ADAMA ESG Report 2024

Listen ▸ Learn ▸ Deliver

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Introduction

Message from
ADAMA's President and CEO

2024 was a challenging year for ADAMA and the entire crop protection industry. Yet through it all, sustainability remained a central focus of our efforts.

Few experience the effects of climate change, more directly than farmers. Droughts, floods, and unpredictable weather put their crops and their livelihoods at risk. As a company dedicated to supporting agriculture, we know we need to address climate change to make sure farmers can keep farming for generations to come. That is why we are focused on lowering our environmental footprint, creating more sustainable crop protection solutions, and working side by side with farmers to help them succeed.

Our Value Innovation strategy is built on listening to farmers, understanding their challenges, and delivering solutions that enhance both profitability and sustainability. By combining advanced formulation technologies with a strong portfolio of active ingredients, we help farmers maximize efficiency, improve crop performance and reduce environmental impact. And we know that sustainability has to make financial sense. If sustainable solutions don't also drive profitability, they won't be adopted at scale. That's why we focus on delivering solutions that help farmers protect natural resources while also seeing a strong return on investment.

We are also focused on minimizing our own operational environmental footprint. ADAMA has clear targets for reducing greenhouse gas (GHG) emissions, using less water, and increasing hazardous waste recycling at our manufacturing sites. These efforts are part of our broader strategy to drive continuous improvement, invest in cleaner technologies, and embed sustainability into every aspect of our operations. A great example of this is our new chlor-alkali facility, which uses advanced membrane cell technology to produce chlorine up to 40% more efficiently, eliminating mercury use and making our operations safer and more sustainable.

Transparency and accountability are central to how we operate. Our 2024 ESG Report reflects this commitment, sharing our progress openly including both successes and areas where we still have work to do. But transparency is not just about reporting, it is about how we work every day. Clear communication, strong ethics, and accountability are central to our culture, and we believe openness is key to building trust and driving real, lasting change in agriculture.

I invite you to take a look at this report to see how we are making progress, and our commitment to a more sustainable future. Thank you for your partnership, by working together, we can build a more resilient and responsible future for farming.

Gaël Hili

President and CEO

ADAMA

About This Report

This report is the 2024 Environmental, Social and Governance Report ("ESG Report") for ADAMA Ltd ('we', 'our'), also referred to as 'ADAMA' or 'the company' in this report. Unless otherwise specified, the information and data presented pertain to activities within this scope.

This ESG report references the Global Reporting Initiative (GRI) and the Sustainability Accounting Standards Board (SASB) through content index tables to meet external stakeholder expectations on transparency.

The disclosures and performance data presented in this report cover ADAMA's globally owned and operated facilities and assets for the fiscal year 2024, corresponding to the period between January 1, 2024 through December 31, 2024.

More detailed information about KPIs, changes in KPI definitions, reporting periods and data collection processes, accounting methodologies, and any restatements are presented in the "Internal data collection and controls" section and throughout the document. ADAMA has conducted both internal reviews and third-party verifications to ensure the accuracy and reliability of the data presented. While the company has a high level of confidence in all published figures and practices, this document may contain generalizations, inaccuracies, errors or omissions. Any forward-looking statements reflect the company's current intentions but are subject to change due to various factors. In the event of any discrepancies between this report and the company's publicly available financial statements, the information in the financial statements should be considered the definitive source.

As part of ADAMA's commitment to open dialogue, we welcome any feedback or comments from the various stakeholders. Should you have any questions, please contact us at: Noa.Shine@adama.com

Internal data collection and controls

ADAMA has established internal processes and related controls for reporting non-financial information. These internal controls are designed to ensure the reliability of the company's non-financial reporting, and the fair presentation of the information published in this report. All internal controls, no matter how well designed, have inherent limitations and may not prevent or detect misstatements. Due to rounding of key performance indicators numbers, there may be slight discrepancies in the reconciliation of figures presented in this report.

ADAMA corporate functions including but not limited to HSE (Health, Safety & Environment), HR (Human Resources), Legal and Compliance are responsible for data collection, consolidation, and quality control. Each function has its own reporting processes, systems, and SOPs. Functions report on selected KPIs for inclusion in the ESG Report once a year. Data is reviewed and approved by each function before submission and consolidation in the report. Additional data quality reviews are also conducted by the ESG team before data is submitted for external assurance. ADAMA's ESG Report is reviewed by its Board of Directors before publication.

External assurance

ADAMA seeks external assurance for the selected non-financial information published in this ESG Report.

External assurance provides external and internal stakeholders with additional confidence that the data disclosed by ADAMA is reliable, accurate, and relevant. KPMG Israel, an independent assurance provider, issued a limited assurance opinion on ADAMA's selected non-financial performance indicators disclosed in Annex.

About ADAMA

ADAMA is a leading global crop protection company, providing solutions to combat weeds, insects and disease, so farmers can do what they do best: feed the world.

ADAMA's Story & Culture

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

Today, ADAMA is a member of the Syngenta Group, one of the world's biggest agricultural technology companies, with roots going back more than 250 years. As ADAMA grew over the years, from a local manufacturer of active ingredients to a global leader in the crop protection industry, the company has become more diverse with people who bring different experiences to the table. Throughout this transformation ADAMA remained connected to a deeply ingrained core set of values, a guiding purpose, and a shared understanding of what leadership means.

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

The company accomplishes this by staying true to its brand promise:

Listen > Learn > Deliver

With a straightforward, get-it-done attitude, ADAMA listens to its employees, customers, partners, and other stakeholders, learns from their experience, and delivers solutions to combat weeds, insects, and diseases in countries around the world.
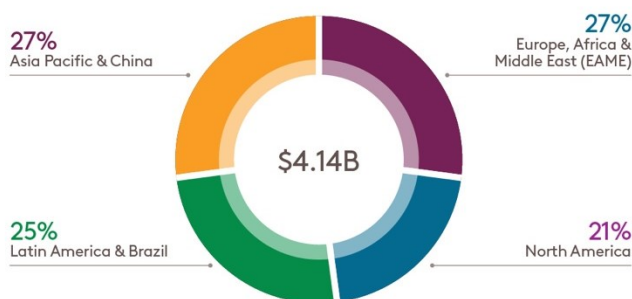
ADAMA's industry-leading portfolio of hundreds of Active Ingredients form the building blocks for its extensive crop protection offerings. This, together with state-of-the-art R&D, manufacturing, synthesis, and formulation facilities, enables ADAMA to deliver innovative products powered by the company's proprietary, advanced Formulation Technology platforms.

ADAMA's leading Active Ingredient platform, coupled with its formulation technologies, are at the center of the company's product sustainability strategy, enabling the company to quickly bring to market superior products that improve crop yields while limiting their environmental impact, supporting soil health, and safeguarding natural resources.

Direct presence in all top **20** markets

5 ADAMA's top markets: Brazil, USA, China, India, Australia

$4.14B 2024 sales

21 synthesis and formulation facilities worldwide

2 backward integrated production hubs in Israel & China

4 state-of-the-art R&D centers

>300 Active Ingredients, building blocks for differentiated offering

5 leading crop segments: soybean, cereals, F&V, cotton, corn

>7,800 employees

A member of Syngenta Group

2024 Sales in %

- 27% Asia Pacific & China
- 27% Europe, Africa & Middle East (EAME)
- $4.14B
- 25% Latin America & Brazil
- 21% North America

ADAMA's Purpose

Creating Simplicity in Agriculture. ADAMA understands that farming is complex and full of challenges. ADAMA works together with farmers, agronomists, distributors, and the wider farming community to find ways to simplify it. This is how ADAMA stands behind its purpose of creating simplicity in agriculture.

ADAMA's Values

ADAMA's values and purpose are part of its DNA, and they serve as a compass that guides our behavior.

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

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

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

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

Sustainability at ADAMA

ADAMA's Materiality Assessment

In 2023, ADAMA evaluated and updated its materiality research using industry practices, analyzing SASB sectoral materiality topics and the EcoVadis questionnaire.

ADAMA's baseline for materiality is the extensive research conducted in 2019-2020 among its employees, farmers, retailers, and consultants in 13 of the markets in which ADAMA operates. The purpose of the study was to listen and gather insights, expectations, and trends from these main stakeholder groups to deepen understanding and gain insights into ADAMA's products, perceived added value, and brand.

