



ADAMA

# **Our Story, Our Vision**

## **Introduction to ADAMA**



# Legal Notice

This presentation is for marketing and information purposes only. By this presentation, neither ADAMA Ltd. nor Adama Agricultural Solutions Ltd. (together the “Company” or “ADAMA”) intend to give, and the presentation does not constitute, professional or business advice or an offer or recommendation to perform any transaction in the Company’s securities. The accuracy, completeness and/or adequacy of the content of this presentation, as well as any estimation and/or assessment included in this presentation, if at all, is not warranted or guaranteed and the Company disclaims any intention and/or obligation to comply with such content. The Company may make improvements and/or changes in the features or content presented herein at any time. The Company shall not be liable for any loss, claim, liability or damage of any kind resulting from your reliance on, or reference to, any detail, fact or opinion presented herein.

This presentation contains proprietary information of the Company and may not be reproduced, copied, disclosed or utilized in any way, in whole or in part, without the prior written consent of the Company.

The Company’s assessments may not materialize, inter alia, due to factors out of the Company's control, including the risk factors listed in the Company’s annual reports, changes in the industry or potential operations of the Company's competitors.

All information included in this presentation relates only to the date which it refers to, and the Company does not undertake to update such information afterwards.

Any content contained herein shall not constitute or be construed as any regulatory, valuation, legal, tax, accounting and investment advice or any advice of any kind or any part of it. Nor shall they constitute or be construed as any recommendation, solicitation, offer or commitment (or any part of it) to buy, sell, subscribe for or underwrite any securities, provide any credit or insurance or engage in any transactions. Without any written consent, any third party providing this document to you shall not act as your financial advisor or trustee. Before entering into any transactions, you shall ensure that you fully understand the potential risks and returns of such transactions. Before making such decisions, you shall consult the advisors you think necessary, including your accountant, investment advisor and legal and tax specialists. The Company and its affiliates, controlling persons, directors, officials, partners, employees, agents, representatives or their advisors shall not assume any responsibilities of any kind (including negligence or others) for the use of and reliance on such information by you or any person to whom such information are provided.



# ADAMA at a glance

## Leading

Provider of off-patent crop protection products

## 7<sup>th</sup>

Largest crop protection company in the world

## 100

Sales in over 100 countries with direct presence in all key Ag markets

## >270

Active Ingredients, building blocks for differentiated offering

## Integrated

Fully backward-integrated production hubs in Israel and China

## \$4.1bn

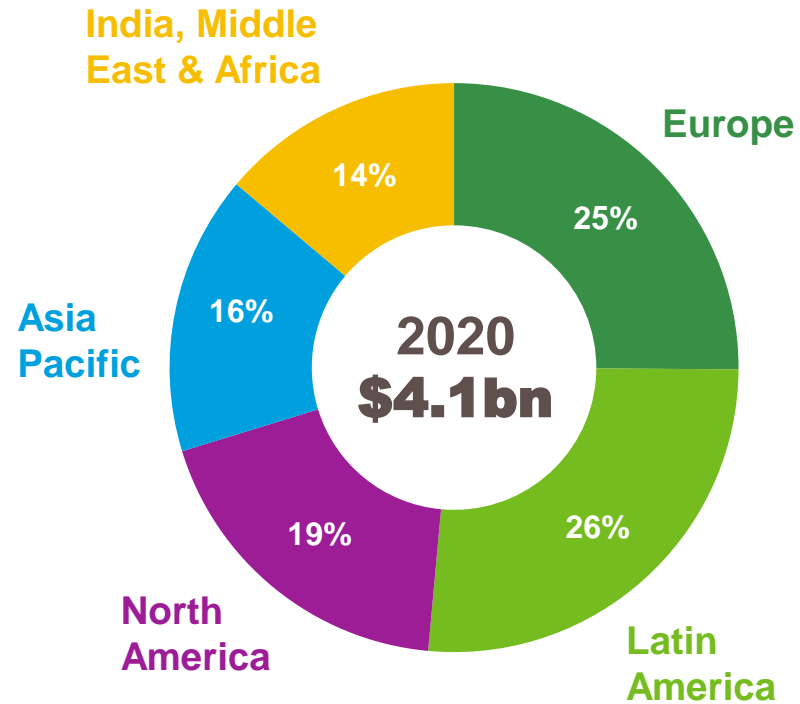
Sales out of \$66bn global crop protection and non-crop markets

