution.



# Data Privacy

ADAMA’s Global Information Security Policy emphasizes the critical role our business plays in protecting the personal data of our people as well as our stakeholders and putting in place preventive security measures to avoid data breaches. We control and supervise access to personal information, balancing the interests and privacy rights of individuals with those of our business interests and assets, in full compliance with GDPR, LGPD, POPIA, and other regulations. We have hardened our information technology environment using cutting edge cybersecurity tools and systems. All new systems that necessitate access to our data are required to undergo vetting by our cybersecurity compliance and intelligence team. We annually audit and check our third-party solutions for continued data privacy and cybersecurity compliance. We have deployed multi-factor authentication for all users (employees, contractors, etc.) who require access to our data. We leverage our cybersecurity intelligence systems to better understand what vulnerabilities our IT environment and data are susceptible to, to enhance our enterprise’s defenses. We have deployed incident response procedures and escalation processes to be ready for any potential incident. We also test our environment and the procedures we have created.



In 2023, we successfully renewed our ISO27001 certification.



## Data Privacy Training

All new joiners are required to complete the online data privacy training module. The module, which is available in eight of our people’s native languages, covers the scope of data protection and data privacy laws, personal data processing, employee responsibilities, data breach management, data security, and more. All new employees are required to complete the training as part of their onboarding at ADAMA.



87% of employees completed the data privacy training



ADAMA

Annex



# ABOUT THIS REPORT

We are pleased to present this ESG report that presents our main activities and achievements in promoting sustainability during 2023.

This report and data cited throughout the report was issued with reference to the Global Reporting Initiative (GRI) standards for the period from January 1, 2023 to December 31, 2023. We also report according to the Sustainability Accounting Standards Board (SASB) Index (Chemicals Standard) and provide a description of how we contribute to the United Nations' Sustainable Development Goals (SDGs).

The disclosures and performance data in this report address our globally owned and managed facilities and assets for the fiscal year 2023.

The report has been prepared with assistance from external ESG specialists. We have conducted both internal and third-party verification of the validity of the detailed data, and we have reasonable confidence in all published figures and practices. However, as in any document, there may be generalizations, inaccuracies, errors or omissions. All forward-looking Information within this document is based on the company's current estimates/intentions but may not materialize due to various reasons.

In case of any discrepancy between the information in this report and information appearing in the Company's public financial statements, the information in the Company's financial statements is more accurate.

We wish to thank all our people who lead sustainability at ADAMA and to everyone who has been involved with the collection of the information and data shared in this report.

ADAMA intends to continue reporting on our sustainability performance in an annual ESG Report, to provide clear and comparable data, and to actively encourage discussion about how we can improve.

As part of our commitment to open dialogue, we welcome any feedback or comments from our various stakeholders. For any questions or comments, please contact:

**Lee Singer Snir**

**Global Head of ESG**

lee.singer@adama.com



# DISCLOSURES

## Global Reporting Initiative (GRI) Content Index

### General Disclosure

GRI 2: General Disclosures 2021		GRI	
1. The organization and its reporting practices	Organizational details	2-1	ADAMA Ltd. is a global leader in crop protection, providing solutions to farmers across the world to combat weeds, insects and disease. ADAMA has one of the widest and most diverse portfolios of active ingredients in the world, state-of-the-art R&D, manufacturing and formulation facilities, together with a culture that empowers our people in markets around the world to listen to farmers and ideate from the field. This uniquely positions ADAMA to offer a vast array of distinctive mixtures, formulations and high-quality differentiated products, delivering solutions that meet local farmer and customer needs in over 100 countries globally
	Entities included in the organization's sustainability reporting	2-2	ADAMA LTD., ADAMA Agricultural Solutions Ltd. (a wholly-owned subsidiary of the company), ADAMA Anpon (Jinagsu) Ltd. (a wholly-owned subsidiary of the company)
	Reporting period, frequency and contact point	2-3	2023, Annual reporting, Chief Sustainability Officer: Oriella Ben Zvi <Oriella.Ben.Zvi@adama.com>
	External assurance	2-5	KPMG - <a href="#">Link to report</a>
2. Activities and workers	Activities, value chain and other business relationships	2-6	See <a href="#">About ADAMA</a> in the Introduction Chapter
	Employees	2-7	See <a href="#">Our People and Communities</a> chapter
	Workers who are not employees	2-8	See <a href="#">Our People and Communities</a> chapter

### 3. Governance

Governance structure and composition	2-9	See <a href="#">Our Governance &amp; Ethics</a> chapter
Nomination and selection of the highest governance body	2-10	See <a href="#">Our Governance &amp; Ethics</a> chapter
Chair of the highest governance body	2-11	See <a href="#">Our Governance &amp; Ethics</a> chapter
Role of the highest governance body in overseeing the management of impact	2-12	See <a href="#">Our Governance &amp; Ethics</a> chapter
Delegation of responsibility for managing impact	2-13	See <a href="#">Our Governance &amp; Ethics</a> chapter
Role of the highest governance body in sustainability reporting	2-14	The executive board and BOD review and approve the reported information
Conflicts of interest	2-15	See <a href="#">Our Governance &amp; Ethics</a> chapter
Communication of critical concerns	2-16	See <a href="#">Our Governance &amp; Ethics</a> chapter
Collective knowledge of the highest governance body	2-17	See <a href="#">Our Governance &amp; Ethics</a> chapter
Evaluation of the performance of the highest governance body	2-18	See <a href="#">Our Governance &amp; Ethics</a> chapter
Remuneration policies	2-19	See <a href="#">Our Governance &amp; Ethics</a> chapter
Process to determine remuneration	2-20	See <a href="#">Our Governance &amp; Ethics</a> chapter
Annual total compensation ratio	2-21	See <a href="#">Our Governance &amp; Ethics</a> chapter

4. Strategy, policies and practices	Statement on sustainable development strategy	2-22	See <a href="#">Introduction</a> Chapter
	Policy commitments	2-23	See <a href="#">Introduction</a> Chapter
	Embedding policy commitments	2-24	See <a href="#">Introduction</a> Chapter
	Mechanisms for seeking advice and raising concerns	2-26	See <a href="#">Introduction</a> Chapter
	Compliance with laws and regulations	2-27	See <a href="#">Our Governance &amp; Ethics</a> Chapter
	Membership associations	2-28	See <a href="#">Introduction</a> Chapter
	5. Stakeholders engagement	Approach to stakeholder engagement	2-29
Collective bargaining agreements		2-30	See <a href="#">Our people and Communities</a> chapter
<b>GRI 3: Material Topics 2021</b>		<b>GRI</b>	
	Process to determine material topics	3-1	See <a href="#">Introduction</a> Chapter
	List of material topics	3-2	See <a href="#">Introduction</a> Chapter
	Management of material topics	3-3	In each material subject relevant chapter, there is an explanation of commitment, approach, targets, processes, initiatives, progress monitoring and looking forward