Through this process, ADAMA identified seven material sustainability topics that serve as the organizing guidance of this report:

1. Products – sustainability, quality, high efficiency, safety, and innovation
2. Environmental sustainability – climate risks and opportunities management, environmental compliance, hazardous and toxic material management, and environmental management
3. Responsible supply chain
4. Farmers' empowerment – information, tools, and technology
5. Ethical business conduct
6. Employees – DEI, empowerment and development
7. Community relations and employee engagement

In 2024, ADAMA conducted a double materiality assessment (DMA) aligned with the European Sustainability Reporting Standards (ESRS) in preparation for the upcoming reporting requirements. The results of this assessment will be made available at a later stage.

ADAMA's Approach to Sustainability

At ADAMA, the approach to sustainability mirrors the way the company tackles most things in its business: results driven, humble in style, and focused on simplifying the complex challenges farmers face every day.

ADAMA is committed to delivering the products and technologies needed to support regenerative and sustainable farming practices, priorities that are increasingly important to growers and consumers around the world. To ensure strong crop yields while protecting the health of soil, water, and other natural resources, farmers need safe and effective solutions that both protect and stimulate their crops.

Meeting this need is part of ADAMA's responsibility. The company continuous to develop new solutions to address increasingly complex agronomic challenges, and it produces and delivers them with the lowest possible impact on people and the environment. This is made possible through ADAMA's extensive Active Ingredient platform of sustainably leading molecules, its proprietary

formulation technologies, and a dedicated offering of biological products that support farmers in an Integrated Pest Management (IPM) approach.

Practical sustainability also guides ADAMA's own operation. The company invests in what matters most: reducing its carbon footprint, minimizing waste, and using water more efficiently. The company is equally committed to worker safety and workplace diversity and inclusion, and to supporting the well-being of the communities where it operates.

Finally, ADAMA is embedding sustainability into its daily work culture—making it a measure of success across teams and a key focus of its internal sustainability network. A practical approach, for a practical company.

ADAMA's Sustainability Governance

Sustainability at ADAMA is governed at multiple levels, ensuring strategic oversight and operational execution. The Board of Directors approves the annual ESG report, reflecting ADAMA's commitment to transparency and accountability. The Chief Executive Officer (CEO) oversees global sustainability activities, directing the Head of Communication, Sustainability & Transformation Delivery, who sets the company's sustainability direction, identifies targets in collaboration with relevant functions, supports global and local initiatives, and monitors overall progress. The Corporate ESG and Social Responsibility Manager tracks sustainability performance, promotes local initiatives and community engagement, publishes the annual sustainability report, and supports responses to selected ESG ratings. Additionally, ADAMA's Sustainability Network, composed of representatives from all regions and global functions, plays a key role in developing, implementing, and communicating sustainability initiatives across the company.

In addition, as part of Syngenta Group, ADAMA's Head of Communication, Sustainability & Transformation Delivery is a member of the Group's Sustainability Leadership team, leads the design and supports the adoption of Group-wide sustainability strategy and targets. For more information on sustainability governance at Syngenta Group refer to Syngenta Group ESG Report.

ADAMA's Stakeholders

ADAMA's business and sustainability strategy is informed by an ongoing dialogue with the company's key stakeholders as it continuously Listens, Learns, and Delivers. Sustainable agriculture is too important, and too complex, for one business to lead the agenda alone. Therefore, ADAMA places great emphasis on stakeholder interaction, to ensure that its actions toward sustainability meet their needs.

Key stakeholder group	ADAMA's commitment and main channels of communication	Stakeholder main areas of interest
Farmers and Channel Partners	ADAMA invests time, energy, and resources to be its customers' number one partner of choice. The company develops and produces high-quality, effective, and safe products that answer the pressing needs of growers around the world to protect their crops and enhance the sustainability of their farming practices. ADAMA's local technical and agronomic teams provide expert advice to growers, advisors, and retailers to ensure they use the most effective solutions available and apply ADAMA products in a safe and sustainable way. ADAMA works in partnership with its channel partners to deliver products on time, so that growers have them available when needed most. ADAMA also places a premium on making it easy to do business with, striving to be responsive and agile, so that distributors and retailers can focus on supporting their customers - the farmers.	• Product efficiency and safety • Fair pricing • Product sustainability - supporting sustainable agriculture
ADAMA's People	By actively listening and seeking additional opportunities to hear ADAMA's people, the company seeks to improve as a company. In addition to ongoing dialogue, ADAMA implements periodic engagement surveys, and a "360° Assessment" of managers. The company actively involves its people in formulating initiatives to improve their safety and well-being; The company holds regular meetings with managers and uses internal communication channels to invite its employees to give feedback and share suggestions.	• Safe and healthy work environment, culture • Work-life balance • Learning and development, career opportunities
Communities	ADAMA applies its listening approach to the communities it operates in and builds personal, lasting relationships with the company's partners. With each collaboration that it initiates or engages in, ADAMA takes time in advance to understand the needs of those involved, whether they are local authorities, welfare departments, NGOs, or other local organizations. ADAMA continues conducting an ongoing dialogue with these partners throughout the year.	• Community resilience • Employee volunteering • Community initiatives • Environmental compliance
Suppliers	ADAMA is in continuous contact and dialogue with its suppliers, who are the company's business partners. Together both explore opportunities for innovation and improvement and promote mutual business success.	• Material quality and safety • Innovative materials • Ethical business conduct

		• Human rights • Environmental compliance • Terms of payment
Regulators and Government Authorities	ADAMA keeps an open, direct, and transparent dialogue with relevant regulators. ADAMA makes sure to present its position on relevant issues and seek dialogue.	• Ethical business conduct • Environmental compliance
ADAMA's Shareholders and Investors	ADAMA communicates and holds meetings with investors, shareholders, and bondholders.	• Periodic financial filings • Financial press releases and other news of financial importance • Online roadshows

Industry Memberships

ADAMA recognizes the importance of participating in international and local committees and organizations to achieve improvement in industry-related issues. This activity allows the company to create a dialogue and share knowledge with other industry members and with governmental and non-governmental organizations, to benefit all stakeholders. ADAMA believes that the ability of farmers to meet the needs of a growing global population while using fewer natural resources and reducing greenhouse gas emissions depends on collaboration across the agricultural community. ADAMA is therefore pleased to work with various industry organizations, to help the company integrate sustainability in the business.

- CropLife
- China Crop Protection Industry Association (CCPIA)
- The Manufacturers' Association of Israel (MAI)
- China Petroleum and Chemical Industry Federation (CPCIF)
- MAALA (CSR in Israel) – the International Association for the Protection of Intellectual Property (AIPPI)

Innovation in Agriculture

Topic description

The crop protection market is rapidly evolving, driven by global trends that demand both innovation and adaptability. Growers today face numerous challenges, including tighter profit margins, increasing agronomic complexities and a more stringent regulatory environment. Compounding these pressures is the slowdown in new molecule development, which increases the need for solutions that maximize the effectiveness of existing Active Ingredients.

Growers require innovative, high-quality products that address these challenges while delivering strong returns on investment. They need tools that boost productivity, enhance sustainability and simplify farm operations – all tailored to their unique needs. ADAMA's Value Innovation strategy is specifically designed to meet these demands.

Management approach

Value Innovation is a comprehensive strategy for delivering value at every step. From working with channel partners to drive shared success to providing training, product knowledge, and superior customer service, ADAMA ensures a responsive, cost-effective supply that meets growers' needs while enhancing farm efficiency and environmental stewardship.

ADAMA's strategy is designed to support farmers by maximizing their productivity without compromising economic viability. By emphasizing differentiated products powered by proprietary formulation technologies, ADAMA delivers tangible benefits such as rainfastness, improved leaf penetration, and ease of use – all contributing to increased profitability and sustainable farming practices.

Recognizing that sustainability must align with economic realities, ADAMA continues to invest significant resources in developing proprietary, advanced **Formulation Technology platforms** to optimize the performance of existing molecules. This approach enables the creation of innovative, cost-effective solutions that help farmers achieve both productivity and economic goals in an environmentally sustainable way.

Some examples of ADAMA's leading formulation technologies:

- **T.O.V.® Technology:** This oil-based formulation technology combines a contact fungicide with systemic Active Ingredients dissolved in oil, enhancing rainfastness and penetration. It delivers a user-friendly liquid pre-mix for broad-spectrum disease control and robust long-term management. Additionally, over 50% of the non-active ingredients in these formulations are derived from renewable resources.

- **Sesgama® Technology:** Built on a unique polymeric surfactant, this platform creates high-load suspensions with excellent stability, reduces packaging waste and minimizes environmental impact while improving usability by preventing nozzle clogging.

- **Asorbital® Technology:** Optimizing penetration into cereal leaves, this solubilizing system optimizes Active Ingredient uptake and efficacy, ensuring long-lasting protection and targeted delivery.