## 3x

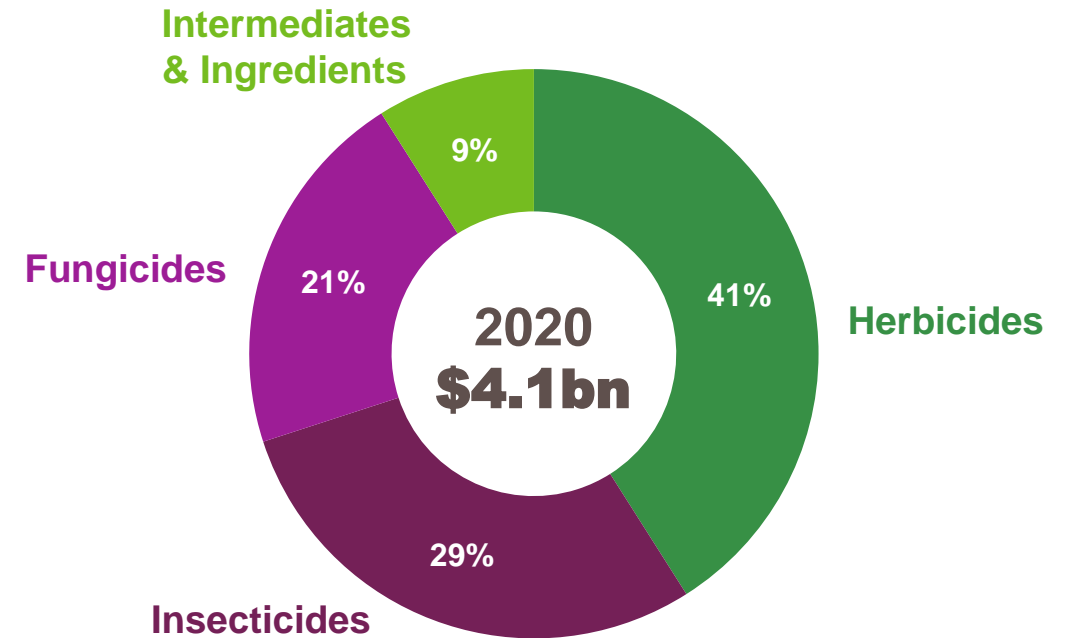
Long-term historical growth of 3x the global industry's growth