# Financial Disclosure - Economic Impact

Direct and indirect economic value generated - in Thousand USD

Data Description	GRI	2020	2021	2022	2023
Direct economic value generated: revenues (total net sales)	201-1	4,127,751	4,813,041	5,569,988	4,660,554
<b>Economic value distributed:</b>					
Total payments to employees including wages and benefits (pension, social security, etc.)	201-1	521,969	560,386	610,612	629,103
Total payments to suppliers	201-1	3,150,073	3,409,752	4,449,466	3,590,434
Total amount paid to providers of capital	201-1	9,162	12,349	11,591	21,857
Capital expenditure	201-1	214,000	410,655	396,632	336,600
Payments to governments (taxes, etc.)	201-1	38,567	53,813	85,686	60,636
Total community investments	201-1	2,807	2,599	2,827	2,118
<b>Total economic value distributed</b>	<b>201-1</b>	<b>3,933,771</b>	<b>4,446,955</b>	<b>5,556,814</b>	<b>4,640,748</b>

### Total Sales in Million USD

2020	2021	2022	2023
4,127	4,813	5,570	4,661

### Sales by Product Category in Million USD

Product category	2020	2021	2022	2023
Herbicides	1,707	1,972	2,479	1,969
Insecticides	1,175	1,425	1,505	1,334
Fungicides	857	952	1,048	965
Non Agro	389	464	538	393



### Sales by Regional Performance in Million USD

Regions	2020	2021	Updated Regions	2022	2023
Europe	1,036	1,072	Europe, Africa & Middle East (EAME)	1,352	1,240
North America	776	917	North America	1,027	820
Latin America	1,088	1,276	Latin America & Brazil	1,592	1,292
Asia-Pacific	332	385	Asia-Pacific (APAC)	863	758
<i>of which China</i>	324	513	China	735	550
India, Middle East and Africa	572	650	<b>APAC (with China)</b>	<b>1,598</b>	<b>1,308</b>

As of 2023, the India, Middle East & Africa (IMA) region has been reorganized such that the countries formerly included in this region are now included in the Europe region (renamed EAME) or in the Asia Pacific region.

# Environmental Disclosure

In 2019-20, the data boundary is expanded to also include two large sites in China - Sanonda and Anpon in addition to ADAMA Solutions data.

Data Description	2019	2020	2021	2022	2023	Comments 2020	Comments 2021	Comments 2022	Comments 2023	Relevant Chapter
<b>Energy (GRI 302-1)</b>										
Total Energy consumption (TJ)	12,480	10,966	10,516	12,503	10,425		Includes Huifeng (2nd semester), Lycored and Chilean production site	Due to regained production at Sanonda and Huifeng. Not including our subsidiaries Lycored and ExperGrow		Our Environmental Sustainability
Energy Intensity (TJ/ million USD revenues)	3.12	2.66	2.18	2.23	2	2018 revenues used in calculation represent ADAMA Solutions only, while 2019-20 also include Sanonda and Anpon revenues		Our 2022 Revenue - 5,600M USD		Our Environmental Sustainability
Total Direct Energy (TJ)	7,964	4,908	4,686	5,046	3,810			Not including Hydrogen and Biomass (wood)		Our Environmental Sustainability
Coal (TJ)	6,735	3,753	3,210	3,838	2,662	All coal is derived from the 2 Chinese sites (Sanonda and Anpon). Consumption reduced in 2020 due to closure of a coal-operated power plant				Our Environmental Sustainability
Natural Gas (TJ)	556	753	1,125	945	950					Our Environmental Sustainability

Data Description	2019	2020	2021	2022	2023	Comments 2020	Comments 2021	Comments 2022	Comments 2023	Relevant Chapter
Fuel Oil (TJ)	87	85	80	80	78					Our Environmental Sustainability
Diesel (TJ)	39	34	40	47	30					Our Environmental Sustainability
LPG (TJ)	41	37	20	25	22					Our Environmental Sustainability
Other fossil fuels (TJ)	506	246	127	112	68		Not including Hydrogen and Biomass (wood)			Our Environmental Sustainability
Total Indirect Energy (TJ)	4,516	6,023	5,831	7,385	6,615					Our Environmental Sustainability
External Electricity (TJ)	3,448	4,539	4,082	5,389	5,035	Consumption increased in 2020, replacing the electricity previously generated in the closed power plant				Our Environmental Sustainability
External Steam (TJ)	1,068	1,485	1,749	1,996	1,580	Consumption increased in 2020, replacing the steam previously generated in the closed power plant				Our Environmental Sustainability
Renewable Energy Used (TJ)	50	34	51	64	1,025		Based on energy mix of electricity supplier	Based on energy mix of electricity supplier and internal PV production	Electricity consumption from the grid that originates from renewable energy	Our Environmental Sustainability

Data Description	2019	2020	2021	2022	2023	Comments 2020	Comments 2021	Comments 2022	Comments 2023	Relevant Chapter
<b>Greenhouse Gas emission (GRI 305)</b>										
Scope 1+2 GHG emissions (tonne CO2e)	1,429,852	1,273,618	1,210,860	1,422,292	1,218,691	2020 data was refined to site specific or state specific	Includes Huifeng (2nd semester), Lycored and Chilean production site	Due to regained production at Sanonda and Huifeng. Not including our subsidiaries Lycored and ExperGrow		Our Environmental Sustainability
GHG Intensity (tonne CO2e/ million USD revenues)	358	309	252	254	262	2018 revenues used in calculation represent ADAMA Solutions only, while 2019-20 also include Sanonda and Anpon revenues		Our 2022 Revenue - 5,600M USD		Our Environmental Sustainability
Scope 1 emissions: on-site fuels (tonne CO2e)	688,557	421,172	413,466	444,707	333,367	2020 data was refined to site specific or state specific				Our Environmental Sustainability
Scope 1 emissions: company vehicles (tonne CO2e)	not measured	11,391	24,287	15,646	11,510	2020 data only represents activity from November and onwards, when the company started measuring these emissions				Our Environmental Sustainability
Scope 2 emissions: indirect energy (tonne CO2e)	741,295	852,446	797,393	977,585	885,325	2020 data was refined to site specific or state specific				Our Environmental Sustainability