- **Desidro® Technology:** Used in the production of molluscicide products, this technology ensures superior pellet attractiveness – making the bait more appealing to slugs and snails - and maintains pellet integrity, helping the pellets withstand moisture and handling without breaking down.

- **Ayalon technology:** A proprietary technology developed for enhanced biological efficacy of water-based formulations. This technology improves spreading, rain fastness, and penetration, ensuring superior performance while reducing reliance on organic solvents for a more sustainable solution.

Increased Use of Biodegradable Components

ADAMA is dedicated to incorporating biodegradable and renewable materials into its formulations to promote sustainability, improve agronomic efficiency, and ensure safe handling.

Over **50%** of the co-formulants used in the company's recent launches of oil-based products are already biodegradable. ADAMA aims to extend this approach across the entire pipeline of oil-based products.

In parallel, our innovative water-based formulation technologies reflect our ongoing efforts to transition toward more efficient water-based solutions, reducing reliance on conventional organic solvents.

Complementary technologies

In addition to advancing formulations technologies, ADAMA integrates **biological solutions** and **AgTech** to complement its portfolio and further support farmers in achieving sustainable agriculture. Through **biological solutions**, ADAMA invests in biocontrol and biostimulants that enhance soil and plant health, improve nutrient uptake and stress tolerance, and reduce chemical load, providing farmers with effective, environmentally friendly alternatives. At the same time, ADAMA embraces **AgTech**, taking a customer-focused, tech-neutral approach by collaborating with local AgTech companies to deliver tailored solutions that optimize agricultural productivity and sustainability.

Stewardship and Responsible Use of ADAMA Products

ADAMA is committed to the responsible and ethical management of its products throughout their lifecycle, ensuring the safety of farmers, the public, and the environment. Through a variety of programs promoting good agricultural practices, ADAMA helps farmers use crop protection products safely and effectively, reducing risks of improper handling and ensuring compliance with residue requirements to protect people and the environment.

Additionally, ADAMA plays a key role in CropLife Europe's AgriGuide initiative, leading efforts to digitize product labels for safe and sustainable usage of crop protection products. This initiative aims to digitize all product labels in the EU-27 in the coming years.

Environment
Chapter

ADAMA, as a global agrochemical company serving the agricultural sector, actively promotes environmental sustainability as part of the company's dual commitment to supporting food production and protecting the planet's ecosystems. Acknowledging the critical impact of climate challenges on the end users – farmers – ADAMA places a strong focus on reducing greenhouse gas emissions. ADAMA also prioritizes the wellbeing of neighboring communities by safeguarding air quality and water resources. Efforts to reduce the use of natural resources and minimize waste include implementing energy-efficient manufacturing processes, transitioning to renewable energy sources, adopting advanced water-saving technologies and ensuring the safe treatment and disposal of chemical byproducts. Through these rigorous measures, ADAMA works to reduce its ecological footprint and promote more sustainable practices. At the same time, ADAMA aims to empower farmers with practical guidance and innovative solutions that align productivity with environmental stewardship, demonstrating leadership in building a more sustainable future for agriculture.

Environmental Management Infrastructure

Topic description

At ADAMA, promoting environmental sustainability is imperative given the urgent challenges posed by climate change and the increasing expectations of the company's stakeholders. The global need to mitigate environmental impact alongside adapting to the emerging risks, demands that ADAMA lead with innovative, sustainable solutions grounded in clear, comprehensive methodologies and standards, ensuring compliance with both global and local regulations across all operations.

Management approach

ADAMA takes a comprehensive, methodical approach to monitoring its environmental impact and mitigating risks, from raw material sourcing to production, transportation and product application. ADAMA's Health, Safety and Environment (HSE) Policy outlines this approach, enabling the company to continuously improve its performance while focusing efforts on mitigating its environmental footprint.

ADAMA'S HSE policy was crafted through engagement with farmers, employees, surrounding communities, environmental organizations, regulators, and other stakeholders. By listening carefully to their input, ADAMA gained insight into their expectations. ADAMA also adopted innovative technologies and approaches that enable it to effectively manage and reduce the company's environmental impact.

ADAMA is dedicated to managing climate and environmental impacts in alignment with internationally recognized standards. The company adheres to frameworks such as ISO 14001 for environmental management systems and continuously implements internal standards across its operations. Through these measures, ADAMA systematically identifies, monitors, and reduces its

environmental impact while fostering a culture of continuous improvement. This approach underscores ADAMA's commitment to responsible resource management, climate action, and compliance with global environmental regulations, while also supporting broader sustainability goals.

ADAMA conducts environmental self-assessments based on seven internal standards and performs cross-site audits of several of them. During 2024, six ADAMA production sites were audited by certified internal auditors, each lasting between three to five days.

To track progress and drive improvement, ADAMA has set the following 2030 targets:

• Reduce Scope 1 and 2 carbon emissions by **20%** from 2024 baseline

• Decrease water consumption by **5%** from 2024 baseline

• Achieve **75%** reuse and recycling of hazardous waste

Learning and Improving

ADAMA addresses every environmental impact incident with the utmost care, investing in lessons learned and targeted training to pursue a zero-incident goal. Furthermore, ADAMA has developed a detailed, systematic method within its Management System for investigating and reporting environmental incidents. This method includes processes to identify the root causes and implement technical solutions that mitigate the issues and to prevent future occurrences.

Fostering Environmental Community Engagement

ADAMA actively engages with communities living near its manufacturing sites to develop projects that minimize potential nuisances. At its production plants, ADAMA hosts regular community dialogues to listen to and address public concerns. This proactive approach fosters strong relationships, aligns interests, enhances mutual understanding, and promotes joint action for shared benefits.

Key performance indicators

As of December 2024, **65%** of ADAMA's production sites are ISO 14001 certified.

Environmental compliance indicators	2023	2024
Significant environmental fines (million USD)	0	0[1]
Significant environmental incidents	1	0

[1] In 2024, the company received one environmental fine in the amount of $4,000.

As a testament to ADAMA's ongoing efforts to improve environmental management and internal learning, ADAMA recorded zero significant environmental incidents in 2024.

Investing in environmental initiatives

Key environmental projects ADAMA invested in during 2024:

- Wastewater treatment plant upgrade (MCW-NH, Israel)
- Thermal air emission systems (MCW-NH and Agan site in Israel)
- Soil and groundwater remediation (Agan, Israel; Taquari, Brazil; and MCW-BS, Israel)

During the last two years, 221M USD were invested in environmental upgrades.

Investments and expenditures in environmental initiatives (million USD)	2023	2024
Capital investment	46	45
Operating expenditure	65	65

Climate Change and GHG Emissions

Topic description

Climate change is one of the most pressing global challenges, with its impacts already evident through irregularity of weather patterns, increased frequency of extreme weather events and accelerating environmental degradation. By reducing greenhouse gas (GHG) emissions, conserving resources, and adopting eco-friendly practices, ADAMA not only addresses the critical climate crisis but also upholds its responsibility to stakeholders who expect balancing growth with environmental stewardship.

Management approach

ADAMA is committed to reducing its environmental impact through a comprehensive approach to GHG management. The company first measured Scope 1 (i.e., direct emissions from owned or controlled sources) and Scope 2 (i.e., indirect emissions from the generation of purchased energy) emissions to gain a clear understanding of its direct and indirect emissions from energy consumption.

This data provided a foundation for setting realistic reduction targets aligned with global climate goals.

Following the 2015 Paris agreement, ADAMA committed to mitigating its Scope 1 and 2 GHG emissions. To ensure progress, ADAMA set **the 2030 target to reduce Scope 1 and 2 carbon emissions by 20% based on the 2024 baseline**.

Building on this foundation, ADAMA is now focusing on the measurement of Scope 3 emissions, which include indirect emissions across its value chain, focusing on suppliers. By addressing all three Scopes, ADAMA aims to enhance the company's strategies to achieve meaningful and sustainable reductions in carbon footprint.

Ongoing activities to meet Scope 1 and 2 GHG reduction goals:

- Implementing new efficient energy initiatives
- Utilizing hydrogen to power the air treatment system, reducing fossil fuel use. As a zero-GHG fuel with three times the energy density of natural gas, ADAMA is expanding hydrogen use from the new electrolysis plant at MCW-NH site to replace natural gas in thermal oxidizers.
- Lowering the thermal oxidizer temperature at the MCW NH site from 1,100°C to 950°C to reduce energy consumption.
- Generating electricity and steam from renewable resources (solar, water and biomass) across multiple locations
- Transitioning to electric vehicles
- Adjusting the product portfolio to prioritize lower-energy-consuming products.