# Diversified Crop Protection Leader

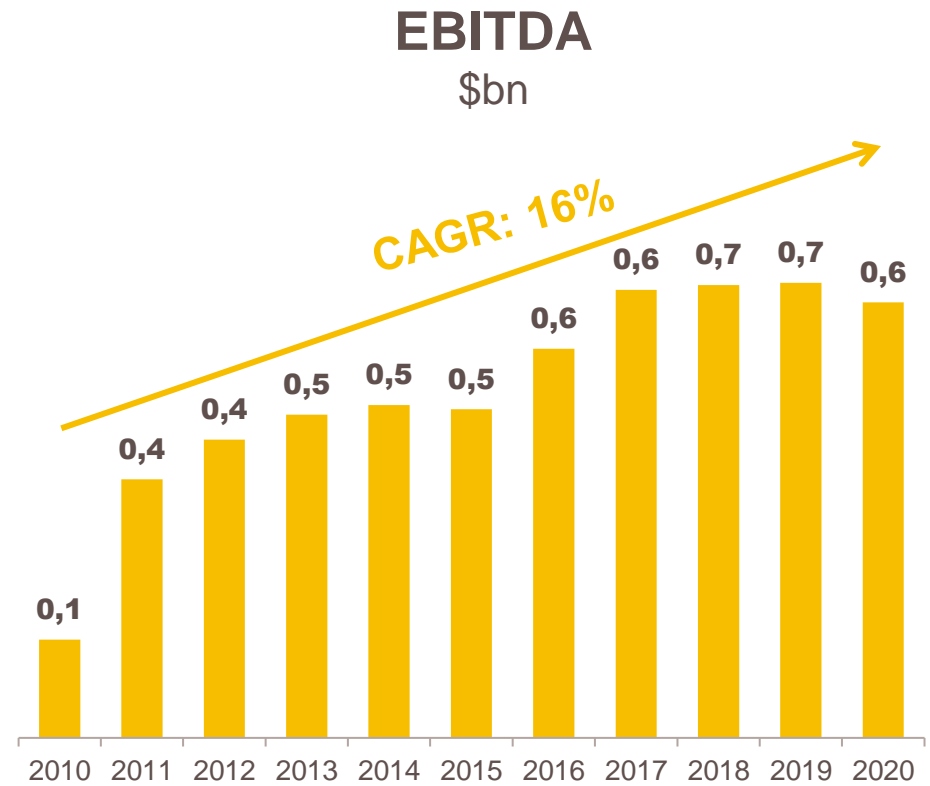
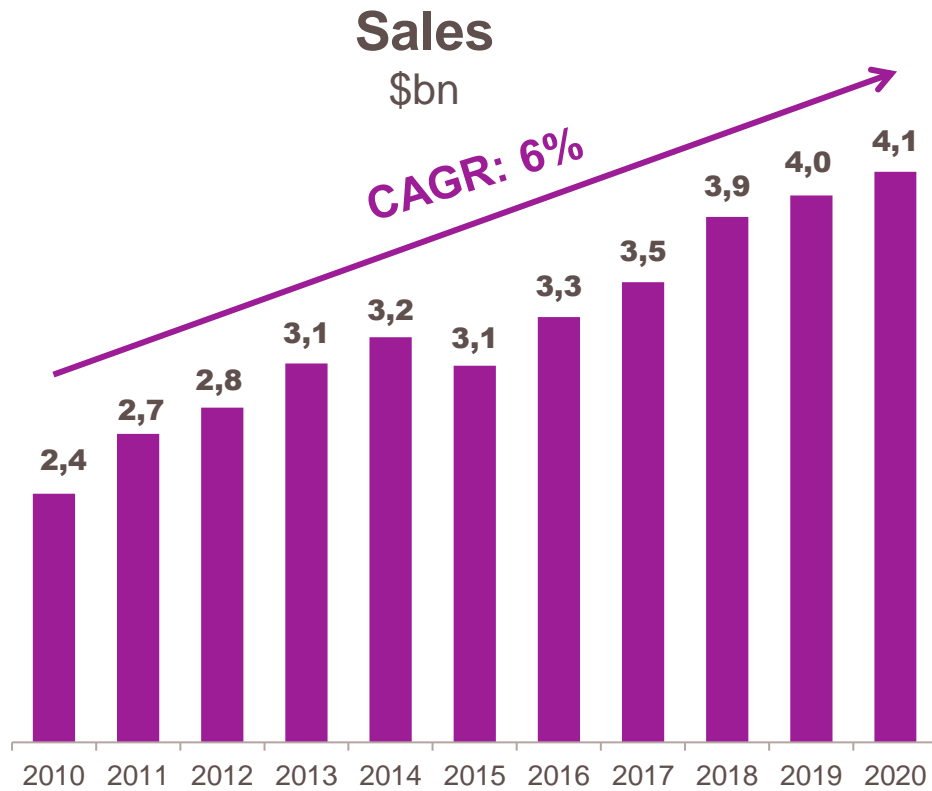
## Diversified global footprint