Data Description	2019	2020	2021	2022	2023	Comments 2020	Comments 2021	Comments 2022	Comments 2023	Relevant Chapter
<b>Water (GRI 303)</b>										
Total Water Consumption (m <sup>3</sup> )	10,289,074	11,624,389	13,565,073	11,066,527	9,743,757	Increase in 2020 is mostly derived from a change in measurement methodologies, as new digital meters were installed in some ADAMA China facilities	Includes Huifeng (2nd semester), Lycored and Chilean production site	Not including our subsidiaries Lycored and ExperGrow		Our Environmental Sustainability
Water Intensity (m <sup>3</sup> / million USD revenues)	2,574	2,816	2,818	1,976	2,091	2018 revenues used in calculation represent ADAMA Solutions only, while 2019-20 also include Sanonda and Anpon revenues		Our 2022 Revenue - 5,600M USD		Our Environmental Sustainability
Total Wastewater discharged (m <sup>3</sup> )	6,434,057	9,398,207	9,511,529	7,808,500	7,270,658	Increase in 2020 is mostly derived from a change in measurement methodologies, as new digital meters were installed in some ADAMA China facilities				Our Environmental Sustainability
Total Wastewater reclaimed (m <sup>3</sup> ) (data only represents Makhteshim site)	282,155	220,690	160,531	71,545	156,000			RO systems shutdown due to upgrade		Our Environmental Sustainability
TOC in effluents (tonne)	284	369	682	258	177			Upgraded wastewater treatment plants in China		Our Environmental Sustainability

Data Description	2019	2020	2021	2022	2023	Comments 2020	Comments 2021	Comments 2022	Comments 2023	Relevant Chapter
COD in effluents (tonne)	852	1,107	2,046	775	531					Our Environmental Sustainability
TSS in effluents (tonne)	235	254	234	214	95					Our Environmental Sustainability
Herbicides discharged (tonne) (data only represents herbicides released directly to the environment from the Agan site. All other herbicides in all sites are directed to treatment facilities)	1.10	0.84	0.799	0.77	1					Our Environmental Sustainability

### Air Emissions (GRI 305-6)

Particulate matter (tonne)	not measured	14	28	29	34		Includes Huifeng (2nd semester), Lycored and Chilean production site	Not including our subsidiaries Lycored and ExperGrow		Our Environmental Sustainability
NOx emissions (tonne)	330	131	159	176	162	The 2020 decrease is due to the shut-down of one coal-based power plant in China, and due to new reduction equipment installed in a second plant				Our Environmental Sustainability

Data Description	2019	2020	2021	2022	2023	Comments 2020	Comments 2021	Comments 2022	Comments 2023	Relevant Chapter
SOx emissions (tonne)	178	25	41	60	44	The 2020 decrease is due to the shut-down of one coal-based power plant in China, and due to new reduction equipment installed in a second plant				Our Environmental Sustainability
VOC emissions (tonne)	82	89	81	99	108					Our Environmental Sustainability
<b>Solid Wastes (GRI 306)</b>										
Total Hazardous Waste (tonne)	44,766	121,262	158,735	143,752	101,296	The increase in 2020 figures is due to the inclusion of significant by-product streams that were not previously included in ADAMA's hazardous waste figures	Includes Huifeng (2nd semester), Lycored and Chilean production site	Not including our subsidiaries Lycored and ExperGrow		Our Environmental Sustainability
Hazardous waste to landfill/incineration (tonne)	40,827	40,649	49,464	61,230	52,506	For 2018: Only overall waste is available, w/o treatment methods				Our Environmental Sustainability
Hazardous waste to recycling (tonne)	3,939	80,613	109,271	82,522	48,790	For 2018: Only overall waste is available, w/o treatment methods				Our Environmental Sustainability

Data Description	2019	2020	2021	2022	2023	Comments 2020	Comments 2021	Comments 2022	Comments 2023	Relevant Chapter
Total Non-Hazardous Waste (tonne)	108,804	79,256	78,061	37,240	50,703	The increase in 2020 figures is due to the inclusion of significant by-product streams that were not previously included in ADAMA's hazardous waste figures		Improving technologies	Due to the work to move the Makhteshim Be'er Sheva site to Neot Hovav.	Our Environmental Sustainability
Non-Hazardous waste to landfill/incineration (tonne)	107,165	72,646	71,049	30,830	40,695	For 2018: Only overall waste is available, w/o treatment methods		Improving technologies		Our Environmental Sustainability
Non-Hazardous waste to recycling (tonne)	1,639	6,611	7,013	6,410	10,008	For 2018: Only overall waste is available, w/o treatment methods				Our Environmental Sustainability
<b>Environmental Management</b>										
Expenditures on Environmental Protection (Million USD)	9	19	60	59	46				Including Sanonda, Anpon & Huifeng	Our Environmental Sustainability
Investments on Environmental Protection (Million USD)	48	51	54	58	65				Including Sanonda, Anpon & Huifeng	Our Environmental Sustainability
Sites certified to ISO 14001 or to an eqv. Standard (%)	NA	64%	57%	57%	57%	Measured from 2020 onwards	Huifeng and Colombia			Our Environmental Sustainability

Data Description	2019	2020	2021	2022	2023	Comments 2020	Comments 2021	Comments 2022	Comments 2023	Relevant Chapter
<b>Environmental Compliance</b>										
Environmental Fines (Million USD)	0.1	0	0.01	0.04	0	2019: two immaterial fines received in China due to short-term exceedance of emission permits for wastewater and air emissions. Both issues have since been resolved.		Overdue inspection on pressure pipeline in Huifeng, China		Our Environmental Sustainability
Significant Environmental Incidents	3	4	4	2	1	Following each significant incident, the company investigates the incident causes and circumstances. A corrective action plan is prepared and then implemented.				Our Environmental Sustainability

## Social Disclosure

Data Description	GRI	2019	2020	2021	2022	2023	Relevant Chapter
<b>Quality Employment</b>							
Total number of employees on payroll (head count/FTE)	2-8	7,759	7,505	9,162	9,208	8,872	Our People and Communities
> Women	2-8	1,825	1,800	2,236	2,292	2,231	Our People and Communities
> Men	2-8	5,934	5,705	6,926	6,916	6,641	Our People and Communities
Total number of full-time employees (head count/FTE)	2-8	7,719	7,562	9,145	9,187	8,846	Our People and Communities
> Women	2-8	1,793	1,800	2,222	2,278	2,213	Our People and Communities
> Men	2-8	5,926	5,676	6,923	6,909	6,633	Our People and Communities
Total number of part-time employees (head count/FTE)	2-8	40	29	17	21	26	Our People and Communities
> Women	2-8	32	22	14	14	18	Our People and Communities
> Men	2-8	8	7	3	7	8	Our People and Communities

Data Description	GRI	2019	2020	2021	2022	2023	Relevant Chapter
<b>Employee Category</b>							
Manufacturing	2-7	3,034	2,817	3,871	3,787	4,911	Our People and Communities
R&D	2-7	264	243	250	262	289	Our People and Communities
Sales & Registration	2-7	1,835	1,739	1,939	1,935	2,622	Our People and Communities
Management & Administration	2-7	485	469	500	539	1,050	Our People and Communities
Other	2-7	2,141	2,237	2,602	2,685	-	Our People and Communities
<b>Total</b>	2-7	<b>7,759</b>	<b>7,505</b>	<b>9,162</b>	<b>9,208</b>	<b>8,872</b>	Our People and Communities

*\* In 2023 we updated and unified the company's classification methodology of the categories in order to create uniformity in all company reports*