Key performance indicators

To measure GHG emissions, ADAMA uses the Greenhouse Gas Protocol Corporate Accounting and Reporting Standard for Scope 1, 2, and 3 emissions calculations. The calculation includes GHG emissions from the company's manufacturing sites (fuels, electricity and heat consumption, refrigerants, biological wastewater treatment and defused emissions) as well as GHG emissions generated by the company's car fleet.

Hydrogen is considered as a zero GHG emission energy source, and biomass is regarded as carbon neutral. As such, neither is included in ADAMA's direct energy use calculations. All of ADAMA's coal use is derived from Sanonda, China.

Total Scope 1,2[1] Greenhouse Gas emissions and intensity	2023	2024
Scope 1,2 GHG Emissions (thousand tonnes of CO_2e)	1,215	1,201
Scope 1,2 GHG intensity (tonne CO_2e/ USD million sales)	261	290
Scope 1,2 GHG intensity (tonne CO_2e/tonne production)	1.12	1.06
Total Scope 1 emissions (thousand tonnes of CO_2e)	345	303

of which on-site fuels	333	293
of which company vehicles	11	10
Total Scope 2 emissions (thousand tonnes of CO_2e)	885	898
Indirect energy	885	898

[1] *Does not include Lycored*

Chlorine and Active Ingredient production accounts for **95%** of Scope 1 and 2 emissions at ADAMA.

In 2024, ADAMA's Scope 1 emissions decreased by **12%** compared to 2023, while Scope 2 emissions increased by **1%**. Overall, Scope 1 and 2 GHG emissions decreased by **1%**. This positive change reflects the transition from fossil fuel-based energy to energy generated from a diverse mix of sources, including renewable energy. In addition, as part of the company's efforts to reduce fuel consumption in the company's fleet, in 2024 ADAMA operated 160 electric-powered company vehicles in Israel, resulting in an annual saving of about 135,000 liters of gasoline. ADAMA takes pride in this reduction of Scope 1 emissions, presenting its commitment to shift away from fossil fuels.

Scope 1 and 2 emissions sales-based intensity increased by **11%**, primarily due to a decline in crop protection product prices, which led to lower revenue. Production-based Scope 1 and 2 emissions intensity decreased by **5%**, mainly due to the start of operations at the new energy-efficient chloralkali facility in MCW-NH, Israel.

Since 2015, ADAMA achieved a significant reduction in Scope 1 and 2 emissions, due to its commitment and energy management. The company initially set a goal to cut Scope 1 and 2 emissions by more than **50%** by 2030, using 2015 as the baseline. However, this target did not account for ADAMA's Chinese sites, which were integrated into the business at a later stage.

By 2024, ADAMA had already achieved a 44% reduction in Scope 1 and 2 emissions outside of China, from the 2015 baseline. To reach the final target while incorporating the Chinese entities, the company now aims to **further reduce total Scope 1 and 2 emissions by 20% (including Chinese sites) by 2030**, using 2024 as the new baseline.

Working to Reduce Environmental Impact throughout the Value Chain

In 2020, ADAMA initiated the measurement of Scope 3 carbon emissions across its supply chain, uncovering that these emissions dominate the company's GHG profile, with purchased goods and services (Category 1) accounting for approximately **75%** of corporate emissions. A similar Scope 3 emission ratio was calculated during 2024. ADAMA is currently refining its Scope 3 calculations to ensure accurate disclosure of its findings.

Energy Use

Topic description

Reducing energy use is essential for ADAMA as it directly impacts both operational efficiency and environmental sustainability. Lower energy consumption leads to significant cost savings, enhancing profitability and competitiveness in a market where margins are often tight. Additionally, reducing energy usage minimizes GHG emissions, helping ADAMA to meet regulatory requirements and align with global climate goals.

Management approach

ADAMA manages its energy programs with a strong focus on reducing energy consumption through efficiency measures, accelerating the transition to carbon-free fuels, expanding renewable energy use, adopting lower-carbon vehicles and continuously exploring innovative technologies and solutions to meet the company's energy needs.

To further decrease energy use, ADAMA focuses on reducing electricity demand by replacing inefficient electrical units (e.g. motors, compressors, and lighting) with high-efficiency alternatives. The company is also electrifying forklifts and private vehicles at its production and marketing sites, shifting to LED lighting, and upgrading energy-inefficient equipment, such as medium to large motors. ADAMA has a designated budget to support such environmental initiatives.

Key performance indicators

ADAMA measures its efforts to reduce energy consumption by tracking energy source data and aligning performance with key performance indicators (KPIs) to ensure progress and accountability.

Breakdown of total energy consumption by source (%)	2023	2024
Purchased electricity	48%	50%
Purchased steam	15%	15%
Fuel consumption	37%	35%

Energy consumption and intensity	2023	2024
Total energy consumption (TJ)	10,425	10,470
Total energy intensity (TJ/ million USD revenues)	2.25	2.52
Total energy intensity (GJ/ tonne production)	9.6	9.2

Total direct energy (TJ) – Scope 1 fuel consumption	3,810	3,685
Coal (TJ)	2,662	2,463
Natural gas (TJ)	950	950
Fuel oil (TJ)	78	45
Diesel (TJ)	30	23
LPG (TJ)	22	16
Other fossil fuels (TJ)	68	188[1]
Total indirect energy (TJ) - Scope 2 purchased energy	6,615	6,785
Electricity (TJ)	5,035	5,179
Steam (TJ)	1,580	1,606
Total carbon free energy (TJ) [2]	**1,025**	**1,394**
Carbon free energy ratio (%)	**10%**	**13%**

[1] *Including fuel substitutes, biomass (wood) and hydrogen*

[2] *Including electricity from renewable sources, biomass and hydrogen*

In 2024, total energy use remained stable, while production-based energy intensity declined by **4%**. This reduction was primarily driven by improved energy efficiency of the new chloralkali production process in MCW-NH.

In contrast, sales-based energy intensity increased by **12%**, mainly due to a decline in crop protection product prices, which resulted in lower revenue.

Total carbon-free energy use increased by **36%**, largely due to the renewable energy mix of electricity generation at multiple territories, ADAMA's internal renewable electricity generation (primarily from photovoltaic systems), and the utilization of biomass and hydrogen.

It is important to note that ADAMA's total energy consumption tends to show only minor year-over-year fluctuations, as a baseline level of energy is consistently required for essential operations such as cooling, heating, and ecological processes - regardless of production output.

Air Quality

Topic description

Air emissions from chemical manufacturing may contain substances that could negatively impact both people and the environment. ADAMA is committed to safeguarding the health and safety of its employees and all individuals potentially affected by its activities.

Management approach

ADAMA invests extensive resources into mitigating air emissions at its production plants, and meeting and exceeding air quality standards. ADAMA acknowledges the importance of disclosing particulate matter (PM) and volatile organic compound (VOC) emissions due to their impact on public health.

Key performance indicators

Air Quality (tonnes)	2023	2024
Particulate matter	34	25
NOx emissions	162	67
SOx emissions	44	25
VOC emissions	108	89

Particulate matter (PM) emissions, which stem from both fossil fuel combustion and production of solid products, saw a notable reduction in 2024 of **26%**. During 2024, ADAMA installed and upgraded PM control measures (e.g. bag filters) which contributed to the decrease in PM emission.

In 2024 ADAMA achieved a **43%** reduction in sulfur oxides (SOx) emissions and a **58%** reduction in nitrogen oxides (NOx) emissions. The reduction of these emissions is closely linked to fossil fuel combustion. The decrease in 2024 is largely attributed to the reduction in coal consumption for steam and electricity generation at the Sanonda, China, site. This change aligns with the company's broader strategy to transition away from low-grade fossil fuels.

Volatile Organic Compound (VOC) emissions, which originate from ADAMA's production processes, are subject to strict regulations. To manage them, the company employs robust control technologies such as thermal oxidizers and carbon adsorption systems. The **18%** reduction in VOC emissions in 2024 is primarily due to lower production volumes and normal variability in the sampling method.

Across all areas of air quality, ADAMA is committed to going beyond compliance by actively reducing environmental risks through continuous improvement and investment in cleaner technologies.

Water Use
and Wastewater Discharge

Topic description

Managing water use is crucial for ADAMA as it is a vital resource for both industrial processes and agriculture. Efficient water management helps reduce costs by minimizing wastewater and lowering utility expenses, while also supporting sustainable operations that align with environmental regulations and corporate responsibility goals.

Water availability is crucial for economic development, particularly in rural areas where agriculture is the main source of livelihood. Treating wastewater ensures communities have access to safe drinking water, sanitation, and agriculture.