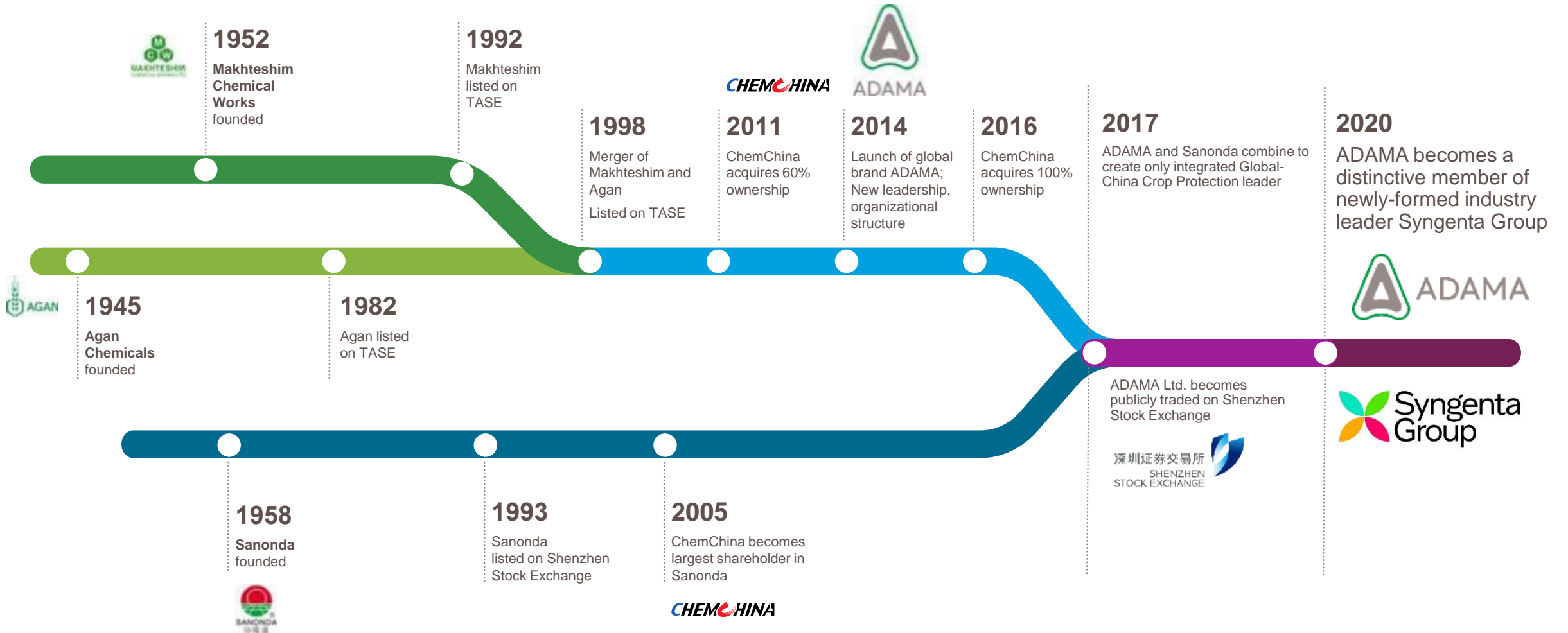
## Strong Crop Protection Focus



# Track record of profitable growth



# A brief history of ADAMA





# The Syngenta Group: Unparalleled portfolio and service offer to growers

## Syngenta Crop Protection



- World market leader with industry-leading R&D pipeline
- Unrivalled research capabilities and broadest product portfolio
- Leading active ingredient manufacturing
- Growing biologicals offer
- Driving sustainable operations

## Syngenta Seeds



- World-class technology delivering choice to grower
- Industry-leading germplasm pools
- Strong next-generation traits pipeline
- World #3 in Vegetable Seeds
- In-seed tech advancing sustainable agriculture

## ADAMA



- World-wide reach in over 100 countries
- A leader in off-patent products
- Large and diverse active ingredient portfolio
- Distinctive formulations, mixtures and high-quality differentiated products
- Extensive manufacturing and formulation capacity

## Syngenta Group China



- Leader in China Crop Protection market
- Strong Seeds business
- Largest crop nutrition supplier and distributor in China
- Leading agricultural and digital farming services provider through MAP
- Delivering agriculture modernization in China