<b>Diversity and Equal Opportunity</b>							
Total employees senior managers	405-1	131	129	125	118	96	Our People and Communities
Total employees middle managers	405-1	621	678	810	793	819	Our People and Communities
Total employees non-managers	405-1	6,986	6,660	8,207	8,278	7,944	Our People and Communities
Total top management	405-1	21	19	20	19	13	Our People and Communities

Data Description	GRI	2019	2020	2021	2022	2023	Relevant Chapter
Women top management	405-1	2	2	2	2	1	Our People and Communities
Women senior managers	405-1	24	25	25	26	24	Our People and Communities
Women middle managers	405-1	161	176	212	194	204	Our People and Communities
Women non-managers	405-1	1,638	1,597	1,997	2,070	2,002	Our People and Communities
Men top management	405-1	19	17	18	17	12	Our People and Communities
Men senior managers	405-1	107	105	100	92	72	Our People and Communities
Men middle managers	405-1	460	508	598	599	615	Our People and Communities
Men non-managers	405-1	5,348	5,075	6,210	6,208	5,942	Our People and Communities
% Women in workforce	405-1	23.5%	24.0%	24.4%	24.9%	25.1%	Our People and Communities
% Women in management roles	405-1	24.2%	24.6%	25%	23.9%	24.7%	Our People and Communities
% Women in senior management roles	405-1	18.3%	19.4%	20%	22%	25%	Our People and Communities
Total top managers - under age 30	405-1	0	0	0	0	0	Our People and Communities



Data Description	GRI	2019	2020	2021	2022	2023	Relevant Chapter
Total top managers - age 30-50	405-1	4	2	2	2	1	Our People and Communities
Total top managers age - age 50 and up	405-1	18	17	18	17	12	Our People and Communities
Total senior managers - under age 30	405-1	0	0	0	0	0	Our People and Communities
Total senior managers - age 30-50	405-1	55	49	43	37	32	Our People and Communities
Total senior managers age - age 50 and up	405-1	76	80	81	81	64	Our People and Communities
Total middle managers - under age 30	405-1	7	4	4	2	1	Our People and Communities
Total middle managers - age 30-50	405-1	446	460	526	532	529	Our People and Communities
Total middle managers - age 50 and up	405-1	166	214	279	259	289	Our People and Communities
Total non-managers - under age 30	405-1	833	603	591	647	581	Our People and Communities
Total non-managers - age 30-50	405-1	4,540	4,447	5,172	5,170	4,940	Our People and Communities
Total non-managers - age 50 and up	405-1	1,602	1,610	2,444	2,461	2,423	Our People and Communities
Total employees - under age 30	405-1	840	607	595	649	582	Our People and Communities

Data Description	GRI	2019	2020	2021	2022	2023	Relevant Chapter
Total employees - age 30-50	405-1	5,045	4,958	5,743	5,741	5,502	Our People and Communities
Total employees - age 50 and up	405-1	1,862	1,921	2,824	2,818	2,788	Our People and Communities
% employees over 50 in workforce	405-1	24%	25.6%	30.8%	30.6%	31.4%	Our People and Communities
% employees over 50 in management roles	405-1	33.6%	37.7%	39.6%	38.4%	39.3%	Our People and Communities
Number of employees covered by collective bargaining agreements	407	NA	1,576 (21%)	1,532 (16%)	1,513 (16.4%)	1,383 (15.6%)	Our People and Communities
Women	407	NA	NA	3%	3.3%	3%	Our People and Communities
Men	407	NA	NA	13%	13.1%	12.6%	Our People and Communities
<b>New Employee Hires and Employee Turnover</b>							
<b>Total number and rate of new employee hires by age group and gender</b>							
Women <30	401-1	NA	NA	97	110	84	Our People and Communities
Women 30-50	401-1	NA	NA	525	298	187	Our People and Communities
Women >50	401-1	NA	NA	66	26	29	Our People and Communities
Men <30	401-1	NA	NA	256	217	192	Our People and Communities

Data Description	GRI	2019	2020	2021	2022	2023	Relevant Chapter
Men 30-50	401-1	NA	NA	1,098	583	459	Our People and Communities
Men >50	401-1	NA	NA	747	78	55	Our People and Communities
Total new hires <30	401-1	NA	NA	353	327	276	Our People and Communities
Total new hires 30-50	401-1	NA	NA	1,623	881	646	Our People and Communities
Total new hires >50 Including New Company ADAMA Huifeng & ADAMA Dibai	401-1	NA	NA	813	104	84	Our People and Communities
Total new hires	401-1	944 (112 managers)	719 (65 managers) * Due to reorganization and relocation in China	2,808 (191 managers)	1,312 (79 managers)	1,006 (62 managers)	Our People and Communities
<b>Total number and rate of employee turnover by age group and gender</b>							
Women <30	401-1	NA	NA	24	34	53	Our People and Communities
Women 30-50	401-1	NA	NA	165	250	219	Our People and Communities
Women >50	401-1	NA	NA	68	88	93	Our People and Communities

Data Description	GRI	2019	2020	2021	2022	2023	Relevant Chapter
Men <30	401-1	NA	NA	81	94	101	Our People and Communities
Men 30-50	401-1	NA	NA	478	504	562	Our People and Communities
Men >50	401-1	NA	NA	333	296	314	Our People and Communities
Total leavers <30	401-1	NA	NA	105	128	154	Our People and Communities
Total leavers 30-50	401-1	NA	NA	643	754	781	Our People and Communities
Total leavers >50	401-1	NA	NA	401	384	407	Our People and Communities
Total leavers	401-1	866	870 * Due to reorganization and relocation in China	1,149 (135 managers)	1,266 (169 managers)	1,342 (110 managers)	Our People and Communities
Total rate of employee turnover *	401-2	12.18%	12.80%	13.70%	13.30%	14.70%	Our People and Communities
Open positions filled by internal candidates		NA	25%	35%	31%	32%	Our People and Communities

\*The formula used for turnover rate calculation is based on a monthly basis data of total leavers/voluntary leavers in relation to changes in workforce multiplied by possible working days.