Reducing effluent loads is essential to minimize environmental pollution and protect local water bodies, which are vital for ecosystems, communities, and agriculture. High effluent volume and pollutants content can harm aquatic life, disrupt ecosystems, and pose health risks to nearby populations. By reducing effluent volumes and improving quality, ADAMA not only complies with environmental regulations but also improves operational efficiency and maintains a positive reputation.

Management approach

As outlined in ADAMA's HSE Policy, the company actively promotes environmental protection, including the responsible management of water and wastewater through its HSE management system. ADAMA regularly monitors site-level performance and works to drive continuous improvement. The company's manufacturing facilities consistently seek opportunities to optimize and where possible, reduce water use.

ADAMA has committed to **reducing its water consumption by 5% by 2030**, using 2024 as the baseline year. This target will be pursued through the development and promotion of solutions that support efficient and responsible water use.

ADAMA treats wastewater in accordance with environmental standards before discharging it back into the environment or reusing it in non-critical operations. Additionally, ADAMA conducts water audits and sets sustainability targets aimed at optimizing water use and minimizing the environmental impact of its discharges, ensuring a balance between operational requirements and resource conservation.

ADAMA operates multiple effluent treatment system using a multi-stage process that integrates physical, chemical, and biological technologies. Control measures include online monitoring, composite sampling, and impact assessments. For example, at the Agan site, effluents are discharged into the Mediterranean Sea, where the Israeli Oceanographic and Limnological Research Institute conducts biannual assessments to quantify their environmental impact. The findings are submitted directly to the Israeli Ministry of Environmental Protection. At the Sanonda site, the Yangtze River serves both as a water source and effluent discharge point. A dedicated monitoring

station equipped with multiple sensors continuously tracks effluent volume and quality, with real-time data transmitted to local water authorities to ensure compliance with the stringent local regulation. To date, no evidence has been found indicating any negative impact from operations at either the Agan or Sanonda sites on marine or aquatic life, or the surrounding environment.

ADAMA is committed to keeping its surrounding marine and freshwater environments healthy and clean and strives to curtail any discharges from its facilities. Reuse of wastewater, cooling water, and wash-water are the major practices ADAMA implements to achieve its goals.

Key performance indicators

ADAMA measures and monitors its efforts to reduce water withdrawal, water consumption, and effluents indicators by tracking data across water sources and wastewater discharges.

Water consumption and intensity	2023	2024
Total water consumption (cubic meter)	9,758,629	9,028,764
Water usage intensity (cubic meter/million USD revenues)	2,094	2,175

ADAMA had zero incidents of non-compliance associated with water quality permits (above permissible level).

Wastewater effluents	2023	2024
Total wastewater discharged (cubic meter)	7,270,658	7,139,405
Total wastewater reclaimed (cubic meter) [1]	156,000	336,500
TOC in effluents (tonnes)	177	117
COD in effluents (tonnes)	531	351
TSS in effluents (tonnes)	95	87

[1] Data only represents Makhteshim site

In 2024, ADAMA achieved a **7%** reduction in water consumption and a **2%** reduction in wastewater discharge. These improvements are mainly attributed to reduced steam generation at ADAMA's power plant in Sanonda, China, and enhanced performance of the desalination unit of effluents at MCW NH, Israel.

The continuous improvement in effluent quality is mainly attributed to enhanced performance of the biological wastewater treatment plants in China and Israel and a reduction in production loads.

ADAMA takes pride in the desalination unit operated at the Makhteshim site, located in the Neot Hovav industrial park in southern Israel, an arid zone facing significant water scarcity. The desalination of effluents allows ADAMA to reuse treated effluents instead of withdrawing fresh water from a public desalination plant located many kilometers away. The project reflects Adama's strong

commitment to reducing water consumption and highlights the dedicated managerial attention given to water conservation across the company's operations.

Waste Management

Topic description

Effective waste management can significantly reduce environmental impact, benefiting the environment and aligning with sustainable business practices. At ADAMA, the ambition is to maximize resource efficiency while reducing waste and minimizing the impact on the environment.

Management approach

ADAMA's production processes generate both hazardous and non-hazardous waste, which are treated in full compliance with local environmental protection laws. Waste handling is also a key focus in ADAMA's efforts to reduce environmental impact, and to that end ADAMA promotes diverse initiatives that implement a circular economy methodology. ADAMA promotes recycling, upcycling, and reuse projects aimed at extending the lifecycle of materials.

ADAMA has set a target to achieve a 75% reuse and recycling rate for hazardous waste by 2030.

Commitment to Extended Producer Responsibility (EPR)

ADAMA recognizes its responsibility across the entire lifecycle of its products and actively participates in post-consumption programs, both independently and in collaboration with third-party organizations. Examples include operating internal plastic recycling centers and adopting a technique to recover residual materials from drum bottoms to minimize waste.

In recent years, ADAMA has promoted an internal project to reduce virgin plastic use in its packaging through various strategies, including minimalist design. By optimizing packaging design to use fewer materials without compromising functionality or product safety, ADAMA also enhances transportation efficiency, Furthermore, the company is actively working to incorporate recycled plastic in the production of more of its containers.

Key performance indicators

ADAMA measures and monitors its hazardous and non-hazardous waste by treatment method, while closely tracking its waste management practices to ensure compliance and continuous improvement.

Hazardous and non-hazardous waste by Treatment	2023	2024

Total hazardous waste (tonnes) [1]	**153,220**	**145,203**
of which to landfill/incineration (tonnes)	52,506	44,005
of which to recycling (tonnes)	100,774	101,197
Percent of hazardous waste recycling	**66%**	**70%**
Total non-hazardous waste (tonnes)	**50,703**	**38,731**
of which to landfill/incineration	40,695	32,833
of which to recycling and reuse	10,008	5,898
Percent of non-hazardous waste recycling	**19.7%**	**15.2%**

[1] The hazardous materials handling data has been updated for 2023 to account for previously missing information identified during the 2024 data collection process.

Unlike energy consumption, waste generation is more directly correlated with production volumes. In 2024, the total amount of hazardous waste sent to landfill or incineration decreased by **16%**, primarily due to lower production levels and improvements in the sludge drying process at the Sanonda site. Most hazardous waste sent for reuse consists of solvents, while materials sent for recycling include chemicals used in the fertilizer and cement industries. Contaminated plastic packaging is recycled into construction-related plastic products. Overall, the hazardous waste recycling ratio improved to **70%**.

In addition, the decrease in non-hazardous waste is primarily due to a reduction in construction waste, following the completion of large-scale construction project related to the relocation of the Makhteshim Be'er Sheva site to Neot Hovav.

Soil and Groundwater Remediation

Topic description

Thorough monitoring and remediation of contaminated soil and groundwater is part of the company's commitment to responsible and sustainable operations by protecting ecosystems, and safeguarding community health.

Management approach

ADAMA continuously monitors groundwater quality at most of its production sites to ensure there is no leaching of chemicals into groundwater resources. At a few older facilities, pollutants have been identified in the soil and groundwater, prompting the company to actively implement remediation plans to eliminate potential risks.

Key performance indicators

- A new soil and groundwater remediation project was initiated in MCW-BS.
- In 2024, ADAMA continued the groundwater and soil gas remediation at its Agan site that had begun in 2022.
- ADAMA also continued its groundwater remediation activity at a nearby stormwater wetland at its Taquari, Brazil production plant.
- In Vigonovo, Italy, ADAMA has finalized the groundwater remediation process that started in 2006 and is currently awaiting final approval from the authorities.

People and Communities

Continuous Listening to ADAMA's People

Topic description

Creating a work environment and culture where employees feel free to speak up and participate in surveys is crucial for fostering transparency, trust, and collaboration, enabling organizations to identify areas for improvement and drive meaningful change.

Management approach

ADAMA has been listening to its employees for over a decade through organizational surveys. The insights ADAMA has received have enabled the company to learn more about its people's experience, as well as to better understand what is done well, what can be done better and the overall level of engagement. ADAMA's in-depth analysis of the survey results allows to fine-tune the company's efforts and deliver concrete and meaningful actions to create change across the organization.

Key performance indicators

In 2024, ADAMA enhanced its approach to employee feedback and organizational assessment by conducting two distinct surveys. The first was the Organizational Health Index (OHI), a comprehensive evaluation designed to gauge employees' perceptions of ADAMA's organizational effectiveness as part of the company's ongoing transformation process. This survey provided valuable insights into the company's strengths and areas for improvement from an internal perspective, with 5,991 employees contributing their thoughts and opinions.

Additionally, ADAMA participated in the Syngenta Group pulse survey, which included ten key questions aimed at measuring employee engagement. This concise yet powerful survey assessed critical factors such as employee satisfaction and the likelihood of recommending ADAMA as an employer to friends and colleagues. The pulse survey saw a strong response rate of over **67%**.