Digital platforms and agronomic advice

COVID-19

Public Opinion

New Technologies

# Highly Dynamic Environment

Regulatory

Trade Tensions

Sustainability

Market Forces

Industry Consolidations

Changing Markets

Uncertainty

Farmer Economics

Public Expectations





**We are built for change and  
ready to face it head on**





## Our values are at the core of who we are

Getting It Done

Creating Simplicity

Empowering People

Passion





**Strong  
Commercial  
Engine**

**Core Leap  
Growth  
Strategy**

**Strength in  
Asset  
Control**

**Our  
Commitment  
to China**





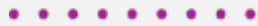
# Strong Commercial Engine



# Our extensive global presence and direct farmer reach

**60**

~ 60 subsidiaries  
in close to 45 countries



**100**

Sales in  
over 100 countries

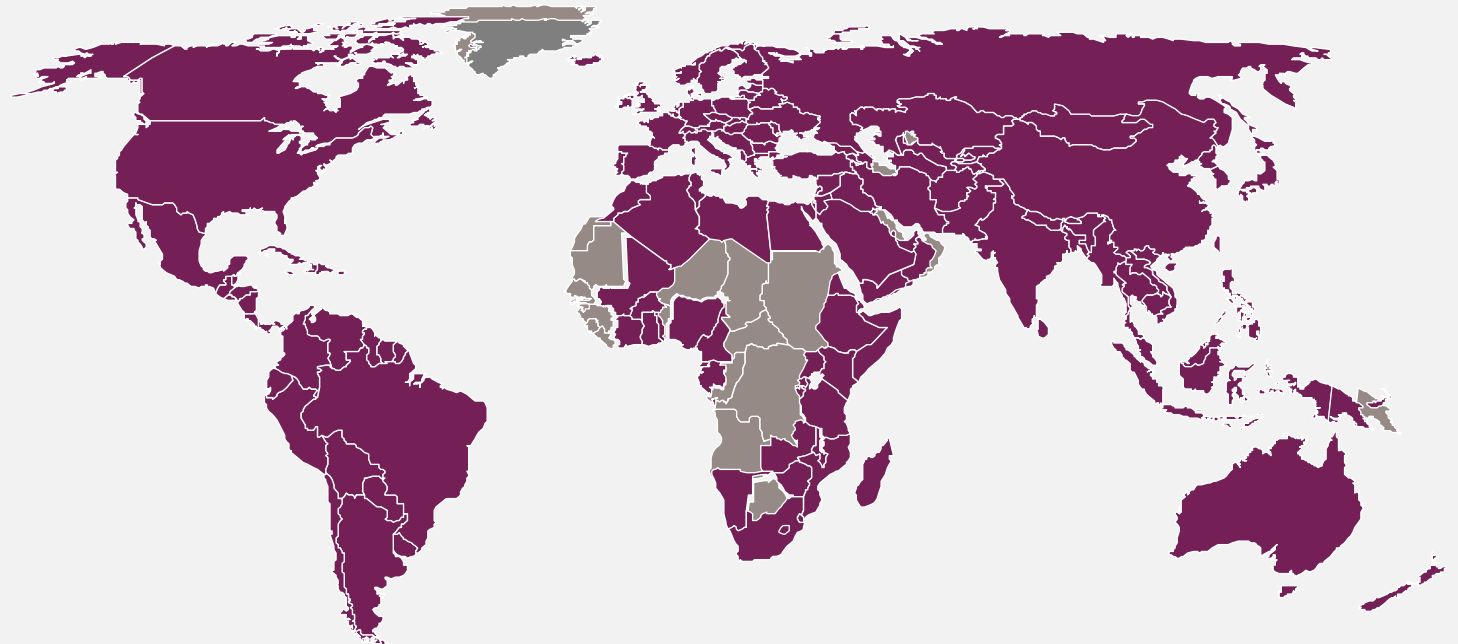


**1/2**

Almost half of our sales  
in high-growth markets

Direct presence in all top-20 markets

Covering >80% of global market



# Our Promise

## Listen ▶ Learn ▶ Deliver

We **ideate** from the field – **listening** to farmers, customers and experts, **learning** to understand the challenges farmers face, and **delivering** solutions that address their pain points and meet their needs





