Simply. 
Grow. 
Together.

Adama is one of the world’s leading crop protection companies with a heritage of more than 70 years. We strive to Create Simplicity in Agriculture - offering farmers effective products and services that simplify their lives and help them grow.

With one of the most comprehensive and diversified portfolios of differentiated, quality products, Adama’s 4,864 people reach farmers in more than 100 countries across the globe, providing them with solutions to control weeds, insects and disease and improve their yields.
About the Report

This is the fifth Adama Corporate Social Responsibility Report (CSR), and the first one to include Standard Disclosures from the new Global Reporting Initiative (GRI) G4 Sustainability Reporting Guidelines, as specified on page 101. GRI is a not-for-profit, multi-stakeholder organization that acts to increase the level of business transparency through sustainability reporting. The G4 guidelines are considered to be the most advanced sustainability reporting framework available today, used by many of the thousands of companies that publish annual sustainability reports. For more information, please see: https://www.globalreporting.org

The disclosures and performance data in this report address our globally owned and managed facilities and assets for the fiscal years 2014 – 2015, unless otherwise noted.

The report intends to provide useful information to all our stakeholders including our customers, employees, investors, business partners, community members, and governmental and non-governmental organizations.

Our materiality assessment was developed using feedback and insights from these stakeholders, especially employees and customers, and by examining the material questions raised in reports by other global companies in our sector.

Adama considers CSR an ongoing process. We also see external assurance as a major factor in our push towards greater transparency and towards the establishment of the infrastructure necessary for effective and comprehensive data collection. As part of this process, an independent limited assurance, regarding specific parts of this report, was performed for the first time (see page 6-8).

This limited assurance was performed by KPMG Somekh Chaikin in accordance with the International Standard on Assurance Engagements (ISAE) 3000 for performing Assurance Engagements other than Audits or Reviews of Historical Financial Information, issued by the International Auditing and Assurance Standards Board (IAASB). This standard emphasizes the need for comprehensive procedures for evidence gathering processes and assurer independence, and outlines the steps to be followed and conditions to be met by auditors who provide assurance on behavior, processes, or information.

The information assured is considered to be significant to the organization’s activities and reporting, and we are committed to continue the ongoing expansion of the scope of our assurance as part of an ongoing process of developing our corporate social responsibility reporting.

Additional information about Adama Agriculture Solutions can be found on our global corporate website, www.adama.com.

For questions, please contact our Global CSR officer: Michal Arlosoroff, Michal.Arlosoroff@adama.com

We were engaged by the management of Adama Agricultural Solutions Ltd. (further referred to as “Adama”) to provide limited assurance on the specified parts as mentioned in the table below (further referred to as “Specified parts”), marked with in the report, regarding the information presented on Adama’s 2014-2015 Corporate Responsibility Report for the years ended 31 December 2014 and 31 December 2015 (further referred to as “The Report”).

Management is responsible for A. the preparation and the presentation of the report according to Adama’s internal guidelines that contains Standard Disclosures from the G4 Global Reporting Initiative (GRI) Sustainability Reporting Guidelines as described in page 102-106 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.

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. 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 corporate responsibility report, consists of making interviews and inquiries, primarily of persons 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 Adama business and other comparative information of similar organizations.
Inquiries of management to gain an understanding regarding the specified parts.

Interviews with senior management and relevant staff at group level and selected business unit level concerning corporate responsibility strategy and policies for 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.

Visits and communication with the Company headquarters located in Airport City, Lod, Israel on the basis of a risk analysis including the consideration of both quantitative and qualitative criteria regarding the specified parts.

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.

Limited assurance is less than absolute assurance and reasonable assurance. A limited assurance engagement is substantially less in scope that a reasonable assurance engagement in relation to both the risk assessment procedures, including an understanding of internal control, and the evidence-gathering procedures performed in response to the assessed risks, which vary in nature from and are substantially less in scope than for a reasonable assurance engagement. As a result, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had we performed a reasonable assurance engagement.

We believe that the procedures we have performed and the evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion.

Conclusion

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 below, in Adama’s 2014-2015 Corporate Responsibility Report are not presented, in all material respects, in accordance with Adama’s reporting criteria based on the GRI principals. 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
04 December 2016
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1 The mark included as part of a given paragraph, refers to the information and/or data included in the relevant sentence only.
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Chapter 1.
Introduction
Message from Our Chairman

Our world is constantly changing. Global mega-trends such as urbanization, climate change, material resources and water scarcity, population growth, and the growing need for food security, are all having a dramatic impact on how business is conducted and risks are being managed. As a part of these processes, corporate social responsibility is being incorporated into the core of business activity and strategy of Adama.

Adama sees great importance in recruiting its industrial technologies and abilities to environmental and societal efforts, and report on them in its own sustainability report. Namely, in every aspect of our operation, whether in developing our technologies, manufacturing processes, or internal operations, we make sure to always be cognizant and act responsibly with respect to the environment and our community.

Adama is committed to constant improvements in these areas. We are equally committed to reporting on these improvements to all of our stakeholders, i.e. our shareholders, customers, employees, and the communities in which we operate.

In this report, you will read about Adama’s sincere efforts to do business in a responsible and sustainable manner and its accomplishments in this area. With the valuable contribution of our dedicated employees, we invest great efforts at making our world better and at being socially responsible. We develop, produce, and distribute products that protect crops as we take part in the global effort to beat world hunger and combat the depletion of resources. Additionally, we develop new products and technologies that are applied to reduce the carbon footprint.

Furthermore, through education and interactive programs, we encourage the proper and environmentally responsible use of our products and other resources.

We take great pride in our efforts and the accomplishments we made during 2014-2015. Nevertheless, we do not see them as a triumph but as an important milestone on the path to mitigate our environmental impact, and present the world with even better products and technologies through cutting edge innovation and creativity.

I would like to thank you, our stakeholders, for taking the time to read this report. I hope you will find it interesting and insightful.

Sincerely,
Yang Xingqiang
Chairman
From the CEO

Tending our Crops of Corporate Responsibility

The values of corporate social responsibility are woven throughout our organization’s culture. We hold ourselves to a high standard of integrity, fairness, reliability and responsibility, and believe that this is essential for our long-term success.

Adama has made a strong commitment to education, safety and protection of the environment, as reflected in this year’s report. It outlines our corporate vision, values and goals, and connects them to our efforts to enhance learning and understanding for future generations, as well as to make our world a safer and better place.

In addition to the continual launching of many new and higher quality products and solutions to our customers, we have made significant strides towards to the reduction of our environmental footprint. Our new thermal oxidizer at Neot Hovav is already operational, and we have connected both of our major manufacturing facilities in Israel to state-of-the-art power stations running on natural gas, and are nearing the completion of our modern global R&D center in Neot Hovav.

Adama’s R&D center in Nanjing has commenced operations, accelerating the introduction of advanced products into the company’s worldwide portfolio. Our China operational hub, together with our Israeli one, form a robust launch-pad for Adama’s differentiated offering for both the China and global markets. Each of our new facilities in Israel, China and elsewhere, is constructed in accordance with the best global practices of operations, safety and environmental care.

At Adama, we see the promotion of education in agriculture, chemistry, sustainability and other related areas as integral to our mission. We are dedicated to the nurturing of the next generation of scientists and to strengthen and invest in the communities in which we operate. We support and promote agriculture and chemistry education with hands-on community programs for all ages, from kindergarten all the way through to PhD students.

Extending this commitment to informal education, Adama is the lead sponsor – along with major scientific and academic institutions – of the interactive exhibition “Fields of Tomorrow: Smart Agriculture in a Changing Environment” at the Bloomfield Science Museum in Jerusalem. The exhibition, which will be open to the public for the next four years, tackles the challenges of agriculture in the coming decades and shares some of the technological and other solutions that will enable the world to maintain food security into the future. Visitors are treated to a unique, first-hand experience through interactive exhibits, workshops, works of art, living plants, working laboratories and greenhouses.

We are proud of all our community programs, our initiatives to cultivate future leaders and our purposeful action to protect the environment. We are committed to reducing our carbon footprint while improving crop yields for our customers, farmers and their communities.

We trust that every seed we plant – in innovation, education and preservation of the environment – will bloom for generations to come.