Both surveys were made accessible to employees across all levels, roles, and locations, ensuring a truly inclusive feedback process. The surveys were available in multiple languages and could be completed via desktop or mobile devices, maximizing participation opportunities.

These surveys reflect ADAMA's commitment to fostering an open dialogue with its employees and using data-driven insights to continually improve its organizational culture and effectiveness.

Following the OHI survey, ADAMA's management team identified key areas for cross-company behavioral changes. In response, a comprehensive skills and capabilities building program will be implemented in 2025. Additionally, each region conducted an analysis of their specific results and

shared these insights with their respective teams. Some regions took the initiative to develop targeted action plans to address areas requiring improvement.

The pulse survey results revealed progress in certain areas, such as decision-making, compared to the previous year. Considering previous findings, ADAMA placed greater emphasis on developing communication materials for managers, enabling them to more effectively cascade information about organizational changes and their implications to their teams.

ADAMA also designed a short pulse survey to gather feedback on its people's experience with the Global Onboarding Hub and to measure their overall satisfaction with their onboarding experience three months after joining ADAMA. The survey launched in Q2 of 2024 in seven languages, with more languages being added. By creating an environment where ADAMA's people feel heard and valued, the company fosters a strong culture, improves business outcomes and increases productivity.

Fair Employment

Topic description

Being a fair employer committed to protecting human rights, treating all employees with respect, and prohibiting any form of discrimination is essential for fostering an inclusive, equitable and safe workplace that values and upholds ethical standards.

Management approach

ADAMA is committed to creating an environment in which everyone is treated in a fair manner. ADAMA strives to support equal opportunities without discrimination in hiring, compensation, access to training, promotion, termination, or retirement for all its people and employee candidates. ADAMA neither distinguishes nor discriminates on any occasion on any basis, including gender, race, sexual orientation, religion, nationality, age, disability, marital status, union membership, or political affiliation. ADAMA is an active human rights supporter and fair employer. ADAMA complies with all relevant labor and employment laws in all countries in which the company is active, including the payment of the required minimum wage, or above. In many cases, ADAMA has established employment procedures and policies above and beyond the standards required by law. ADAMA sees compliance with the Code of Conduct and applicable laws as everyone's responsibility. The company invests great efforts in identifying and working with business partners who aspire to conduct their operations in a similar manner.

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

Human Rights

ADAMA is committed to protecting the human rights of all people. ADAMA places great importance on this value and views it as a cornerstone of its activities. ADAMA recognizes its responsibility to respect human rights throughout its operations and supply chain and is committed to upholding this responsibility. ADAMA will continue to review and improve its policies and practices to ensure that it is living up to its commitment to safeguarding human rights.

Freedom of Association

ADAMA recognizes the right of employees to join trade unions, conduct collective negotiations, and enjoy all the rights available to them through their membership in those unions. ADAMA has never restricted freedom of association and will continue to support the process of collective negotiations that cover pay rates, working hours, certain benefits, and other terms and conditions of employment.

Fair Remuneration

ADAMA provides its people with all the benefits required by law, and in many cases above the legal requirements. ADAMA defines criteria for salaries and benefits by conducting annual salary benchmarks, which help the company evaluate the standard for its terms and conditions versus the market in each country.

This is especially prominent during the process of Fair Employment, ADAMA's global annual compensation review process. The benchmark survey focuses on parallel or similar industries around the world. ADAMA aims to offer remuneration that matches or exceeds local market standards.

Anti-Harassment Policy

ADAMA maintains a zero-tolerance policy for discriminatory, harmful, harassing, or humiliating behavior toward its people, regardless of religion, gender, race, nationality, age, or disability. ADAMA conducts training sessions to ensure the requisite respect toward one another, as part of the Code of Conduct local training sessions. ADAMA places great importance on this matter and handles any complaint with immediate attention and the utmost seriousness. ADAMA complies fully with applicable laws, relevant agreements, and the company's Code of Conduct to ensure the well-being of its workforce.

ADAMA is committed to providing a safe work environment for all employees by:

• Enforcing anti-harassment policies to prevent discrimination and harassment

• Enforcing a strict anti-sexual harassment environment, including appointing a designated officer and taking preventive disciplinary actions against misconduct.

Key performance indicators

Employment	2023	2024
Total number of employees on payrolls	**8,872**	**7,819**
Europe, Africa & Middle East	2,487	2,245

North America	567	521
Latin America	1,417	1,193
Asia Pacific	4,401	3,860
Total number of full-time employees	**8,846**	**7,793**
Europe, Africa & Middle East	2,463	2,220
North America	567	521
Latin America	1,417	1,193
Asia Pacific	4,399	3,859
Total number of part-time employees	**26**	**26**
Europe, Africa & Middle East	24	25
North America	0	0
Latin America	0	0
Asia Pacific	2	1
Total number of temporary employees [(1)]	**17**	**16**
Europe, Africa & Middle East	0	0
North America	0	0
Latin America	17	16
Asia Pacific	0	0
Total rate of employee turnover [(2)]	**14.7%**	**19.3%**

[(1)] *Temporary employees have a temporary contract or are part of an apprenticeship program.*
[(2)] *The formula used for turnover rate calculation is based on monthly basis data of total leavers, including voluntary leavers, in relation to changes in workforce multiplied by possible working days.*

As part of ADAMA's Fight Forward transformation program, the company has implemented organizational changes to enhance efficiency, streamline operations, and strengthen long-term competitiveness. These changes have included workforce adjustments to better align the company's structure with evolving business needs. The overall turnover rate increased from **14.7%** to **19.3%** in 2024, driven by the previously referenced strategic workforce optimization initiatives.

Employees covered by collective bargaining agreements	2023	2024
Number of employees covered by collective bargaining agreements	1,383	1,205
Percentage of employees covered by collective bargaining agreements	15.6%	15.4%

As of 2024, 1,205 employees – representing **15.4%** of the total workforce – are covered by collective agreements.

Health, Safety and Welfare

Topic description

At ADAMA, safety is part of the company's culture and a key element in everything that it is doing. ADAMA takes responsibility for health and safety at every site and place where employees, contractors and partners operate. Health and safety at ADAMA include occupational safety, process safety, road safety, field safety and office safety. ADAMA's health and safety management system is designed to proactively identify risks and prevent accidents, ensure compliance with local regulations, and align with industry standards.

Management approach

ADAMA is committed to fostering a safe and healthy workplace for everyone. This dedication encompasses proactive initiatives, active management involvement, comprehensive risk assessments, and a commitment to continuous improvement. The impact of this approach is reflected in the company's culture, the adoption of advanced technologies, and the establishment of clear goals, including the use of leading indicators to measure success. ADAMA's focus on the health and safety of its people is articulated in the company's Health, Safety and Environment (HSE) Policy and reinforced by the Code of Conduct.

ADAMA's 2025 leading goals include, among others, reporting of unsafe conditions and near misses, management safety GEMBA walks, self-assessment and safety risk assessments.

HSE Approach and Governance Structure

To enable sound governance of health and safety for all people and sites, ADAMA has divided the topic into four key areas.

- **Leadership & Management**
  Managers at all levels actively engage in safety initiatives on the shop floor by conducting and reporting on safety tours and Safety GEMBA walks, as well as reviewing insights from key incidents. Additionally, during 2024 a safety leadership and cultural transformation program was implemented across all management levels, from the CEO to frontline managers at operational sites.
- **Infrastructure & Technical**
  ADAMA has implemented safety programs to ensure that its facilities and infrastructure are safe for operation and comply with industry standards, including the mapping of asset criticality. Additionally, an advanced digital platform is being deployed both at the site and global levels to enhance safety management and monitoring.
- **Behavior & Discipline**
  Each site conducts creative and proactive activities to enhance safety awareness. An example of such an activity is the personal protective equipment (PPE) program, which requires all employees to wear the PPE regardless of actual risk. Furthermore, ADAMA invests in enhancing HSE professional skills and knowledge, for instance, during 2024, a total of 33 employees across the organization were certified as Process Safety Risk Assessment Leaders. This will significantly enhance the company's ability to identify and assess process safety risks, thereby strengthening our proactive approach to eliminating potential accidents.
- **Administration & Documentation**
  Every operational site performs a self-assessment to ensure alignment with ADAMA global standards, complemented by cross-site audits for verification and knowledge sharing. Global audits provide an additional layer of oversight.

Cultural Transformation Leadership Program

In 2024, ADAMA advanced its multi-year program aimed at strengthening the health and safety culture among all leaders and employees. The program emphasizes engagement and accountability across all management levels through intensive workshops tailored to various organization tiers.