Data Description	GRI	2019	2020	2021	2022	2023	Relevant Chapter
<b>Pay Gap</b>							
Ratio of basic salary and remuneration of women to men in USD, by level							
Top Management	405-2	113%	109%	112%	108%	100%	Our People and Communities
Senior Management	405-2	109%	105%	114%	119%	120%	Our People and Communities
Middle Management	405-2	100%	97%	93%	95%	101%	Our People and Communities
Non-management employees	405-2	77%	76%	72%	75%	72%	Our People and Communities
<b>Training and Education</b>							
Training hours for women senior managers	404-1	NA	NA	NA	~6,890 hours in formal training and leadership development programs + ~270 hours of additional training	~1,600 hours in formal training and leadership development programs + ~250 hours in additional training	Our People and Communities
Training hours for women middle managers	404-1	NA	NA	NA	540 hours in formal training and leadership development programs + ~1,950 hours of additional training	~730 hours in formal training and leadership development programs + ~2,000 hours in additional training	Our People and Communities

Data Description	GRI	2019	2020	2021	2022	2023	Relevant Chapter
Training hours for women non-managers	404-1	NA	NA	NA	~19,600 hours	~36,000 hours	Our People and Communities
Total number for training hours for women	404-1	NA	NA	NA	~29,250 hours	~40,580 hours	Our People and Communities
Training hours for men senior managers	404-1	NA	NA	NA	~19,000 hours in formal training and leadership development programs + ~1,010 hours of additional training	~7,700 hours in formal training and leadership development programs, and ~ 670 hours in additional training	Our People and Communities
Training hours for men middle managers	404-1	NA	NA	NA	720 hours in formal training and leadership development programs + ~6,000 hours of additional training	~850 in formal training and leadership programs + ~11,100 hours additional training	Our People and Communities
Training hours for men non-managers	404-1	NA	NA	NA	~57,030 hours	~107,000 hours	Our People and Communities
Total number of training hours for men	404-1	NA	NA	NA	~83,760 hours	~127,320 hours	Our People and Communities
Total number of training hours for all employees	404-1	NA	NA	NA	~11,3010	~167,900 hours	Our People and Communities

Data Description	GRI	2019	2020	2021	2022	2023	Relevant Chapter
<b>Average hours of training per year per employee by gender</b>							
Average training hours per employee	404-1	NA	NA	NA	12.3 hours	19 hours	Our People and Communities
Average training hours per woman	404-1	NA	NA	NA	12.8 hours	18 hours	Our People and Communities
Average training hours per man	404-1	NA	NA	NA	12.1 hours	25 hours	Our People and Communities
Programs for upgrading employee skills and transition assistance programs	404-2	NA	NA	NA	7-10 hours	7-10 hours	Our People and Communities
<b>Percentage of employees receiving regular performance and career development reviews by gender</b>							
Percentage of women receiving performance and career development reviews	404-3	NA	NA	NA	98%	97%	Our People and Communities
Percentage of men receiving performance and career development reviews	404-3	NA	NA	NA	98%	97%	Our People and Communities
Percentage of employees who received a regular performance and career development review during the reporting period	404-3	NA	NA	95%	98%	97%	Our People and Communities
<b>Occupational Health and Safety</b>							
Workers covered by an occupational health and safety management system	403-8				All employees. Also contracting companies report to us regarding compliance with the standard		Our People and Communities

Data Description	GRI	2019	2020	2021	2022	2023	Relevant Chapter
<b>Work-related Injuries</b>							
The number of fatalities as a result of work-related injury	403-9	NA	NA	0	0	0	Our People and Communities
The rate of fatalities as a result of work-related injury	403-9	NA	NA	0	0	0	Our People and Communities
The number and rate of high-consequence work-related injuries (excluding fatalities)	403-9	NA	NA	3 Finger amputations and hip fractures	4 1 exposure to hazardous chemical. 3 injuries of fingertip amputation	# SIF injury - 1 Rate of SIF injury - 0.006	Our People and Communities
The number of recordable work-related injuries	403-9	NA	40	49	74	48	Our People and Communities
The rate of recordable work-related injuries	403-9	NA	0.58	0.46	0.67	0.31	Our People and Communities
Total number of hours worked	403-9	NA	31,356,283	50,828,962	54,850,815	30,551,095	Our People and Communities
Total number of days missed		NA	874	1,744	1,100	450	Our People and Communities
Main work-related hazards that pose a risk of high-consequence injury	403-9	NA	NA	Although we are part of the chemical industry and there are chemical risks, out of the 49 injuries only 8 were related to exposure to hazardous chemicals. They all amounted to minor injuries	1 injury of exposure to hazardous chemical classified as high. And 3 injuries of fingertip amputation classified as high	Machine safety	Our People and Communities



Data Description	GRI	2019	2020	2021	2022	2023	Relevant Chapter
Sites certified to ISO 45001 or to an eqv. standard	402-10	NA	56%	43%	43%	43%	Our People and Communities
Sites certified to ISO 18001 or to an eqv. standard	402-10	NA	NA	60%	75%	0%	Our People and Communities
<b>Local Communities</b>							
Community donations (in USD, thousand)	413-1	NA	2,807	2,599	2,827	2,118	Our People and Communities
Donation per pre-tax profits	413-1	NA	2.70%	2.80%	9.6%	NA due to a financial loss year	Our People and Communities
% of workforce participating in volunteering *	413-1	NA	20%	18.5%	24%	45%	Our People and Communities
Total number of hours employees volunteered *	413-1	NA	1,300	2,777	2,788	4,991.5	Our People and Communities

\* Volunteering figures measured only in Israel. Work in progress designing a global tool for reliable data collection.

## Governance Disclosure

Data Description	GRI	2019	2020	2021	2022	2023	Comments	Relevant Chapter
<b>Compliance</b>								
<b>Confirmed incidents of corruption and actions taken</b>								
Total number and nature of confirmed incidents of corruption	205-3	NA	0	2	0	1		Our Governance & Ethics
Total number of confirmed incidents in which employees were dismissed or disciplined for corruption	205-3	NA	0	2	0	1		Our Governance & Ethics
Total number of confirmed incidents when contracts with business partners were terminated or not renewed due to violations related to corruption	205-3	NA	0	0	0	0		Our Governance & Ethics
Public legal cases regarding corruption brought against the organization or its employees during the reporting period and the outcomes of such cases	205-3	NA	0	0	0	0		Our Governance & Ethics
<b>Operations assessed for risks related to corruption</b>								
Total number of Operations assessed for risks related to corruption	205-1	NA	0	2	0	0		Our Governance & Ethics
Percentage of Operations assessed for risks related to corruption	205-1	NA	0	2	0	0		Our Governance & Ethics
Significant risks related to corruption identified through the risk assessment	205-1	NA	NA	NA	0	0		Our Governance & Ethics

Data Description	GRI	2019	2020	2021	2022	2023	Comments	Relevant Chapter
<b>Anti-competitive behavior</b>								
Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	206-1	NA	0	0	0	0		Our Governance & Ethics
Main outcomes of completed legal actions (regarding anti-competitive behavior and violations of anti-trust and monopoly legislation), including any decisions or judgements	206-1	NA	0	0	0	0		Our Governance & Ethics
Total number of incidents of non-compliance with regulations and/or voluntary codes concerning marketing communications (including advertising, promotion, and sponsorship), classified by their result: fine or warning	206-2	NA	0	0	0	0		Our Governance & Ethics
Total number of incidents of non-compliance with regulations and/or voluntary codes concerning the health and safety impacts of products and services	416-2	NA	0	1	0	0		Our Governance & Ethics
Substantiated complaints concerning breaches of customer privacy and losses of customer data	416-2	NA	0	0	0	0		Our Governance & Ethics
Significant fines and non-monetary sanctions for non-compliance with laws and/or regulations in the social and economic area	416-2	NA	0	0	0	0		Our Governance & Ethics