Chen Lichtenstein
President and CEO
Message from Our CSR Officer

I am happy to present this year’s Corporate Social Responsibility Report, which outlines the efforts we made during 2014 and 2015 at making Corporate Social Responsibility core aspect of our business operations.

As a company with a broad range of products that improve the quality and quantity of crop yields, Adama plays an important role in the effort to solve the global food crisis. In recent years, we have enhanced these efforts to offer farmers specific solutions to the challenges they encounter in their local environments and conditions.

The aim of this report is to outline the impact of our activity on the areas that are most important and relevant to our stakeholders.

This year’s Report takes our environmental and societal commitment to the next level, as this is the first Report to contain Standard Disclosures from the new and updated GRI G4 reporting framework and our first Report to include an external assurance performed according to international standards.

We are committed to broadening our disclosures in upcoming Reports, while continuing to improve the quality of data and our collection infrastructure and methods, for both internal and external distribution.

We are already seeing the fruits of our labor, e.g.: decreased energy consumption, better wastewater quality, a more diversified company with empowered employees, and more resilient corporate governance.

Any project as complex as the CSR report involves the effort and hours of many, many people. A big thanks to Efrat Kravchinsky and the teams all over the globe for producing such an attractive, informative report. A special thanks to all of you for it is you who have made CSR possible.

I encourage you to read this Report to learn about our work from an exciting new angle. If you have comments or questions, please let us know. We would appreciate your feedback.

Sincerely,
Michal Arlosoroff
SVP, General Legal Counsel and CSR
ADAMA Agricultural Solutions Ltd. is one of the world’s leading crop protection companies.

Our purpose is “Creating Simplicity in Agriculture”.

We strive to provide farmers with high quality, effective and easy-to-use solutions that simplify their lives and help them enhance yields by preventing or controlling weeds, insects, and disease that harm their crops.
Adama at a Glance

- **4,864 people**
- **Direct presence in over 40 countries, reaching farmers in +100 markets**
- **Heritage going back 70 years**
- **1 Headquarter in Airport City, Israel, just outside Tel Aviv**
- **7 global product development centers**
- **$3.1 billion in Sales**
- **19 synthesis and formulation production sites**
- **Product categories include: fungicides, herbicides, insecticides, growth regulators, seed dressing and non-crop products**
Adama Holding

We are a private company, with traded bonds held by:

60% CNAC

+ 40% of Koor were acquired by CNAC

= 100% CNAC

* Closing expected during 2016
**Organizational Structure**

**President & CEO**
Chen Lichtenstein

**Executive Committee**

- **CCO**
  - India, Africa & Middle East: Ignacio Dominguez
  - APAC: David Peters

- **EVP. Global Operations**
  - Eli Abramov

- **CFO**
  - Aviram Lahav

- **Strategy & Resources**
  - Dani Harari

- **China Operations**
  - Zvi Manor

- **Strategy TBD**

- **North America**
  - Rob Williams

- **North Europe**
  - Gerhard Ahlers

- **Marketing & Product Strategy**
  - Walter Costa

- **South Europe**
  - Bertrand Lombard

- **IDR**
  - Elad Shabtai

- **Israel Operations**
  - David Ben-simon

- **China Integration & Corporate Dev**
  - Shiri Ailon

- **Latin America**
  - Carlos Danilowicz

- **China Commercial**
  - Yossi Goldshmidt

- **Brazil**
  - Rodrigo Gutierrez

- **APAC**
  - TBD

- **Human Resources**
  - Mody Benaiah

- **Legal & CSR**
  - Michal Arlosoroff

**Notes:**
- **IMA** includes India, Africa & Middle East
- **APAC** includes Australia, New Zealand & South East Asia
- **IDR** includes Innovation, Development, Research and Registration
Our Values

How we bring our purpose to life is just as important as knowing what our purpose is.

Our values are our ethical guide that describe what is important to us and how we intend to hold ourselves accountable for our actions and behaviors.
Adama has four core values:

**Getting It Done**
We are proud of how we roll our sleeves up and get things done. This deeply engrained value reminds us of how important it is to deliver on our promises; but the way we deliver on them is also extremely important. Meeting new challenges with optimism and high energy is part of who we are and why our customers and stakeholders value working with us so much. We have some big changes and challenges ahead, so staying true to this value will be a test of our true strength.

**Creating Simplicity**
Typically, we need to manage complexity to arrive at a simple solution. Creating simplicity challenges us to go beyond what is just functional, workable and effective to create something simple, beautiful and elegant.

In an ever-complex world, part of our contribution is the creation of solutions that are accessible and easy to use, and which work. Simple.

**Empowering People**
If we are to become a more powerful force in the industry, we must learn to better tap into the talents and expertise of our people. Empowering our people requires us to lift our expectations and create the conditions for others to succeed and grow. Building confidence, coaching, mentoring, engaging, inspiring, providing resources and when necessary, stepping back, all contribute to this vital value.

**Passion**
We are passionate about agriculture and the benefits it brings society. This value reminds us that work is a personal, emotional business and that we need to match our passion with high levels of professionalism and responsibility. It requires us to ask the question: What ignites us and others? When we connect what we do with our desires, hopes, fears and expectations, we create the possibility of doing something exceptional.
Adama in Numbers

Finance

Sales (in USD millions)

$3,064M

in 2015

Sales by Regions

(in USD millions)

Dividend Distribution (On December 2015)

$100M

in 2015

The Company did not declare or distribute a dividend during 2014
Contributions to Community Programs (in USD millions)

$2.036M in 2014
$1.522M in 2015

Sales By Operating Segment (in USD millions)

2,884
Crop protection (Agro) in 2015

180
Other (Non Agro) in 2015

To Learn more about our financial results Click here
Employees

26% of our employees are women

4,864 employees in 2015
Products

In recent years, Adama has begun evolving its product portfolio into a more hybrid offering based on off-patent products, unique formulations and mixtures, and, selectively, on innovative products. As a result, we are continually developing and registering new herbicides, insecticides and fungicides alongside new mixtures and formulations of existing products.

> 277 active ingredients, the building blocks for our differentiated products

> 1,400 different formulations

4,600 registered products globally

276 new registrations in 2015

Herbicides Insecticides Fungicides Growth Regulator
Adama Global Footprint

Production

We are continuously expanding our production capacity, primarily by establishing new production facilities at our existing synthesis, formulation, and packaging facilities, as well as by integrating production facilities owned by acquired companies. In 2015, we invested a total of $82 million in facilities and machinery, making significant investments in various environmental projects.

Approximately half of the production of our active ingredients takes place in one of our plants, with 80% of our products manufactured and/or formulated at our sites, allowing us to ensure the quality of our products, while final formulation and packaging – which require less complex production facilities – are completed in either those main plants, in the customer’s country, or a nearby country under strict rules and guidelines.

Registration

Registration is a complex, yet vital part of our business. To be licensed for use and sale, all products/formulation must be registered in accordance with the specific requirements and regulations of the country of destination and use.

In 2015, Adama had seven development and registration centers located in Germany, Switzerland, Israel, Brazil, Colombia, USA, and India. We have gained registration expertise in more than 100 countries. To achieve this, we employ approximately 170 professional and experienced registration experts, primarily researchers, engineers, and technicians in chemistry, agronomy, biology, and other life sciences.

In 2015, Adama’s registration expenses were at $93.1 million, representing 3% of our annual revenues.

Development

Adama’s main development and registration activity focuses on the chemical-engineering development of production processes for new active ingredients and off-patent products. We also provide scientific-technological support for existing production, processes emphasizing quality improvement, efficiency, safety, environmental protection as well as production cost reduction.

In 2015, research and development expenses (excluding registration costs) were estimated at $30.2 million, which constituted approximately 0.99% of Adama’s consolidated revenues for that year.
Global Footprint in a Glance in 2015

7 Development and licensing centers
100 Sales in approximately 100 countries

3 Chemistry R&D centers
45 More than 45 subsidiaries

1 R&D center under process in China
Our Business

Adama manufactures and sells a broad range of crop protection products that are divided into three main categories based on their use:

**Herbicides**
Our herbicide solutions prevent or delay the development of weeds, reducing crop competition, and allowing crops to flourish. Without herbicides, farmers would need to uproot weeds manually, a time-consuming and labor-intensive process.