# Acquisitions in support of our growth strategy

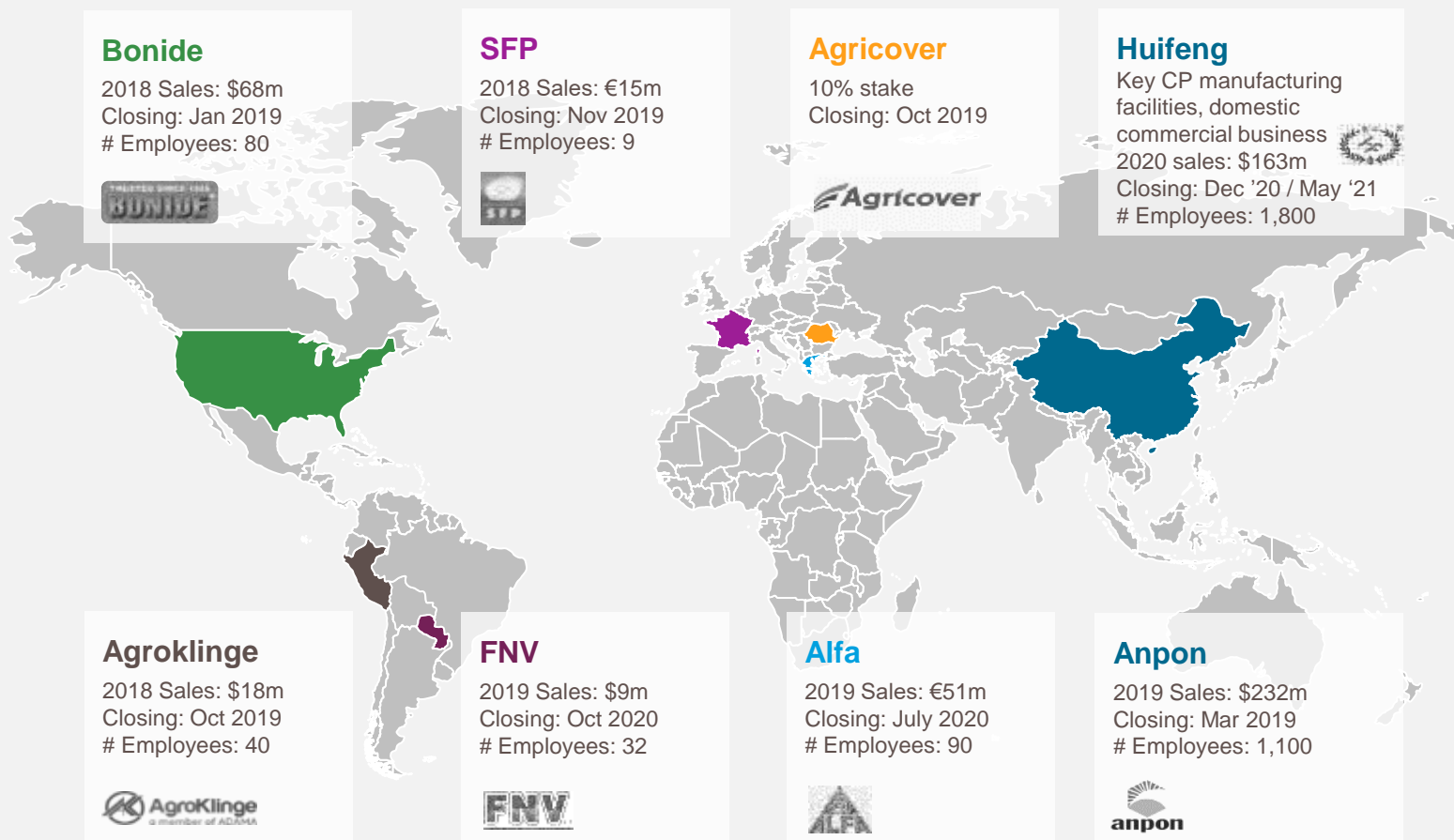
**8**  
Acquisitions  
in 2 years

.....