During 2024, ADAMA conducted one workshop with the Global ADAMA Leadership Team, five online regional workshops and twelve on site workshops. Managers received numerous communications about the key elements of leadership to safety.

HSE Management System

In 2024, ADAMA continued to ensure the implementation of global standards by monitoring the Self-Assessment program and performing cross-site audits. The first Global HSE audit was completed at the Colombia site. Global and site-level leading indicators, along with proactive safety initiatives, focused on key areas, including:

- Reporting unsafe conditions
- Reporting near-miss incidents.
- Site head safety GEMBA walk.
- Monitoring the ratio between Recordable and First Aid injuries
- Monitoring injury and occupational illness data

- Identifying and communicating incidents with the potential for SIF (Significant Injury or Fatality)
- Implementing creative and proactive site-level activities that go beyond compliance requirements.

Safety Monitoring and Reporting

ADAMA records and reports each safety incident and performs in-depth analysis, so that it can be better prepared to prevent recurrences. ADAMA distinguishes between the different levels of safety events, such as unsafe conditions, near misses, first aid and injuries; Process safety incidents, such as release, loss of process control and fires are classified as well according to its severity level. Reporting all of them is important since they provide many learning opportunities. Although in many cases, the minor incidents are resolved immediately, ADAMA still considers the reporting on all safety indicators to be important.

ADAMA People's Well-Being

ADAMA ensures that its work environment enables work-life balance and supports the personal and financial well-being of its people. ADAMA's promotes new initiatives that address various issues, including physical and mental health; safety culture development; fun in the workplace; and more. Hybrid work of two days a week from home is accepted in many countries for roles that allow it.

Employee Assistance Program (EAP)

Life events, whether predictable or unexpected, significantly impact the emotional, psychological, and social well-being of ADAMA's people, shaping their thoughts, feelings, and actions. To support them, the Employee Assistance Program (EAP) offers an independent, 24/7 counseling and resource service, available in local languages to all ADAMA employees and their families. This program provides confidential access to professional counseling and helpful resources. ADAMA, China, has similar initiative as well.

Supporting ADAMA's People in Israel in Wartime

ADAMA has demonstrated unwavering support for its employees in Israel during the war following the October 7, 2023 attack by Hamas. With a focus on the well-being and safety of its 1,500 employees and their families, ADAMA launched numerous initiatives to address immediate needs, including an emergency employee assistance fund of USD 116,600, psychological support services, and workshops on emergency preparedness.

Key performance indicators

All ADAMA employees are covered by the company's HSE policy and management system. Additionally, contracting companies are required to report to ADAMA to ensure compliance with these standards.

Occupational Health and Safety Management	2023	2024
Percentage of sites certified to ISO 45001	43%	50%

The percentage of sites certified to ISO 45001 increased to **50%** in 2024, an improvement of seven percentage points over 2023, driven by the addition of another site that obtained the certification.

Recordable injuries in global operations	2023	2024
Number of fatalities:	0	0
Own employees	0	0
Among contractor's employees	0	0
Work-related road safety incidents[1]	6	2
Number and rate of high-consequence work-related injuries (excluding fatalities)	1	0
Total number of Significant Injury or Fatality (SIF)	1	0
Rate of SIF injury per 200,000 hours	0.006	0
Number of recordable work-related injuries		
Total recordable work-related injuries	48	61
Recordable injury rate per 200,000 hours[2]	0.31	0.42
Total number of hours worked	30,551,095	28,775,000
Total number of days missed due to work related injuries[3]	450	550
Process Safety Incident Count (PSIC) (Medium and high actual)[4]	**43**	**64**
Significant unplanned releases to the environment	0	0
First Aid Injury	108	182
Work-related ill health		
Total number of fatalities as a result of work-related ill health	0	0
Total number of cases of recordable work-related ill health	0	0

 In 2024 ADAMA met its goal for **zero Significant Injury or Fatality (SIF) incidents**. ADAMA's recordable injury rate increased to **0.42** in the year, partly attributed to improved reporting processes and awareness activities. ADAMA's primary first aid and recordable injuries in 2024 were caused by chemical exposure, housekeeping and infrastructure, human mistakes (discipline, lack of attention, wrong behavior), machinery and manual handling. Process safety events increased to 64 cases, also as a result of improved reporting processes.

ADAMA implements a global standard for "Health surveillance" including self-assessment for long-term (chronic) health risks with an average score of **80%.**

Self-Assessment According to Global Standards

By tracking year after year, the Self-Assessment performance most of the site's succeeded in improving their compliance to global ADAMA HSE standards, over all the performance was **76%** in 2024 vs **69%** in 2023.

Learning and Development

Topic description

ADAMA recognizes that its employees' skills and knowledge are crucial for implementing its strategy, especially as technological advancements reshape skill requirements and increase competition for talent. The company is dedicated to creating an environment where employees feel valued, aligned with organizational goals, and motivated to contribute to ADAMA's success.

Management approach

ADAMA's approach to Learning and Development (L&D) is rooted in the belief that excellence requires both high professionalism and a strong company culture. The Global L&D mission aims to empower employees and leaders to drive their own career paths, take ownership of their development, and achieve business goals. This approach prepares them for success in current roles and future career advancements.

To support this mission, ADAMA offers diverse programs, tools, and platforms to its global workforce, spanning over 50 countries and over 20 languages. These resources cater to various professions, from chemistry and agronomy to marketing, law, finance, and human resources.

ADAMA's L&D strategy includes:

1. Customized solutions aligned with company strategy

2. Investment in leadership and top talent development

3. Fostering engagement through continuous dialogue (surveys, focus groups, manager-employee interactions)

4. Empowering employees to enhance professional contributions and personal capabilities

5. Nurturing a culture of continuous learning and development

The company promotes a holistic learning approach, encouraging employees to embrace various learning channels such as digital learning, podcasts, shadowing, coaching, and workshops. ADAMA collaborates with a global L&D forum, comprising representatives from different regions and functions, to implement global programs while addressing local needs with tailored opportunities.

Mandatory and Local Training

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

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

Learning Edge for Online Learning in the Flow of Work

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

Employee Onboarding

ADAMA offers several onboarding and orientation activities to help new employees feel welcomed and smoothly integrate into the organization and to their roles.

ADAMA's Global Onboarding Hub is designed to create a warm and welcoming experience for new joiners, while also providing resources for hiring managers and HR managers to facilitate a seamless onboarding process. In early 2024. ADAMA expanded the Hub to eight languages, adding German, Polish and French.

Leadership Development and Growth

Leaders across all levels of the organization participate in various leadership development programs, as well as coaching and mentoring processes. ADAMA's programs are developed in line with its Leadership Framework, and several are offered in partnership with Syngenta Group, promoting collaboration, networking and the development of skills needed in today's world of work. In 2024, ADAMA launched a new 7-day leadership development program for manufacturing facilities' plant managers. ADAMA also built the framework for a mid-level management development program, focusing on core managerial topics such as managerial mindset and leadership style, managerial routines and business acumen, leading change and working with internal motivation, effective delegation and employee development.

Talent Mapping

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

Internal Mobility

ADAMA is committed to fostering growth opportunities for its people. ADAMA's internal mobility policy encourages and enables individuals to pursue a long-term career within the organization. ADAMA believes that it is in everybody's best interest to provide full support to team members who want to grow and advance to a different role within ADAMA. For this reason, ADAMA's internal mobility policy sets a clear priority for internal applicants over external applicants for open positions. After working for two years at ADAMA, any employee may apply for a new position within the company. All relevant job openings are accessible through the company's internal career portal and are published two weeks prior to becoming publicly available. **36%** of all open positions were filled internally in 2024, up from **32%** in 2023.

Key performance indicators

During 2024, **62%** of new joiners learned from ADAMA's Global Onboarding Hub and added their feedback to ensure continuous evolution of ADAMA's offering.

More than **64%** of ADAMA's employees use online learning platforms available anywhere and anytime in over 25 languages.

Percentage of employees[1] receiving regular performance reviews by gender	2023	2024
Percentage of female receiving performance and career development reviews	97%	97%
Percentage of male receiving performance and career development reviews	97%	97%
Percentage of employees who received a regular performance and career development review during the reporting period.	97%	97%

[1] *Employees in scope are employees with dedicated access to an ADAMA computer and email address*

97% of ADAMA's people received a regular performance and career development review during 2024.

Diversity, Equity and Inclusion

Topic description

A diverse workforce enables ADAMA to achieve its ambition of being a collaborative and trusted partner in agriculture and supports the company's innovation strategy by bringing different perspectives and experiences to the table. ADAMA's employees reflect the diversity of its customers, the markets where ADAMA operates and the communities it serves. ADAMA is dedicated to upholding values of diversity, equity, and inclusion in every aspect of the company's operations.