At Adama, we take great measures to understand farmers’ needs, analyzing trends to predict potential problems, and developing solutions that are unique to certain regions or crops. We are dedicated to developing more sophisticated mixtures, with optimized ingredient ratios and flexible formulations to better equip farmers in battling herbicide-resistant weeds.

We carefully choose specific high quality elements from our extensive portfolio of advanced active ingredients to create safe and highly effective herbicide solutions. The crops that benefit from our herbicide portfolio include corn, cereals, sugar cane, sugar beet, oilseed rape, sunflower, and cotton.

Adama’s herbicide treatments ensure efficacy while improving efficiency in the field.

**Insecticides**
For more than 60 years, our full range of high quality insecticides has selectively controlled the growth of the insect, mite, and nematode populations that threaten the quality and development of crops. Throughout the years, growers of oilseeds, cotton, rice, corn, fruit, vegetables, sugar cane, and other crops throughout the Americas, APAC, and Europe have seen improvement in crop yield by using Adama’s insecticide formulations.

Our insecticides protect crops from direct and indirect damage, as well as diseases and contamination. This helps maximize crop yield potential, which has a direct impact on current and future food supplies.

**Fungicides**
Our fungicides fight the effects of pathogenic fungus, which impairs plant development and causes a decrease in both the quantity and quality of a harvest. Fungus damages plants both directly and indirectly, causing yield reduction and, even more seriously, potentially becoming a health risk by producing compounds that are toxic to humans, animals, and plants. Globally, 10 to 40% of the food that is produced is lost to fungal infection. We are continually developing new formulations and mixtures to improve and expand our broad range of fungicide offerings.
2015 Product Revenues Percentage Out of Company’s Total

- **Herbicides**: 50.2%
- **Insecticides**: 22.5%
- **Fungicides**: 21.4%
- **Others**: 5.9%
Facing World Challenges

In September 2015, the United Nations met to draft new Sustainable Development Goals (SDGs). At this meeting, the UN committed to seventeen goals meant to make the world more prosperous, inclusive, sustainable, and resilient.

These goals include: Zero Hunger, No Poverty, Responsible consumption and production, Gender equality, decent work and economic growth, Good health and well-being and more. Together these goals aspire to create a universal culture of change across all sectors.

At Adama we strive to create change and improvement where we can, and are committed to being a part of the transformation these goals aim to achieve. Our role comes into play with some of the world’s most pressing challenges. Namely, population is growing rapidly, and the demand for food, housing, energy, and land is constantly increasing, putting pressure on natural resources such as water and soil.

By 2050, there are expected to be more than nine billion mouths to feed every day, and farmers are facing the challenge of increasing food production with scarcer water and land than before. Drought, floods and changing rainfall patterns are creating an even more challenging environment, making crop protection a vital part of protecting and enhancing yields and production.

At Adama, we continually seek new and different ways to use and apply our advanced technologies, innovative products, and scientific capabilities to help farmers overcome these pressing challenges.
Our Promise


At Adama we strive for a world where everyone has access to food security.
Our promise - Simply. Grow. Together. - may consist of just three short words, but they have the power to make a lasting difference to farming and farmers everywhere.
Simply.
Create simplicity in agriculture.

Farming is complex and full of challenges. We work together with farmers, agronomists, distributors and wider farming communities to find ways to simplify and improve their lives. We constantly question convention to move farming forward through simple, practical, and innovative crop protection solutions.

Grow.
Help farmers grow.

Growth is the ultimate result of simplicity for farmers, in every sense of the word: yield growth, production growth, business growth, status growth, farming growth. We support farmers to get things done in their businesses and beyond – from sowing to sales, from their labor in the field to their families, their partnerships and elevating their status in society.

Together.
Connecting people.

“Together” is the way we develop and deliver simplicity. Along with employees, partners, farmers and their families, there is a need to work together for the benefit of agriculture. Our aim is to build close relationships with farmers by being honest, open and responsive.

Years ago, we were a key part of a journey that helped farmers make the desert green in a sustainable way, allowing a nation to flourish. Now we empower our people to help farmers do the same again, but this time on a global scale.

As Adama employees, as farmers, as custodians of the land, we work together to find ways that create simplicity and enable growth.
Delivering on Our Promise

Farmer Centric

Building the Hybrid Offering

From China Forward
Adama places the farmer at the center of everything it does, getting ever closer to the farmers in order to understand their needs and help them grow.
Infrastructure Changes for Improved Customer Delivery

- The division of the company into seven geographic clusters brings us closer to each market
- Tailored go-to-market approaches in eight markets, with plans for 14 more in the next two years
- Implementation of Customer Relationship Management tools in 18 countries by the end of 2015
- An internal knowledge sharing hub allows us to better serve our customers

Digital Brings Us All Closer

- 2.2 million people visited 7.4 million pages on our web sites
- More than 110,000 people are following Adama across our social media accounts
- More than 500,000 product information have been downloaded from our web site
- 18 distinctive farmer-friendly mobile applications have been launched worldwide

Engaging in Dialogue

- Adama India’s farmer service center directly answers farmers’ questions, fielding 29,000 calls from 23 Indian states in 2015. Farmers describe disease symptoms or pests they are encountering and an operator guides them with solutions
- Adama Argentina met directly with farmers in more than 50 cities to discuss solutions for their daily crop problems
The Adama offering is uniquely broad and diverse in that it is comprised of products that we create out of the 270 active ingredients and over 1,000 mixtures and formulations in our portfolio. Furthermore, we bring to market precision farming through the cutting edge technology that we develop in partnership with leading research institutions. This is a winning combination that has well positioned us to deliver an unmatched value-add to our customers.
Innovating Our Core Business

At Adama, we are in a unique position to leverage our R&D, extensive registration capabilities and broad portfolio of active ingredients to tailor innovative yet simple solutions for farmers, helping them overcome the challenge of ‘producing more with less resources’.

Nimitz is an innovative nematicide that was developed by Adama, and which provides excellent control of nematodes in fruiting vegetables, potatoes, sugar cane, and other crops. It maximizes crop potential and grower returns, while reducing environmental impact due to its lower application rates.

Typically, nematicides require farmers to use heavy and restrictive personal protective equipment while applying the product and cover recently treated fields with plastic. Nimitz, however, can be safely and easily applied with simple protective equipment. It offers a significant improvement in sustainability, along with simplicity for farmers.

“Adama’s Nimitz allows farmers to avoid the expense and disruption of heavy equipment, because it can be sprayed wearing regular clothes and a simple face mask. The additional benefit to all is its minimal environmental impact.”

EVP, Ignacio Dominguez, Chief Commercial Officer

Simple to use by the farmer at low rates, no special equipment needed

Safe to the user and the environment

Unique mode of action with true nematicidal activity
BREVIS is a major innovation in fruit thinning and is the result of a decade of intensive research.

This novel fruit-thinning agent increases the size of fruits, enabling farmers to gain in yield, quality, and overall marketability of their crop.

Manual thinning costs are reduced by up to 80%, and picking, storage and grading costs are also reduced compared to other existing solutions. BREVIS differs from hormonal thinning agents as it temporarily inhibits photosynthesis without interfering with plant hormone regulation.
Cutting-Edge Agricultural Solutions

We believe in tapping into any and every cutting-edge agricultural practice that can help our customers and simplify their lives, all while maintaining environmental responsibility. We accomplish this by pairing our own team’s unique knowledge and experience with that of major research institutions throughout the world, including those in Israel and China. This provides us with a rich source of inspiration and innovation.

Automated Pest Monitoring with Trapview

By using digital imaging technology, Trapview simplifies the monitoring of pest populations, providing a real-time picture in the field, rapid alerts, and analysis. This enables growers and their advisors to monitor pest populations from their desktop and mobile devices and to strategically apply crop protection. Growers and their advisors can monitor pest populations on their desktop and mobile devices from any location.

“That through Trapview, we are introducing an innovative technology that goes far beyond any current offering in the market and clearly addresses issues that our customers have identified. Trapview is simple to install, simple to use, and easy to trust. The benefits for agronomists include the ability to more precisely provide the right solution at the right time, labor efficiencies, and a more simplified means of administrating and communicating with growers.”