**>\$600m**  
in sales

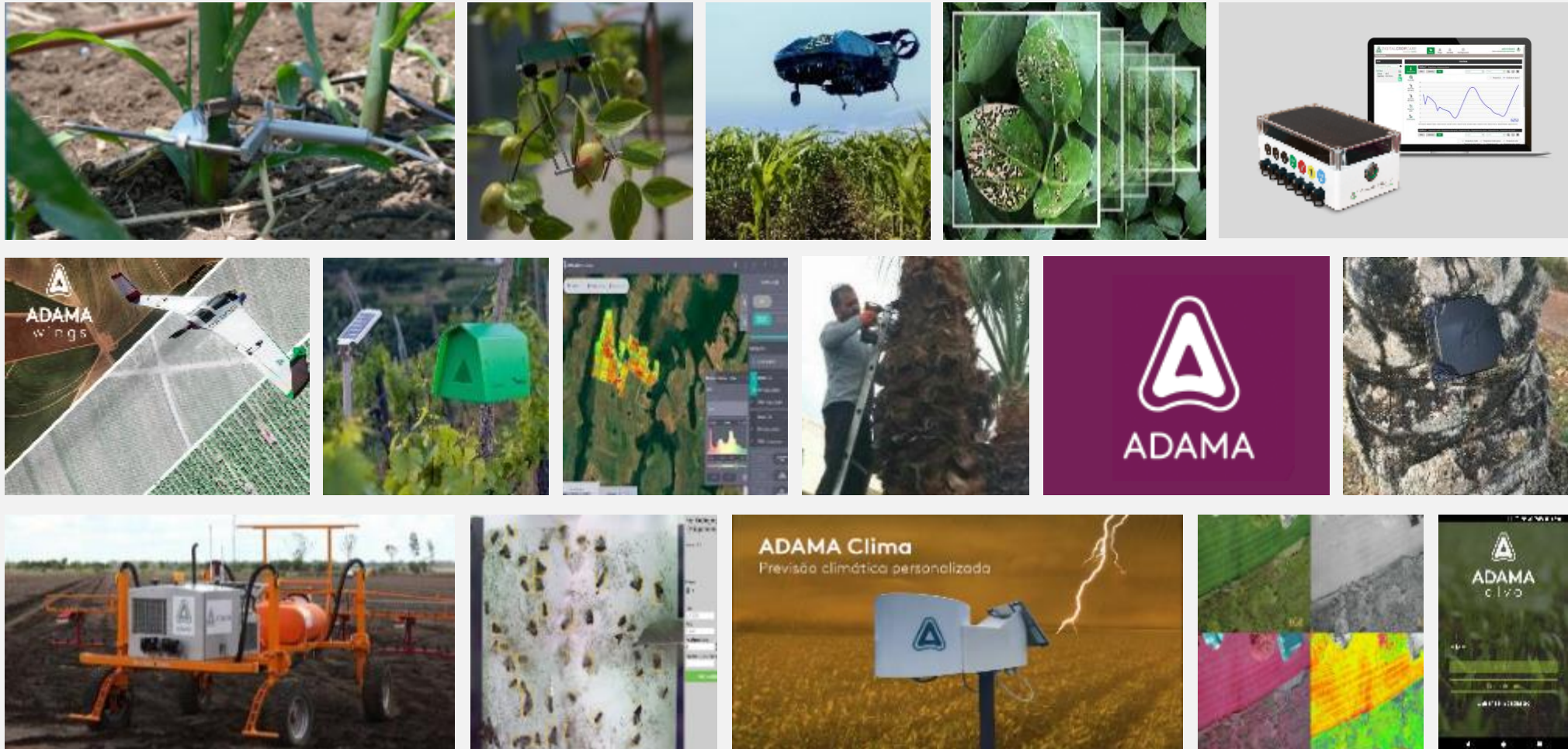
.....

**3,000**  
People join our team



# Innovative AgTech and digital solutions deployed worldwide

More than 20 projects in over 30 countries





# Core Leap Growth Strategy





# Building our future offering

## **90 Active Ingredients**

will become off patent in the coming decade

**Dozens** of these AIs were selected as having the highest market and value potential

Translating into **hundreds of unique mixtures** and distinctive formulations

# Core Leap in action

Bringing knowledge from the field to develop advanced solutions to unmet grower needs



Widest portfolio of off-patent active ingredients in the industry

Core Leap newly off-patent AI

Cutting edge formulation expertise



**CRONNOS<sup>®</sup>**,  
Triple protection  
fungicide for  
soybean rust

# Strength in Asset Control





# Core Leap guiding the transformation of our operational layout in Israel, China and the world



Hub for development and scale-up of new active ingredients, with leading R&D and process engineering capabilities