Data Description	GRI	2019	2020	2021	2022	2023	Comments	Relevant Chapter
<b>Ethics</b>								
Communication and training about anti-corruption policies and procedures								
Total number and percentage of employees that the organization's anti-corruption policies and procedures have been communicated to	205-2	NA		The policies are available on the ADAMA ZONE under compliance - all employees have access when needed. All new joiners are provided with the Code of Conduct and asked to complete the mandatory e-learning compliance courses including anti-bribery.			The policies are available on the ADAMA ZONE under compliance - all employees have access when needed.  In addition, all new employees, who are computer users, receive an email on their first day of employment regarding the mandatory courses, including anti-corruption.	Our Governance & Ethics
Total number and percentage of employees that received training on CoC, by level:	205-2	80%	92%	87%	88%	93%		Our Governance & Ethics
Complaints reported to SpeakUp hotline	205-2	NA	5	23	17	23		Our Governance & Ethics
Percentage of complaints regarding suspicion of bribery/corruption	205-2	40%	0%	10%	0%	17%		Our Governance & Ethics

Data Description	GRI	2019	2020	2021	2022	2023	Comments	Relevant Chapter
Percentage of complaints regarding HR issues	205-2	20%	20%	20%	0%	22%		Our Governance & Ethics
Percentage of complaints regarding product compliance	205-2	20%	0%	0%	0%	9%	No cases were reported via SpeakUp regarding product compliance	Our Governance & Ethics
Percentage of complaints regarding other issues	205-2	NA	80%	70%	100%	52%	Discrimination & harassment, sexual harassment, conflicts of interest, health & safety & environment, fraud and other financial compliance issues, misappropriation of information	Our Governance & Ethics
Percentage of employees trained on data privacy	205-2	63%	-	75%	79%	87%		Our Governance & Ethics

## Board of Directors - ADAMA Ltd.

Data Description	GRI	2019	2020	2021	2022	2023	Comments	Relevant Chapter
Total number of directors	405-1	5	5	5	5	5		Our Governance & Ethics
Number of non-executive directors on board	405-1	4	4	4	4	4		Our Governance & Ethics
Number of external directors	405-1	2	2	2	2	2		Our Governance & Ethics
Number of independent directors	405-1	2	2	2	2	2		Our Governance & Ethics
Separate chair and CEO	405-1	Yes	Yes	Yes	Yes	Yes		Our Governance & Ethics
Annual election of directors	405-1	0	3	5	0	2	According to Company Law of China, ADAMA Ltd. doesn't need to elect directors annually	Our Governance & Ethics
Average age of directors	405-1	57	58	59	60	59		Our Governance & Ethics
Women directors	405-1	0	0	0	0	0		Our Governance & Ethics
Board meetings held	405-1	9	10	10	10	12		Our Governance & Ethics
Attendance rate - board meetings (%)	405-1	100%	100%	100%	100%	100%		Our Governance & Ethics

Data Description	GRI	2019	2020	2021	2022	2023	Comments	Relevant Chapter
Audit Committee - meetings held	405-1	5	5	6	5	6		Our Governance & Ethics
Audit Committee - attendance rate (%)	405-1	100%	100%	100%	100%	100%		Our Governance & Ethics
Nomination Committee - meetings held	405-1	-	5	1	1	4		Our Governance & Ethics
Nomination Committee - attendance rate (%)	405-1	-	93%	100%	100%	100%		Our Governance & Ethics
Compensation and Appraisal Committee - meetings held	405-1	2	3	2	2	3		Our Governance & Ethics
Compensation and Appraisal Committee - attendance rate (%)	405-1	100%	100%	100%	100%	100%		Our Governance & Ethics
Strategy Committee - meetings held	405-1	0	0	0	0	0		Our Governance & Ethics

## Board of Directors - ADAMA Solutions

Data Description	GRI	2019	2020	2021	2022	2023	Comments	Relevant Chapter
Total number of directors	405-1	7	7	7	7	7		Our Governance & Ethics
Number of non-executive directors on board	405-1	5	3	3	3	3		Our Governance & Ethics
Number of external directors	405-1	2	2	2	2	2		Our Governance & Ethics
Number of independent directors	405-1	1	1	1	1	1		Our Governance & Ethics
Separate chair and CEO	405-1	Yes	Yes	Yes	No	No		Our Governance & Ethics
Annual election of directors	405-1	No	No	No	No	No	Please note that there is no regulatory nor other need within the AOA for an annual re-election of the board members, whom are being nominated by the sole shareholder. The external directors and independent director preside for 3-year terms (for a tenure no longer than nine-year period)	Our Governance & Ethics
Average age of directors	405-1	57	59	60	60	61		Our Governance & Ethics
Women directors	405-1	1	1	1	1	1		Our Governance & Ethics



Data Description	GRI	2019	2020	2021	2022	2023	Comments	Relevant Chapter
Board meetings held	405-1	7	7	7	6	7		Our Governance & Ethics
Attendance rate - board meetings (%)	405-1	80%	84%	76%	74%	80%		Our Governance & Ethics
Audit Committee - meetings held	405-1	8	13	10	6	7		Our Governance & Ethics
Audit Committee - attendance rate (%)	405-1	93%	92%	97%	83%	95%		Our Governance & Ethics
Financial Statements Review Committee - meetings held	405-1	4	4	4	4	4		Our Governance & Ethics
Financial Statements Review - attendance rate (%)	405-1	100%	83%	92%	100%	100%		Our Governance & Ethics
Remuneration Committee - meetings held	405-1	4	8	5	6	5		Our Governance & Ethics
Remuneration Committee - attendance rate (%)	405-1	92%	92%	100%	83%	100%		Our Governance & Ethics

# Sustainability Accounting Standards Board (SASB) Content Index - Chemicals standard

Topic	Accounting metric	Category	Unit of measure	Code	2023 performance
<b>Sustainability Disclosure Topics &amp; Accounting Metrics</b>					
Greenhouse Gas Emissions	Gross global Scope 1 emissions, percentage covered under emissions-limiting regulations	Quantitative	Metric tonnes (t) CO <sub>2</sub> e, Percentage (%)	RT-CH-110a.1	333,367 tonne CO <sub>2</sub> e
	Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	Discussion and Analysis	n/a	RT-CH-110a.2	See Our Environmental Sustainability Chapter.  We are increasing electricity efficiency of consumers (motors, lighting, compressors); embedding renewable solar energy; using hydrogen as substitute for fossil fuels; shifting to electrical forklifts and cars; electrifying production facilities; heat conservation. 2030 target: 38% reduction of absolute carbon emissions in Scope 1 and 2 (2022 baseline)
Air Quality	Air emissions of the following pollutants: (1) NOX (excluding N <sub>2</sub> O), (2) SOX, (3) volatile organic compounds (VOCs), and (4) hazardous air pollutants (HAPs)	Quantitative	Metric tonnes (t)	RT-CH-120a.1	(1) NOx- 162 tonne (2) SOx- 44 tonne (3) VOCs- 108 tonne (4) HAPs- Not aggregated
Energy Management	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable, (4) total self-generated energy	Quantitative	Gigajoules (GJ), Percentage (%)	RT-CH-130a.1	(1) 10,425 TJ (2) 48% (3) 10% (4) Not aggregated