Alex Mills, Adama Australia Digital Innovation Manager
Tierra Digital

Tierra Digital (Digital Land) is a mobile app from Adama Mexico that provides growers with extensive information about crops and crop protection solutions. The concept behind the development of Tierra Digital was to allow the sharing of knowledge in an open, instant and collective way, and to create new communication channels between Adama and farmers.

Importantly, this valuable app is accessible without an internet connection, which many farmers do not have while in the field.

The newly launched Tierra Digital is being used by more than 2,500 farmers in Mexico, with nearly 75% of them using it regularly.

Following its success in Mexico, Tierra Digital’s platform is being prepared for launch in Argentina, Chile, and Central America, becoming the first digital project developed with internal know-how within one Adama region and exported to others.

“While in the field, farmers usually lack Internet connection and cannot reach information. This is why Tierra Digital was especially designed to make 80% of its content available offline, so that every farmer can have immediate access to information which may come in handy while in the field examining the crops.”

Benjamin Robles Sanchez, Adama Marketing and development Latin America
From China Forward

Our quest at the beginning of our partnership with ChemChina five years ago was to become the only integrated Global-China company in the crop protection sector. Since then we have moved towards realizing this strategic vision across many markets and products.
The efficiencies we are achieving through the integration of manufacturing, formulation and logistics with our operations in China, are enabling us to provide better and more effective crop protection solutions to our customers in China and throughout the world, contributing to global sustainability at the same time.

The crucial foothold Adama is gaining in Jiangsu Province, the center of China’s agrochemical industry, is strategic in enabling us to serve as a bridge between China and other markets.

Spraytop® 250SL (Paraquat) in Australia

Methomex (Methomyl) 20SL in Colombia

Parazone® 3SL (Paraquat) in USA
Significant Strides in China Presence and Integration

- **New Facilities for Adama China Hub**
  - **New R&D center in Nanjing** – Fully operational at 2016 and becoming an integral and important part of Adama’s global R&D infrastructure, accelerating the introduction of advanced products into our portfolio
  - **Global formulation and packaging center in Huai’An** – State-of-the-art facility in advanced construction, to become our China operational hub. This will form a robust launch-pad for our differentiated offering for both the China and global market, bringing us closer to Asian markets

- **Commercial Build-up Relies on People**
  - Dozens of new sales colleagues recruited in China
  - Direct and increasing presence in 19 provinces
  - Adama-branded sales in China doubled year-over-year

- **Increased Product Availability**
  - Chinese Sanonda products are being registered globally, increasing the variety of solutions available to our customers around the world

China Presence Increases Flexibility & Efficiency

- **China operations will optimize China and global**
  - Manufacturing, inventories and logistics
  - Shorter global supply lines
  - Improved customer service with faster delivery
  - Decreased global inventory days will result in working capital reduction and lower funding costs
  - Decreased shipping costs compared to existing routes via Israel
Governance & Ethics
Corporate Governance

Board Composition (as of end of 2015)

- Adama’s board of directors consists of 9 directors.
- There are three independent directors (including two external directors)
- There are four directors with accounting and financial expertise, one woman, four directors with Israeli citizenship and five with Chinese citizenship.
- Five directors were appointed by ChemChina, and two directors were appointed by Koor. Two external directors were appointed by the Board of Directors (one upon the recommendation of CNAC and one upon the recommendation of Koor).
- The positions of chairman and CEO are held by two different people from among the members of the Group, and none of Adama’s employees is a member of the board of directors.
- The board is composed of three members between the ages of 30-50, and six members over the age of 50.

Board Committees

The Adama Board of Directors maintains three standing committees to assist in discharging its oversight responsibilities:

- **Audit Committee** - Responsible for supervising all the Group’s activities and ensuring that they are conducted in compliance with all the legal provisions.
- **Financial Statements Review Committee** - Responsible for considering and making recommendations to the Board regarding financial statements. The Financial Statements Review committee currently consists of an independent director and two external directors.
- **Remuneration Committee** – Responsible for approving and making recommendations regarding the remuneration of the senior management members based on the adopted remuneration policy which regulates the remuneration of the senior management members.

“We are deeply committed to ethical conduct and governance structures which serve as the foundation for earning our stakeholders’ trust. We are focused on addressing concerns around integrity, fairness, reliability, transparency, and responsibility. These are standards that we believe are essential for our long-term success and serve as the basis for our operations”.

Michal Arlosoroff, SVP, General Legal Counsel, Company Secretary & CSR Officer
Internal Auditor

Mr. Yehoshua Hazenfratz, CPA, serves as Adama’s internal auditor. Mr. Hazenfratz was appointed as the internal auditor after his qualifications and experience thoroughly vetted. The internal auditor’s audit plan is an annual plan that is derived from a multi-year work plan. The scope of the internal auditor’s service is determined by the Audit Committee based on the audit plan that is approved by the Board of Directors.

In 2015, the number of internal audit work hours at Adama and our subsidiaries totaled 3,059 hours.

The scope of the work is set according to the needs of the audit plan and is not limited by the Company.

Number of internal audit hours performed regarding operations:
- In Israel - 2,115
- Outside of Israel - 944

Memberships

Adama is an active member of various organizations. We hold membership in the chambers of commerce of a number of countries in which we operate. In Israel, we are a member of: Ma’ala, a non-profit CSR standards-setting organization, the Publicly Traded Companies Association and in all the Manufacturers Association committees relevant to environmental protection issues including the Hazardous Substances Committee, the Industrial Sewage Committee, and the Air and Global Warming Committee.

In addition, we are members of the Israel Export Institute, the Chamber of Commerce of Beer Sheva and the Negev, the Israel-America Chamber of Commerce, and the Tel Aviv-Jaffa Chamber of Commerce.

Around the world we hold membership in the AIPPI (International Association for the Protection of Intellectual Property), the Chamber of Commerce of Latin America, the Chamber of Commerce of Africa, the Asociacion Mexicana de la Industria Fitosanii (the Mexican Plant Protection Industry Association), ECPA (EUROPEAN Crop Protection Association), RAC’s (Resistance Action Committee) and other relevant industrial and commerce associations. Adama recognizes the importance of participating in both international and local committees, as part of the joint global sectorial and cross sectorial efforts to achieve improvement in industry-related issues. Taking part in such committees allows Adama to create a dialogue and share the knowledge with other industry members, as well as governmental and non-governmental organizations for the benefit of all stakeholders.
China Buildup

On September 13, 2016 the board of Hubei Sanonda Co. Ltd ("Sanonda") approved the acquisition of the entire share capital of Adama by Sanonda, in exchange for allotment of shares in Sanonda to Adama’s shareholders. Accordingly, and subject to the closing of the Transaction, Adama will become a wholly owned subsidiary of Sanonda, with China National Agrochemical Corporation ("CNAC") maintaining its control.

As we reported, our organizational structure is expected to remain unchanged. The operations in China will become Adama’s eighth commercial cluster. We estimate that the completion of the Transaction and the business combination with Sanonda, while continuing our rapid establishment of the commercial and operational infrastructure in China, will assist us in realizing our strategy in China, including the acceleration of our growth in China and outside it.

Risk Management

Adama utilizes a comprehensive risk management methodology that is designed to maximize financial returns for its stakeholders, despite the unavoidable risks and uncertainties of the business environment. This methodology includes an initial mapping of the risks relating to the Group’s activities, an in-depth analysis of the potential impact on the Group, and preparing strategies for coping with each risk category.

Click here to read more about the risks: Financial Report 2015, page 84-97
Our Commitment to Ethical Business Behavior

At Adama, we always strive to be ethical in our internal and external dealings, and to be a socially responsible, trusted company that is driven by corporate ethics and legal compliance.

Accordingly, we have put in place the following infrastructure to help ensure these goals are met.

The Ethics Officer

To ensure ethical behavior throughout the Group, we have appointed an Ethics Officer, Michal Arlosoroff, to handle ethics-related issues in a professional and confidential manner. Processes established by the Ethics Officer aim to make it easy for employees to seek advice or counseling regarding any ethical questions, dilemmas or complaints, and to ensure that all queries are handled.
At Adama, ethics is an integral part of everything we do. Accordingly, Our Company’s Code of ethics is the blueprint by which we ensure ethical practices and integrity, we outline our commitment to our employees what are the employees’ responsibilities towards the company, our business ethics, community relations, and the components of appropriate behavior. It provides information that helps us work fairly and honestly when dealing with government authorities, suppliers, customers, competitors, our employees, and the community.