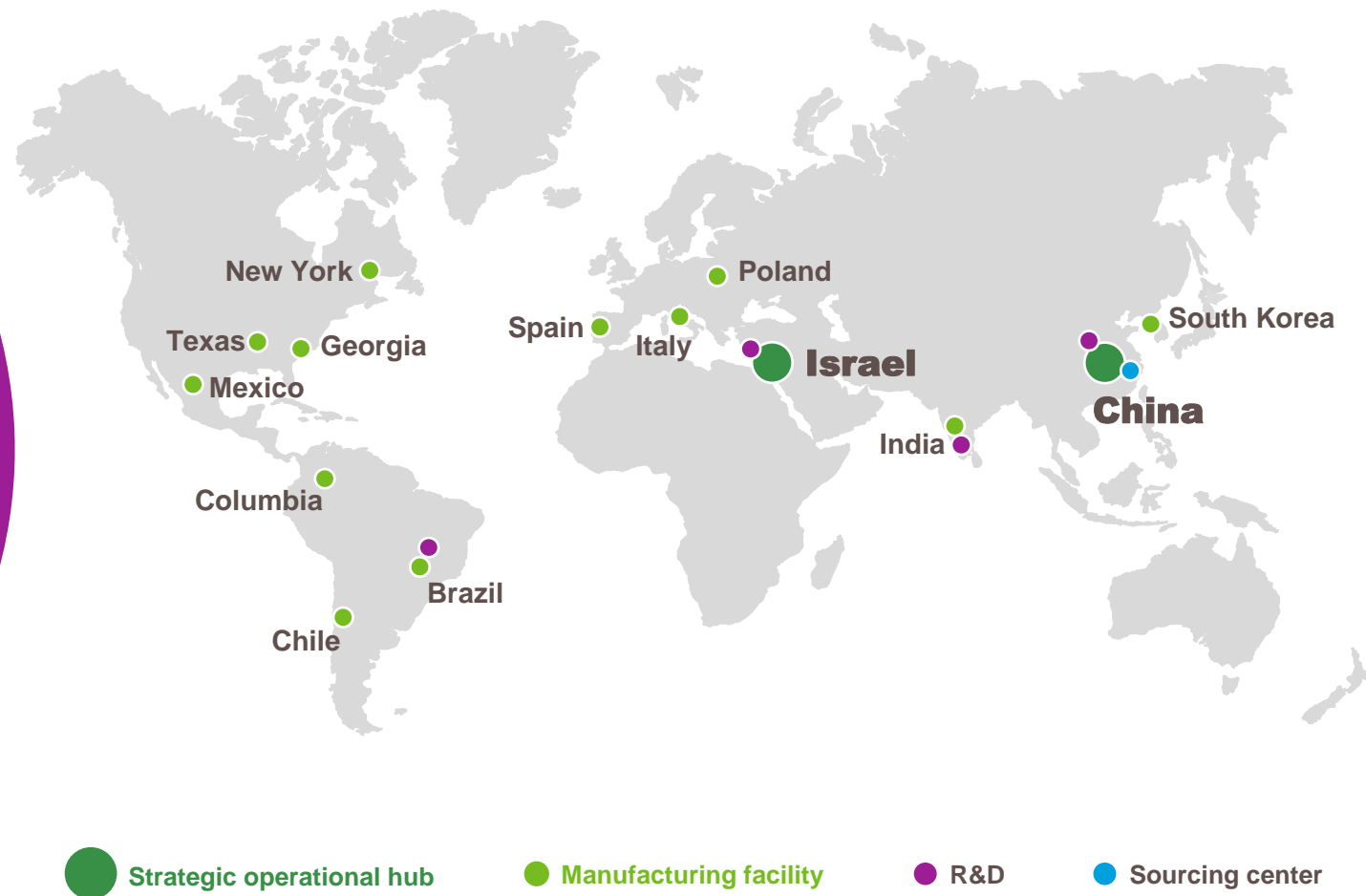


Manufacture of key backward-integrated molecules with globally cost competitive positions

**ADAMA's global, backward-integrated asset footprint ensures "Asset Control"**

**Supported by extensive procurement capabilities**

**Providing a robust, cost-effective supply network for our customers**



**Ensuring ability to reach sustainable Cost Leadership in our core molecules**

**Operating with world class Health, Safety and Environmental standards**

# Asset Control ensures:

## Access to world leading manufacturing capabilities:

- Israel and China manufacturing hubs
- Strategic **contract manufacturing** partnerships
- **State-of-the art synthetic chemistry** developed at R&D facilities close to manufacturing sites
- Strength in **piloting / small scale production** to shorten learning cycles



## High level of supply chain reliability:

- **Multiple sources**
- In-house **control of registrations**
- Confidence in **IP compliance**
- Vision for **Beyond Compliance** in environmental performance
- **Flexibility** to respond to supply disruptions
- Preference for **local formulation**





# Our commitment to China







# **ADAMA China: Engine for future global growth**



**Commercial  
Leadership**



**Chemical R&D  
Global Center**



**Procurement  
Excellence**



**Advanced Manufacturing  
Backbone (AI Synthesis)**



**State-of-the-art  
Formulation  
Center**



**Capital Market  
Showcase**

# Creating a leading commercial platform in China

Within only 5 years, ADAMA has become a significant player in the China crop protection market:

- **Growing** branded, formulated business **>50%** per year, a **10x** increase in only 5 years
- **Executing 3 mergers / acquisitions** (Sanonda, Anpon, Huifeng)
- Branded portfolio from 17 to **>145 formulated products**
- **>65 new products** targeting **high-value crops**: rice, wheat, cotton, fruit and vegetables
- Expanding salesforce from 17 to **>250 salespeople** nationwide
- Covering **27 provinces** throughout China







ADAMA

**Thank You**