Topic	Accounting metric	Category	Unit of measure	Code	2023 performance
Water Management	(1) Total water withdrawn, (2) total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress	Quantitative	Thousand cubic meters (m <sup>3</sup> ), Percentage (%)	RT-CH-140a.1	(1) Water withdrawn - 9,743,757 cubic meter (2) Water consumed - 9,743,757 cubic meter; 21.4%
	Number of incidents of non-compliance associated with water quality permits, standards, and regulations	Quantitative	Number	RT-CH-140a.2	4 (parameters above permissible level)
	Description of water management risks and discussion of strategies and practices to mitigate those risks	Discussion and Analysis	n/a	RT-CH-140a.3	See Our Environmental Sustainability chapter. We are recycling effluent water in regions with high water stress
Hazardous Waste Management	Amount of hazardous waste generated, percentage recycled	Quantitative	Metric tonnes (t), Percentage (%)	RT-CH-150a.1	(1) 101,296 tonne (2) 48%
Community Relations	Discussion of engagement processes to manage risks and opportunities associated with community interests	Discussion and Analysis	n/a	RT-CH-210a.1	See Our People and Communities Chapter
Workforce Health & Safety	(1) Total recordable incident rate (TRIR) and (2) fatality rate for (a) direct employees and (b) contract employees	Quantitative	Rate	RT-CH-320a.1	(1) TRIR - 0.31 (GO only - 0.47) (2) Fatality rate - 0 (3) Contractor TRIR - 0.18 (20 Rec Injuries)
	Description of efforts to assess, monitor, and reduce exposure of employees and contract workers to long-term (chronic) health risks	Discussion and Analysis	n/a	RT-CH-320a.2	Implement new global standard for "Health surveillance" including self-assessment with Average score of 71%

Topic	Accounting metric	Category	Unit of measure	Code	2023 performance
<b>Product Design for Use-phase Efficiency</b>	Revenue from products designed for use phase resource efficiency	Quantitative	Reporting currency	RT-CH-410a.1	Not measured.
<b>Safety &amp; Environmental Stewardship of Chemicals</b>	(1) Percentage of products that contain Globally Harmonized System of Classification and Labeling of Chemicals (GHS) Category 1 and 2 Health and Environmental Hazardous Substances, (2) percentage of such products that have undergone a hazard assessment	Quantitative	Percentage (%) by revenue, Percentage (%)	RT-CH-410b.1	Not measured.
	Discussion of strategy to (1) manage chemicals of concern, and (2) develop alternatives with reduced human and/or environmental impact	Discussion and Analysis	n/a	RT-CH-410b.2	Not measured.
<b>Genetically Modified Organisms</b>	Percentage of products by revenue that contain genetically modified organisms (GMOs)	Quantitative	Percentage (%) by revenue	RT-CH-410c.1	As far as we are aware, no ADAMA products contain GMOs
<b>Management of the Legal &amp; Regulatory Environment</b>	Discussion of corporate positions related to government regulations and/or policy proposals that address environmental and social factors affecting the industry	Discussion and Analysis	n/a	RT-CH-530a.1	See Our Environmental Sustainability Chapter.  We have an environmental management system, including policies, procedures, targets; adhering to all governmental regulations

Topic	Accounting metric	Category	Unit of measure	Code	2023 performance
Operational Safety, Emergency Preparedness & Response	Process Safety Incident Count (PSIC), Process Safety Total Incident Rate (PSTIR), and Process Safety Incident Severity Rate (PSISR)	Quantitative	Number, Rate	RT-CH-540a.1	48 Recordable Injuries 108 First Aid Injuries
	Number of transport incidents	Quantitative	Number	RT-CH-540a.2	6 car accidents with first aid injuries to the drivers or damage only

### Activity Metric

Production by reportable segment	Quantitative	Cubic meters (m <sup>3</sup> ) or metric tonnes (t)	RT-CH-000.A	See About ADAMA in the Introduction Chapter
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# Independent Limited Assurance Report to the users/readers of ADAMA Ltd. 2023 ESG Report



## Independent Limited Assurance Report to the users/readers of Adama Ltd. 2023 ESG Report

We were engaged by the management of **Adama Ltd.** (further referred to as “Adama” or “the Company”) to provide limited assurance on the specified parts as mentioned in the table below (further referred to as “specified parts”), regarding the information presented on Adama’s 2023 ESG Report for the year ended 31 December 2023 (further referred to as “the Report”).

It should be noted that the assurance refers to the information and data included in the topics listed in this table, regarding the reporting year, only. The limited assurance was performed regarding the data and information in the specified parts detailed in the table below:

Subject Matter	Unit	2023	Subject Matter	Unit	2023
<b>Quality employment</b>			<b>Diversity and equal opportunity</b>		
Total employees	#	8,872	Total employees' senior managers	#	96
— Women	#	2,231	Total employees' middle managers	#	819
— Men	#	6,641	Total employees' non-managers	#	7,944
Total full-time employees (FTEs)	#	8,846	Total top management	#	13
— Women	#	2,213	Women top management	#	1
— Men	#	6,633	Women senior managers	#	24
Total part-time employees	#	26	Women middle managers	#	204
— Women	#	18	Women non-managers	#	2,002
— Men	#	8	Men top management	#	12
Employees participating in performance review	%	97.0	Men senior managers	#	72
<b>New employee hires</b>			Men middle managers	#	615
Women <30	#	84	Men non-managers	#	5,942