The company’s code of ethics was reviewed and amended by the board of directors on November 2014.

The process of implementing the code of ethics began in 2009 under the supervision of our Chief Legal Advisor.

As part of the process, printed copies were distributed to all employees, training sessions were held, and questions on ethical behavior have been added to employee performance reviews.

On August 2012, the board of directors and the audit committee approved the expansion of the code of ethics by expanding on two items in the existing code:

- A policy of zero tolerance for cases of bribery and corruption. The Code, which states that the company will not offer, give, nor receive any bribes, and will obey all the laws, regulations, and requirements relating to the fight against bribery and corruption.
- A policy prohibiting the use of inside information.

On August 7, 2014, the board of directors approved the adoption of an anti-bribery and anti-corruption compliance program. This is another crucial instrument in our corporate governance, in addition to the company’s code of ethics and the company’s anti-bribery and anti-corruption zero tolerance policy.
Ensuring Compliance through our Intra-net

In 2015 we launched an online database on our Intranet as part of the compliance program. This database includes our Code of Ethics, available in a variety of languages to accommodate the needs of our global employees. It also includes our anti-bribery and anti-trust programs, and a section of questions and answers where employees can find examples of day to day situations which raise ethical dilemmas.

In our 2015 performance review, employees were required to read and sign a confirmation that they are committed to this program.

Political Donations

We do not use funds nor resources to support any political candidate or party. We recognize the rights of our employees to participate in the political process, provided they make it clear that they do not represent Adama nor use Adama time, property, or equipment in the process.

Training Statistics

The company also holds antitrust training. This training is assigned to all employees who have interactions with competitors. Additionally, we hold anti-bribery training for all employees (except for plant employees).

No. of trained employees

The goal for 2016 is to train all employees in accordance with the Company’s policy, i.e. Anti-trust for 1517 employees, and anti-bribery for 2669 employees.
Chapter 3.
Our People
We, at Adama, enable our employees to evolve and work in a business environment that offers them many opportunities. We enable them to identify with a meaningful common goal, and provide them a clear ethical framework, as well as a supportive working environment.

Simply is the way we want to interact and communicate with each other – open, pragmatic, and straightforward.

Grow is the ultimate goal for every employee to progress on a personal and professional level and help the company to prosper.

Together is a call to work for the same goals across countries, functions and hierarchies.

“The single most important competitive advantage of the company is our people. We want to attract and keep the best people, as well as develop today tomorrow’s best business leaders”

Mody Benaiah, VP, Human Resources
## ADAMA Employees in Numbers

<table>
<thead>
<tr>
<th>Year</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011</td>
<td>4,072</td>
</tr>
<tr>
<td>2012</td>
<td>4,508</td>
</tr>
<tr>
<td>2013</td>
<td>4,564</td>
</tr>
<tr>
<td>2014</td>
<td>4,791</td>
</tr>
<tr>
<td>2015</td>
<td>4,864</td>
</tr>
</tbody>
</table>

### Employees by Department

<table>
<thead>
<tr>
<th>Department</th>
<th>December 31, 2015</th>
<th>December 31, 2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Production</td>
<td>1,946</td>
<td>1,967</td>
</tr>
<tr>
<td>R&amp;D</td>
<td>232</td>
<td>238</td>
</tr>
<tr>
<td>Sales &amp; Registration</td>
<td>2,236</td>
<td>2,082</td>
</tr>
<tr>
<td>Management &amp; Administration</td>
<td>450</td>
<td>504</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>4,864</strong></td>
<td><strong>4,791</strong></td>
</tr>
</tbody>
</table>
### Employees Distribution by Region

<table>
<thead>
<tr>
<th>Region</th>
<th>December 31, 2015</th>
<th>December 31, 2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Israel</td>
<td>1,298</td>
<td>1,329</td>
</tr>
<tr>
<td>Latin America</td>
<td>1,139</td>
<td>1,160</td>
</tr>
<tr>
<td>Europe</td>
<td>1,043</td>
<td>1,003</td>
</tr>
<tr>
<td>Africa, Middle East and India (Excluding Israel)</td>
<td>670</td>
<td>643</td>
</tr>
<tr>
<td>North America</td>
<td>391</td>
<td>370</td>
</tr>
<tr>
<td>Asia Pacific</td>
<td>323</td>
<td>286</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>4,864</strong></td>
<td><strong>4,791</strong></td>
</tr>
</tbody>
</table>

Does not include employees of companies which are treated according to the book value method.

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Click here to learn more: Financial Report 2015, page 57
Fair Employment

The employment conditions are established in collective agreements, personal contracts, and other arrangements in accordance with the relevant laws in the various countries of our operations. In many cases, Adama has established employment procedures and policies above and beyond the standards required by law.
Minimum Wage

Adama complies with all relevant labor and employment laws in all countries of activity, including the payment of required minimum wage or above.

Fair Remuneration

Adama provides its employees all the benefits required by law and in many cases, it even goes 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 of our terms and conditions versus the market in each country.

This is especially important during the process of global wage increases. The survey focuses on parallel or similar industries in Israel and around the world. Our goal is to provide remuneration that is equivalent to those in local markets, or surpasses them.

The benefits provided to Adama employees in Israel include health insurance, loss of working capacity insurance, allocations to savings plans and pension funds, etc.

Freedom of Association

Adama recognizes the right of its employees 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 our employees’ freedom of association, and we continue to support the process of collective negotiations and protect the rights of employees.

Approximately 36% of our employees are represented by collective agreements which generally cover pay rates, working hours, other terms and conditions of employment, certain employee benefits, and orderly settlement of labor disputes.

Human Rights

Adama is committed to protecting the human rights of all its employees. We place great importance on this value and view it as a cornerstone of our activities.
Contract Employees

Contract employees are hired to implement special seasonal projects by filling temporary job vacancies.

In 2015, 1,600 contract employees were hired, primarily in plants (in India, Israel and Brazil) and in accordance with seasonal requirements.

In Israel, 5% of our contractor employees, became Adama employees in 2015.

Full-Time vs. Part-Time Employees

At the end of 2015, 99% of our employees were working in full-time positions.

Permanent vs. Temporary Employees

Adama prefers to employ its personnel on a permanent rather than a temporary basis. Thus, the vast majority of employees receive a full salary and benefits. At the end of 2015, 95% of the company’s personnel were permanent employees.
We employ approximately 4,900 people in over 45 countries. Our employee population reflects the diverse richness of many cultures around the globe. We believe that diversity in thought and culture will drive the creativity and innovation necessary for our company to maintain a competitive advantage in the global marketplace.

ADAMA Code of Ethics
"Adama supports the provision of equal opportunities and without discrimination in hiring, compensation, access to training, promotion, termination, or retirement of all its employees and candidates for employment, with no distinction nor discrimination on any basis, including gender, race, sexual orientation, religion, nationality, age, disability, marital status, union membership or political affiliation."

ADAMA Code of Ethics.

Employment of Women

Adama places great importance on encouraging the employment of women for jobs 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 employees to balance their work hours and family time. We also enable employees to do some of their work from home.

Ratio of Women 2010-2015

<table>
<thead>
<tr>
<th>Year</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011</td>
<td>25%</td>
</tr>
<tr>
<td>2012</td>
<td>25%</td>
</tr>
<tr>
<td>2013</td>
<td>25%</td>
</tr>
<tr>
<td>2014</td>
<td>26%</td>
</tr>
<tr>
<td>2015</td>
<td>26%</td>
</tr>
</tbody>
</table>
Age Diversity

At Adama, the age of employees 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.

Anti-Harassment Policy

Adama has a zero-tolerance policy for discriminatory, harmful, harassing, or humiliating behavior toward employees, irrespective of religion, gender, race, nationality, age, or disabilities. We have established a clear policy against harassment, and we conduct training sessions to ensure employees act with the requisite respect towards one another.