Subject Matter	Unit	2023	Subject Matter	Unit	2023
Women 30-50	#	187	Women in workforce	%	25.1
Women >50	#	29	Women in management roles	%	24.7
Men <30	#	192	Women in senior management roles	%	25.0
Men 30-50	#	459	Total top managers - under age 30	#	0
Men >50	#	55	Total top managers - age 30-50	#	1
Total new hires <30	#	276	Total top managers - age 50 and up	#	12
Total new hires 30-50	#	646	Total senior managers - under age 30	#	0
Total new hires >50	#	84	Total senior managers - age 30-50	#	32
Total new hires	#	1,006	Total senior managers - age 50 and up	#	64
Employee retention rate	%	90.0	Total middle managers - under age 30	#	1
<b>Employee leavers</b>			Total middle managers - age 30-50	#	529
Women <30	#	53	Total middle managers - age 50 and up	#	289
Women 30-50	#	219	Total non-managers - under age 30	#	581
Women >50	#	93	Total non-managers - age 30-50	#	4,940
Men <30	#	101	Total non-managers - age 50 and up	#	2,423
Men 30-50	#	562	Total employees - under age 30	#	582
Men >50	#	314	Total employees - age 30-50	#	5,502
Total leavers <30	#	154	Total employees - age 50 and up	#	2,788
Total leavers 30-50	#	781	Total employees over 50 in workforce	%	31.4
Total leavers >50	#	407	Total employees over 50 in management roles	%	39.3
Total leavers	#	1,342	Employees covered by collective bargaining agreements	%	15.6
Total employee turnover rate	%	14.7	— Women	%	3.0
			— Men	%	12.6
<b>Employee category</b>			<b>Pay gap</b>		
Manufacturing	#	4,911	Gender Salary Ratio- non-management employees	%	72
R&D	#	289	Gender Salary Ratio- middle management	%	101
Sales & Registration	#	2,622	Gender Salary Ratio- senior management	%	120
Management & Administration	#	1,050	Gender Salary Ratio- top management	%	100
Total	#	8,872			
<b>Local communities</b>					
Community donations	thousand USD	2,118			



Subject Matter	Unit	2023	Subject Matter	Unit	2023
Workforce participating in volunteering (Adama Israel only)	%	45.0			
Hours of employee volunteering (Adama Israel only)	hours	4991.5			
<b>Economic value distributed</b>			<b>Environmental management and compliance</b>		
Direct economic value generated: revenues (total net sales)	thousand USD	4,660,554	Sites certified to ISO 14001 or to an eqv. standard	%	57.0
Total payments to employees	thousand USD	629,103	Expenditures on environmental protection	million USD	46
Total payments to suppliers	thousand USD	3,590,434	Investments on environmental protection	million USD	65
Payments to governments (taxes)	thousand USD	60,636	Environmental fines	million USD	0.0
Total amount paid to providers of capital	thousand USD	21,857	Significant environmental incidents	#	1
Capital expenditure	thousand USD	336,600	<b>Occupational health and safety</b>		
Total community investments	thousand USD	2,118	Sites certified to ISO 45001 or to an eqv. standard	%	43.0
Total economic value distributed	thousand USD	4,607,981	Adama's HSE policy	existence	
<b>Board of Directors – ADAMA Ltd</b>			<b>Board of Directors – ADAMA Solutions</b>		
Total number of directors	#	5	Total number of directors	#	7
Number of non-executive directors on Board	#	4	Number of non-executive directors on Board	#	3
Number of external directors	#	2	Number of external directors	#	2
Number of Independent directors	#	2	Number of independent directors	#	1
Separate Chair and CEO	claim	yes	Separate Chair and CEO	claim	no
Annual election of directors	#	2	Annual election of directors	claim	no
Average age of directors	#	59	Average age of directors	#	61
Women directors	#	0	Women directors	#	1
Board meeting held	#	12	Board meeting held	#	7
Attendance rate- general board meetings	%	100	Attendance rate- general board meetings	%	80
Audit Committee - meetings held	#	6	Audit Committee - meetings held	#	7



Subject Matter	Unit	2023	Subject Matter	Unit	2023
Audit Committee - attendance rate	%	100	Audit Committee - attendance rate	%	95
Nomination Committee - meetings held	#	4	Financial Statements Review Committee - meetings held	#	4
Nomination Committee - attendance rate	%	100	Financial Statements Review - attendance rate	%	100
Remuneration Committee - meetings held	#	3	Remuneration Committee - meetings held	#	5
Remuneration Committee - attendance rate	%	100	Remuneration Committee - attendance rate	%	100



Further information and details, including the scope, content, assumptions, and estimates determined by the Company regarding the specified parts included in the process, can be found in the relevant chapters of the Company's ESG Report.

Adama management is responsible for: A. the preparation and the presentation of the Report in accordance with the Sustainability Reporting Standards of the Global Reporting Initiative (GRI) as described on the relevant page of the Report, and the information and assertions contained within it; B. for determining Adama's objectives in respect of sustainable development performance and reporting; C. for establishing and maintaining appropriate performance management and internal control systems from which the information is derived, to be free from omissions and material misstatements whether due to fraud or error; and D. the identification of stakeholders and material issues for reporting.

Our responsibility is to provide a limited assurance engagement and to express a conclusion based on the work performed. We conducted our engagement in accordance with International Standard on Assurance Engagements (ISAE) 3000, Assurance Engagements other than Audits or Reviews of Historical Financial Information, issued by the International Auditing and Assurance Standards Board (IAASB). That Standard requires that we comply with applicable ethical requirements, including independence requirements, and that we plan and perform the engagement to obtain limited assurance about whether the Report is free from material misstatement.

A limited assurance engagement, regarding data and information in the specified parts on the ESG Report, consists of making interviews, primarily of Adama employees responsible for the preparation of information presented in the Report, and applying analytical and other evidence gathering procedures, as appropriate. These procedures included:

- Examination of the specified parts in the Report, for the purpose of performing a limited assurance, based on public information sources, knowledge of the Company business and other comparative information of similar organizations.
- Interviews of management to gain an understanding regarding the specified parts.
- Interviews with senior management and relevant staff of Adama management concerning corporate responsibility strategy and policies for the specified parts, and the implementation of these across the business.

- Interviews with relevant staff at corporate and business unit level responsible for providing the information in the Report.
- Comparing the information regarding the specified parts presented in the Report to corresponding information in the relevant underlying sources to determine whether all the relevant information contained in such underlying sources has been included in the Report.
- Where relevant, conducting interviews regarding the calculation, aggregation and methods used to collect and report the specified parts in the Report.
- Reading the information presented in the Report to determine whether it is in line with our overall knowledge of, and experience with, the corporate responsibility performance of Adama.



As part of the process of performing a limited assurance, we reviewed the changes made to the draft 2023 ESG Report of Adama and reviewed the final version of the Report to ensure that it reflects our findings.

Limited assurance is less than absolute assurance and reasonable assurance. A limited assurance engagement is substantially less in scope than a reasonable assurance engagement. As a result, the level of assurance obtained in a limited assurance engagement is lower than the assurance that would have been obtained had we performed a reasonable assurance engagement.

Based on the limited assurance procedures performed and the evidence we have obtained, described in this report, nothing has come to our attention to indicate that the specified parts as mentioned in the table above, in Adama's 2023 ESG Report are not presented, in all material respects, in accordance with the GRI and Adama's reporting criteria.

Our limited assurance report is made solely to Adama in accordance with the terms of our engagement. Our work has been undertaken so that we might state to Adama those specified parts we have been engaged to state in this limited assurance report and for no other purpose or in any other context. We do not accept or assume responsibility to anyone other than Adama for our work, for this limited assurance report, or for the conclusions we have reached.

Somekh Chaikin

Certified Public Accountants

Tel Aviv, Israel

13 May 2024