We place great importance on this matter and handle any complaint with immediate attention and the utmost seriousness, in accordance with the applicable laws, the relevant agreements, and the company’s Code of Ethics.
At the center of it all are our people. Our success depends on them, their engagement, talent, innovation, and desire to continue to learn and grow. We believe that the key to attracting and retaining the best people is to make their experience with us the best it can be.

“I want Adama to be known for having the most innovative employee experience. I want this company to be an organization that attracts the best people, builds amazing teams, transforms how work is done, and changes the world.”

Mody Benaiah, VP, Human Resources
Employee Engagement Survey

To identify how we can leverage on the positive aspects of our employee experience, and improve on the areas that require attention, we conducted an employee engagement survey in 2013.

Survey Results

The anonymous survey explored a wide range of topics across six dimensions:

- Tasks and resources
- Work environment
- Company practices
- Rewards and recognition
- Professional growth opportunities
- Interaction and empowerment

The survey revealed that our employees are highly engaged and have a strong commitment to the company. Overall, the results exceed the AgChem industry average, and only four out of 17 topics were perceived less favorably and required attention.

The results of the latest survey, conducted in August 2016, are expected to be available for internal review by the end of 2016.

As a result of the 2013 survey we decided to focus our efforts on three areas:

1. Career development
2. Internal mobility
3. Leadership

Career Development

Adama is a global company whose employees can pursue fulfilling and long-term careers within the organization. The company is committed to investing continually in the personal and professional development of its employees so as to provide them with the knowledge and abilities that will help them to succeed in their present role, while preparing them for the next step in their career.

Accordingly, we launched a new ‘Career Development Portal’ that supports our employees with a range of career tools, materials, and guidance.
Internal Mobility

“Every kind of mobility, whether it is cross functional - to broaden skill sets, vertical - to take on new responsibilities, or even geographical, enables our employees to grow by providing them with enriching and challenging experiences,”

Michal Rozenkrantz, Head of HR Israel HQ and HRBP IMA, IDR.

Successful internal mobility involves several parties, namely: the employee, the manager, and the HR department. The HR department publishes all applicable jobs on the internal career portal, to encourage employees to be active participants in their professional development and enable them to grow within the organization. In 2015, 40% of the open jobs were filled by employees, as compared with 33% in 2014.

Leadership

The HR department is continually working with the management team to formulate a more systematic process for developing tomorrow’s leadership. Over the past few years, we have been formulating a leadership model that describes the abilities and behaviors that are characteristic of a successful manager in the company. This model will serve as the basis for the screening and hiring process of senior personnel. The model also drives the contents of the various management development programs as well as planning a succession plan, and manager evaluations.
Performance Reviews

The Company provides a variety of channels for employees to develop themselves personally and professionally, as well as to have their opinions and concerns affect the organization as a whole.

At Adama there is an annual performance review process. A computerized and standardized system is one of the methods we use to establish transparency throughout the company. This helps us to ensure that the objectives of management are communicated effectively to employees. This system also constitutes a channel for feedback from employees to directors and managers.

The performance review process is a key component of employee development and provides employees an opportunity to:

- Discuss job performance
- Set goals for professional development
- Discuss expectations and accomplishments

The internal review process also contributes to how employees are awarded and compensated for their achievements and their performance.
The Company provides a variety of channels for employees to develop themselves personally and professionally, as well as to have their opinions and concerns affect the organization as a whole.

The “Make it Simple” Competition

At Adama, we understand that often the most creative and innovative ideas and solutions to our greatest challenges come from our people in the field—who see and solve our most pressing problems first. Accordingly, to tap into, promote, and reward that creativity, Adama established annual innovation competition.

This competition, called “Make It Simple,” solicits the best ideas from employees across the company.

The goal is to identify the creative ways that an employee or team has come up with to improve a process in such areas as marketing, strategy, regulatory affairs, safety, and more.

Many ideas have been submitted since the competition launched several years ago, and even though every year only one team walks away with the prize, the entire organization benefits from an exciting competition that uncovers great innovations, and collaborative and passionate work.

All the ideas are captured and preserved online on the company Intranet, so that other departments can also learn from the many innovative ideas.
General Assembly

Adama managers and leaders from around the world gather annually to meet and strategize. The General Assembly sessions revolve around future planning, regional challenges and successes, and involve workshops on various topics. This event also serves as an opportunity for employees from Adama’s offices from across the globe to share ideas and connect.

Social Media – Yammer

Improving employee engagement also means tapping into new kinds of communication and collaboration tools. Towards this end, Adama implemented the Yammer corporate social network.

Through Yammer, employees can launch and engage in discussions involving all levels of the organization, upload news and updates from the field and plants, and connect with management members. Yammer groups enable professional discussions across the organization and bring together employees from around the world working on similar challenges. This allows and encourages effective knowledge sharing.

Periodically, Adama employees are invited to participate in a “YamJam” session where the CEO and the management team are available on-line to answer questions ranging from the company’s financial performance to organizational changes. Employees are invited to send in questions before the event or post them live.

At the end of 2015 we had 3,381 employees on Yammer and in 76 active working groups.
Health & Safety

“ADAMA is committed to providing a safe work environment to its employees, and strictly follows all relevant law provisions to protect the health of its employees. To ensure a safe work environment, we implement a relevant and tailored safety program in each of our facilities.”

ADAMA Code of Ethics
The health, safety, and wellbeing of our employees is our top priority and is at the center of our commitment to our employees. While important in all facilities, this goal is especially important for production sites, where the potential for accidents, exposure to hazardous materials, and erroneous use of equipment, is higher than average.

Our approach to safety includes:

- Conducting risk assessments during the initial phases of activity
- Focusing on organizational and human factors in safety management
- Providing continuous employee awareness and training about prevention and protection systems

We strictly adhere to all laws of safety and health in the workplace, and practice thorough, structured, and professional safety management.
Performance

We pay special attention to the prevention of incidents related to the exposure to chemicals. Accordingly, internal indices were developed and are monitored carefully. Adama aims to broaden the data reported on this topic in future reports.

Safety Analysis

As part of our ongoing pursuit of safety improvement, we measure and monitor all existing processes, and perform an in-depth analysis of each incident or “near-miss.” This analysis helps us learn from each incident so that we can be better prepared to prevent similar occurrences in the future.

* Rates calculated per total hours worked (according to Occupational Safety and Health Administration (OSHA) guidance)
** The information above includes data from production & formulation sites only.
As part of our efforts to reduce the occurrence of health and safety related incidents, an Incident Management system will be implemented in 2016. The system will enable us to improve the quality and update of safety performance data, so that we may:

- Support the global operations division in reducing the potential business risk derived from safety issues, as well as reduce related cost
- Monitor, control, and improve safety performance
- Gain full control of the overall process of: reporting, investigating, and implementing corrective actions
- Supporting the CSR annual report as part of the reporting to external agencies
- Prepare for potential regulations

The system will be implemented in 2016 in Israel, South America, and the US. In 2017 it will be implemented in Europe.

During the year we hold seminars, training and exercises, and refresh procedures in our plants all over the world to increase awareness and strengthen employees’ personal commitment to safety. For example, during 2014 the annual Safety Week event was launched in Israel and India.
Israel

Our annual Safety Week event includes:
- Fire fighting
  - Actual training
  - Safety Videos
- Hazardous materials (Handling, Storage, Labeling, Transportation)
- Safety in laboratories
- Careful driving
- PPE (Personal Protective Equipment)
- Environmental issues and their relation to safety

Over 700 Adama employees in Israel participated in the above activities. We intend to continue this activity on a yearly basis and to bring it to other facilities as part of our commitment to health and zero incidents.

India

In India, more than 150 employees participated in Safety Week during March 2015. The activity in India included:
- Fire drill
- PPE’s (Personal Protective Equipment) display and training
- SCBA (Self-contained breathing apparatus) Set wearing competition

Some see gloves - We see commitment
Health

Periodic Tests

To ensure the health of our employees, we perform a number of tests in accordance with the country’s specific regulation. These may include blood and urine tests to determine whether employees have been exposed to high levels of a particular substance.

In addition, in Israel, we also conduct periodic tests at all our plants, to determine the level of harmful substances that may be present in each work area.

Healthy Life Style

As part of the company’s policy to encourage physical activity and a healthy lifestyle among its employees, the company promotes the following:

1. Holding lectures and meetings with a nutritionist in the dining room, where employees can find a variety of nutritious meals
2. Serving fruits and vegetables during the work day in Israel
3. Employees can utilize the fitness room in the mornings and evenings
4. Employee teams participate in the local league of workplace sports, such as basketball, bowling, mini-soccer, running, and others.

In 2015 the company offered a program to employees in the Israeli plants to help them stop smoking. We intend to offer more such programs in 2016.
Chapter 4.
Environment
Striving for the Best

We are committed to minimizing the environmental impact of all our processes and products, while optimizing the use of natural resources.

“Adama fully recognizes the importance of protecting the environment and invests considerable resources, efforts, and attention in continually improving the safety of its facilities. The company is committed to acting in accordance with the provisions of the applicable laws, regulations, and permits in matters pertaining to safety and protection of the environment.”

Adama Code of ethics
Investing in Environmental Facilities

Adama takes action to prevent or mitigate environmental risks and to reduce the environmental effects that could occur from our activities. Furthermore, we invest extensive resources to fulfill the legal provisions that are, and expected to be, imposed upon us.

In 2015 two new Thermal Oxidizers were launched in ADAMA-Agan in Ashdod. These two oxidizers are part of a bigger project that aims to reduce emissions and mitigate the potential of odor nuisances from routine activities in ADAMA-Agan. Besides the installation of the Thermal Oxidizers, further actions were taken such as the enclosure of open spaces, and ventilating these enclosures through Activated Carbon beds.

At the same time a new Thermal Oxidizer was implemented in ADAMA-Makhteshim in Neot-Hovav. The emissions from these three Thermal Oxidizers meet the most stringent European standards.

We intend to continue investing in environmental protection, as much as is required and beyond. We also aim to use the best available technology in reducing our environmental footprint.
Reducing Environmental Impact

Adama measures and reports on the environmental impact of its activity in terms of energy consumption, emissions, water consumption, wastewater, and waste. This process allows us to manage these parameters in order to achieve reductions and improvement, and to keep our stakeholders informed and updated on relevant information.

Energy Consumption

The transition to cleaner energy consumption is part of Adama’s long-term goal to reduce our impact on the environment. Most of the energy we use, and the associated GHG emissions, result from our production processes.

In recent years, our plants in Israel have started using natural gas. Using natural gas significantly reduces emissions of air pollutants and greenhouse gas emissions.

The total energy consumption is presented in the following graph.

**Energy Consumption (Tj) 2013 - 2015**

- 2013: 3,313
- 2014: 3,272
- 2015: 3,312

The level of consumption is kept constant, although the three Thermal Oxidizers started working on 2015, which normally would increase consumption.
Clearly, water is essential for sustaining life. However, this valuable resource is distributed unevenly throughout the world, is often used wastefully, and is polluted. By developing and promoting solutions to support efficient and responsible water consumption, Adama is committed to conserving one of the most crucial of all raw materials.

As part of our efforts, a desalination facility was implemented in ADAMA- Makhteshim Neot Hovav site, which is responsible for the desalination and reuse of approximately 40% of the plant’s wastewater. The following graph presents the reduction in fresh water use across the various plants:

**Water Consumption (m3) 2011-2015**

2011: 4,326,122
2012: 3,715,150
2013: 3,616,837
2014: 3,521,101
2015: 3,517,081
Air Quality

The Company’s sites are subject to atmospheric emissions regulation, whether by virtue of the terms provided in the business licenses or under the Clean Air Law in Israel and the relevant local regulations in all areas of activity. The Company invests extensive resources to mitigate and prevent the environmental impacts of its plants on air quality.

Among the measures that have been taken:

- Installing on line monitoring systems in Adama-Makhteshim facilities in Neot Hovav, to continuously monitor and measure the presence of certain pollutants in the emissions from various stacks.
- Regular stack testing to examine the functioning of other stacks at the Adama Makhteshim site and Adama Agan site.
- Operating high efficiency thermal oxidizers to oxidize volatile organic pollutants from gas emissions at the production facilities in Ramat Hovav and Ashdod.
- All Thermal Oxidizers are equipped with CEM (Continuous Emission Monitoring) systems allowing on-line analysis of pollutants such as: NOx, SOx, PM, TOC.
- Installing absorption and adsorption systems to purify gases containing pollutants and odors emitted by various sources at Adama Agan & Adama Makhteshim Neot Hovav site.
- Operating high efficiency thermal oxidizers to oxidize volatile organic pollutants from gas emissions at the production facilities in Ramat Hovav and Ashdod.
The slight increase in the CO₂ emission in 2015 is due to change in the fuel mix and the entry to full activity of the new 3 Thermal Oxidizers.

### Total CO₂ Emission (tonne) 2011-2015

<table>
<thead>
<tr>
<th>Year</th>
<th>Emission (tonne)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011</td>
<td>409,190</td>
</tr>
<tr>
<td>2012</td>
<td>420,234</td>
</tr>
<tr>
<td>2013</td>
<td>407,544</td>
</tr>
<tr>
<td>2014</td>
<td>383,051</td>
</tr>
<tr>
<td>2015</td>
<td>386,773</td>
</tr>
</tbody>
</table>

### Effluents

Adama invests significant resources to ensure compliance with the environmental protection laws that apply to the company regarding treatment of industrial wastewater, in an effort to minimize the hazards to the environment and the effect that may ensue as a result of the company’s operations. Industrial effluents are generated in the production processes of the company’s products, and are treated in different ways according to the conditions and circumstances at the site and according to the relevant business licenses.

70% decrease in the amount of specific TOC load in 2015 versus 2011. The decrease is due to continuous improvements & modifications in our Waste Water Treatment facilities in Poland and Israel.

### Total TOC Discharged (tonne) 2011-2015

<table>
<thead>
<tr>
<th>Year</th>
<th>Discharged (tonne)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011</td>
<td>712</td>
</tr>
<tr>
<td>2012</td>
<td>620</td>
</tr>
<tr>
<td>2013</td>
<td>397</td>
</tr>
<tr>
<td>2014</td>
<td>302</td>
</tr>
<tr>
<td>2015</td>
<td>201</td>
</tr>
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</table>
Adama considers waste to be a significant component in creating negative environmental impact, and views the efforts to reduce it as vital to mitigating its environmental impact.

**Our guiding principles include:**

- Prevention of waste generation improving chemical yields and various physical separations
- Reuse of various waste streams
- Increase internal incineration of waste streams
- Reusing packaging materials (Drums, IBC’s)

In addition, a new automated machine was installed in Adama-Agan enabling to increase the no. of packaging which can be recycled.

### Specific Hazardous Waste Discharged (kg/tonne)* 2011-2015

<table>
<thead>
<tr>
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<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>37.6</td>
<td>44</td>
<td>41.2</td>
<td>45.3</td>
<td>49.9</td>
</tr>
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</table>

* kg per tonne of transferred product

All waste streams are sent to authorized sites/companies which have further treatment capacities like incineration, solidification etc.
Local Initiatives

Product packaging is a major component of the environmental footprint for many products. Furthermore, the packages of crop protection products are considered hazardous materials in many countries, thus making their recycling an essential component in mitigating environmental impact. Adama facilities in Colombia, Australia, and Israel are taking steps such as cooperative ventures in packaging recycling and innovative packaging, to reduce the environmental impact and improve recycling rates.

Columbia

Adama Colombia is cooperating with a nonprofit organization called “Clean Fields,” which recycles every year 600 tonnes of materials including plastic bottles, containers, paper bags, and cardboard boxes.

We also participate in a variety of community programs. One of the projects is the construction of a bridge made of three tonnes of recycled packaging materials, which helps children in the community to cross a river each day on their way to school.

Australia

Adama Australia is participating in a recycling project that turns containers into useful materials such as garden furniture, watering hoses, and street signs. Adama does this by using recyclable containers or those that can be used for repackaging.

Israel

At Agan we have created a package that is made entirely of plastic, including the cap, making it easier to recycle the cans (in one process) in the destination country. For the most part, the plastic cans are sealed with an aluminum cap to keep the bottles sealed tightly. Recycling in such cases requires two separate types of collection and treating both the plastic and the aluminum.

UK - Water Aware Application

In the UK Adama uses smartphone application, which forecasts the risk of movement of selected crop protection products from soil to water courses, as based on prevailing and predicted weather conditions, soil moisture deficit, and soil texture. The app is designed to act as a decision support tool for those who are applying crop protection. The application runs a series of algorithms to alert the user of potential risk of pollution based on the current and forecast weather and soil conditions. It also combines a user-friendly check list of operational conditions designed to reduce the risk of pollution at the time of application.
Chapter 5.

Community Policy
Our Community
“Adama is deeply committed to the improvement and advancement of the community within which it conducts its business. We donate to social organizations and run programs to support the furthering of education. Adama’s activity for the benefit of the community is accomplished with the involvement of employees and assimilating values of social and corporate responsibility, promoting excellence in industry and education, sensitivity and involvement in local communities in which the Company operates.”

Adama Code of Ethics.
Community Policy

Allocation of Financial Resources

Adama donates significant funds to programs that promote education and encourage excellence among children and teenagers. We provide scholarships to outstanding students, purchase medical equipment, support welfare institutions, and more. Allocations are budgeted in a focused manner to promote specific objectives.

In 2014 the Company donated an amount of approx. USD 2,036 thousand of which approx. USD 1,449 thousand in Israel.

In 2015 the Company donated an amount of approximately $1.5 million, of which approximately $1.3 million in Israel.

More than 100 Non-profit organizations received assistance

Establishing Partnerships

Adama collaborates with the local educational authorities, institutions, and organizations with the aim of providing students with a wide range of enrichment programs on culture, arts, and the environment. These programs are created jointly by the company and the entities it supports.

The activities are supervised by Adama and the supported entity, and monitored regularly to assess their effectiveness in achieving their goals.
In 2014 - 2015 we contributed more than 5,000 volunteer hours

Involving Employees and Their Children

At the initiative of the company and with its encouragement, many of our employees volunteer in various programs, such as the one aimed at helping new immigrants, educating and encouraging excellence in teenagers, and promoting social welfare.

Through these programs our employees donate their time, and sometimes their money as well. Adama also cultivates the values of giving and caring among the children of our employees by engaging them in service to the community during the summer break.
Adama in Israel

In Israel we have community oriented projects primarily in three cities: Ashdod, Beer Sheba, and Lod, with education as the chief focus. Specifically, our projects are about encouraging young minds to excel in the areas of agriculture and chemistry. These projects reflect our commitment to improving the quality of life for our employees, their families, neighbors, and friends.

Promoting Chemistry Studies

Developing Excellence in Chemistry among Israeli High School Students

Adama takes part in two unique high school programs that aim to develop excellence in the study of chemistry. As part of the program, top performing students in the 9th and 10th grades can enroll in studies leading to an undergraduate degree in chemistry at a local university.

Scholarships

With the aim of nurturing excellence in chemistry at the university level, Adama awards scholarships to exceptional students in the Chemistry and Chemical Engineering departments of Ben-Gurion University.
Promoting Agricultural Studies

For over ten years Adama has initiated numerous projects focusing on educating the community about environmental sustainability. These projects place emphasis on the development of commitment, responsibility and awareness of environmental sustainability among the young generation.

The Scientific Incubator: “Spreading Seeds of Science”

As one of our core values is connecting the community to agricultural values, we focus our community activities on promoting knowledge in this area. Thus, in collaboration with the Education Ministry and the local government, we have identified the need for developing agricultural research farms for the purpose of advancing practical experience in this field. Accordingly, we have launched a flagship program called “Spreading the Seeds of Science.”

Several research farms are currently being used to educate and advance agricultural knowledge.
Ecological Gardens

The Ecological Gardens Project takes place in the cities of Lod, Ashdod, and Beer Sheva through collaboration between Adama and nonprofit organizations that provide pedagogical training to students and teachers.

The garden provides a wealth of educational, value-oriented learning opportunities, such as group formation processes. It also imparts the values of teamwork, and helps participants develop skills, responsibility, perseverance, activism, patience, attentiveness, self-discipline, productivity, and more.

There are weekly workshops that include hands-on and theoretical learning, as well as training sessions for teachers. Furthermore, students are trained in working the land, gardening, planning and building the garden, composting, irrigation, sowing/planting, and regular maintenance.

This initiative contributes to thousands of children each year by expanding and deepening their knowledge of the environment, and encourages research and learning outside the classroom about the urban nature that surrounds them. Moreover, Adama’s contribution does not consist solely of imparting scientific knowledge, but also entails enhancing the children’s motivation and sense of capability.

“Our aim is to make agriculture accessible and exciting for students, in the hope that they come to appreciate its importance to the world and its future, and maybe even to choose a career in the field. The plants in the experiments grow, of course, but it’s the students themselves who experience the most growth. It is so exciting and rewarding to see it unfold and be a part of it.”

Rachel Levi, Adama’s Community Relations Manager
Instituto ADAMA

For the purpose of coordinating and supervising social activities, Adama Brazil established the Instituto ADAMA in 2007.

In 2007 we also launched the Londrina venture with the aim of providing young people from challenging social environments a safe haven for learning and participating in sports. Since it began, the institute has grown and in 2015 it moved into a bigger center with better teaching facilities that reach more people. Today it offers almost 15,000 training places.

The institute holds sport, music, dance, and drama schools, a toy library, and a good citizenship program.

“The music program provides young people with a vital preparation for adult life, teaching them discipline, patience, and reasoning. The dance and theatre courses support psychological, cognitive, and motor skill development.”

Denise Caldeirao, Social Responsibility Coordinator Brazil.
Adama India is also very much involved in the community, focusing on public health, sanitation, and education.

**Water Treatment Plants**

As part of Adama India’s activity, we have collaborated with the local administrative authorities in building two water treatment plants. The Adama sales team has worked with the local government authorities and supported the building of the infrastructure and technology for providing “treated safe drinking water” in the Marampalli village, near Tadepalligudem, in Andhra Pradesh.
Chapter 6.
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<td>Date of most recent report</td>
<td>2012-2013</td>
<td></td>
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<tr>
<td>G4-31</td>
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<td>5</td>
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<tr>
<td>G4-32</td>
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<td>5, 6-8, 100</td>
<td></td>
</tr>
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<td>48-49</td>
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<td>Whether the chair of the board is also an executive officer</td>
<td>48</td>
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<tr>
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<td>22, 23 Financial Report 2015</td>
<td>✔</td>
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<td></td>
<td></td>
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<tr>
<td>G4-EN3</td>
<td>“Energy consumption (Scope 1 + 2)”</td>
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<td>✔</td>
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<td>✔</td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
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<td>NOx, SOx and other emissions</td>
<td>84-85</td>
<td>✔</td>
</tr>
<tr>
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<td></td>
<td></td>
<td></td>
</tr>
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<td>Hazardous waste</td>
<td>86</td>
<td>✔</td>
</tr>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
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<td>None</td>
<td>✔</td>
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<tr>
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<td></td>
<td></td>
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<tr>
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<td>✔</td>
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### Sub-Category: Labor Practices & Decent Work
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#### Aspect: A2:E84-discrimination

| G4-HR3 | Incidents of discrimination | None | |

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| G4-SO1 | Local community engagement, impact assessments and development programs | 92-99 | ○ |

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| G4-SO4 | Communications and training on anti-corruption | 53 | ○ |
| G4-SO5 | Confirmed incidents of corruption | None | |
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<tr>
<td>G4-SO8</td>
<td>Fines for non-compliance with laws</td>
<td>None</td>
<td></td>
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</table>

### Sub-category: Product Responsibility

#### Aspect: Customer Health & Safety

| G4-PR1 | Health and safety impact assessments of products and services | By law |
| G4-PR2 | Non-compliance concerning the health and safety impacts of products and services | None |

#### Aspect: Product & Service Labeling

| G4-PR3 | Product and service information required for labeling | For every product |
| G4-PR4 | Non-compliance with regulations concerning product and service labeling | None |

#### Aspect: Marketing & Communications

| G4-PR7 | Non-compliance with regulations concerning marketing communications | None |

#### Aspect: Customer Privacy

| G4-PR8 | Complaints regarding breaches of customer privacy and losses of customer data | None |

#### Aspect: Product Compliance

| G4-PR9 | Fines for non-compliance with laws and regulations concerning products and services | None |