Management approach

ADAMA aims to create an engaging, passionate, and empowering environment, where all its people have equal opportunities to grow and thrive. ADAMA believes in the importance of:

• **Diversity**
  ADAMA understands that each person is unique. Sometimes there are noticeable differences such as age, appearance, ethnicity, gender, and physical ability, and sometimes these are less visible such as beliefs, values, educational and professional backgrounds, sexual orientation, or thinking styles.

• **Equity**
  ADAMA recognizes that not all start from the same place and must acknowledge and adjust for these differences.

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

ADAMA's DEI Purpose: ADAMA strives to better the lives of all its people and enables them to flourish by embracing differences, valuing inclusivity, showing respect to all, ensuring equity and empowering authenticity.

ADAMA's DEI Purpose focuses on four main pillars:

1. **Eliminating biases -** Promoting people's psychological safety by increasing awareness of biases and offensive behaviors

2. **Promoting equity -** Creating the organizational conditions to promote equity

3. **Impacting community** - Enriching the lives of others while embracing diversity within local communities

4. **Empowering people -** Enabling an inclusive workplace which supports people's development and personal growth

DEI Governance

Diversity, Equity, and Inclusion (DEI) is sponsored by the Syngenta Group Global Leadership Team (GLT) and the Board of Directors of Syngenta Group. The Syngenta Group DEI Council is responsible for defining strategic priorities, facilitating the development of DEI practices, triggering the implementation of initiatives, and monitoring progress. The Council is chaired by the Executive Vice President of Sustainability and Corporate Affairs and is composed of senior leaders representing Syngenta Group's four business units and group-level functions, which includes ADAMA. ADAMA's Head of Communication, Sustainability & Transformation Delivery, is a member of the Syngenta Group DEI Council and reports to the company's CEO. Collaboration with Human Resources and Talent Acquisition ensures DEI principles are woven into the organization's practices. Additionally, DEI champions contribute vital local insights, fostering connections and sharing best practices to strengthen the DEI culture globally.

DEI Policy

ADAMA revised its DEI policy in early 2024 to bring it in line with Syngenta Group's policy. The updated policy includes:

- Clear and consolidated definitions, ensuring transparency for all ADAMA people

- Defined areas of responsibility for people at various levels within the organization

- Highlights of diverse and fair recruitment practices, emphasizing the importance of actively reaching out to ensure a diverse employee population.

Increasing Awareness of DEI

Raising awareness is a central part of creating an inclusive environment where everyone feels respected, valued, and empowered to contribute. Multiple initiatives are carried out to promote understanding, feedback, mentorship, and collaboration to celebrate diversity and promote inclusion. A dedicated page for DEI is available for all ADAMA's people in the ADAMAZone portal, to enable them to play an active role in the company's DEI journey, and to celebrate the achievements of people who have been instrumental in championing DEI in ADAMA.

Age Diversity

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

Gender Diversity

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

Key performance indicators

Total number of employees, by gender	2023	2024
Total number of employees on payrolls	**8,872**	**7,819**
Female	2,231	2,005
Male	6,641	5,814
Total number of full-time employees	**8,846**	**7,793**
Female	2,213	1,986
Male	6,633	5,807
Total number of part-time employees	**26**	**26**
Female	18	19
Male	8	7
Total number of temporary employees	**17**	**16**
Female	13	9
Male	4	7

Total Employees by Gender, Role and Age	2023	2024
Employee breakdown by seniority level		
Total top management	13	11
Total senior managers	96	78
Total mid-level managers	819	738
Total non-managers	7,944	6,992
Female employee breakdown by seniority level		
Female top management	1	2
Female senior managers	24	19
Female mid-level managers	204	192
Female non-managers	2,002	1,792
Percentage of female employees (%)		
All employees	25.1%	25.6%
All management roles	24.7%	25.8%
Senior management roles	25%	24.4%
Employees by age		
Under 30	582	440
30-50	5,502	4,860
Over 50	2,788	2,519
Percentage of employees over 50 (%)		
All employees	31.4%	32.2%
Management roles	39.3%	41.1%

Despite an overall reduction in the workforce, 2024 demonstrates a positive trend in the representation of women across both the general workforce and management roles. Similarly, the proportion of employees over 50 has increased, both within the workforce and in leadership positions.

Pay Gap

Gender salary ratio[1] (%)	2023	2024
Senior management	83%	87%
Middle management	99%	101%
Non-management [2]	116%	115%
Non-management manufacturing	94%	97%

[1] *Gender salary ratio formula - Ratio of end of year base salary of women, divided by men's base salary in USD, consolidated by ADAMA work-levels*

[2] *Excluding manufacturing employees*

The pay gap figures in the table above are based solely on organizational work-levels and do not take function or location into account. As a result, they provide only a partial view of the overall gender pay gap. While there is no pay gap at the top and middle management levels, a gap remains at the senior management level, though it has improved in 2024. Among non-management positions, women at ADAMA continue to earn more than men. To draw more meaningful conclusions and ensure equitable pay practices, further analysis is needed to explore additional factors influencing these differences.

In compliance with Israeli law, the ADAMA Group publishes a salary analysis based on employment contract type, internal rank, field of activity, seniority, and employee groups. The **2023 Equal Pay Report** is available on the ADAMA website.

Community Relations

Topic description

Promoting strong community relations is crucial for a global company, particularly one that operates in close partnership with local communities. By fostering trust and collaboration with different stakeholders from local surrounding communities, ADAMA can ensure sustainable operations and mutual growth. Building these relationships demonstrates respect for local cultures and economies, enhances the company's reputation, and encourages loyalty among stakeholders.

Management approach

ADAMA believes social responsibility is an inseparable part of its business. This means ADAMA continuously listens to its stakeholders, communities, and partners to deepen its understanding of their needs. ADAMA designs programs and initiatives together with surrounding communities to ensure long-lasting relationships that have a positive impact on communities and people.

Syngenta Groups Charitable Contributions Policy outlines the minimum standards for philanthropic donations and non-commercial sponsorships, focus areas and governance. The Humanitarian Donation Policy guides the company's response to humanitarian crises impacting the health of communities. Both policies provide a framework to bring consistency and transparency to corporate community investments.

The ADAMA's Community Relations guidelines are based on six key principles:

1. Alignment with ADAMA's core business areas.

2. Measurable impact of strategic programs to ensure they meet the set goals.

3. Long-term partnerships with social partners while encouraging their independent continuation.

4. Geographical focus on areas surrounding the company's sites & multi-sectoral partnerships that include governmental, NGO, and business sectors.

5. Employee engagement prioritization in which ADAMA people can volunteer or mentor. ADAMA believes engagement creates a sense of fulfillment, motivation, and pride for employees.

6. Contribution to ADAMA's reputation and create a sense of pride amongst its people.

The ADAMA Donation Committee oversees the ongoing implementation of the company's CSR activities and donations. The committee provides guidance, direction, and approval for policies and annual work plans. ADAMA donates at least 1% of its profit before tax each year.

Key performance indicators

Local Community Indicators	2023	2024
Monetary donations (thousand USD)	2,121	1,655
Total volunteering hours in Israel[1]	4,991	2,151

[1] *Currently measured only in Israel, where the company is headquartered, employs a large workforce, and operates major manufacturing sites*

In 2024, ADAMA monetary donations totaled 1,655 thousand USD. ADAMA's social investments were concentrated mainly around the company's key production sites in Israel, India and Brazil.

In Israel, ADAMA's community investment strategy emphasizes fostering STEM education for elementary and high school students, while also supporting academic programs in chemistry and agriculture. Additionally, the company extends support to local communities, addressing their specific challenges in areas such as health, culture and welfare.

ADAMA India's contributions to local communities focus on addressing essential needs, including poverty alleviation, combating malnutrition, improving healthcare, providing access to clean drinking water in rural areas, and supporting children's education.

ADAMA Brazil's social responsibility efforts are centered around Instituto ADAMA, a community center, promoting volunteering, education, culture and sports.

Following a sharp rise in volunteering hours in Israel in 2023, driven by community support efforts after October 7th, total volunteering activity returned to more typical levels in 2024.

Governance and Ethics Chapter

Corporate Governance

Topic description

Strong corporate governance is essential for ensuring transparency, accountability, and ethical decision-making within an organization. An experienced Board of Directors and Management team provides strategic oversight and guidance, fostering trust among stakeholders. Well-structured committees enhance efficiency by streamlining decision-making and addressing key areas such as risk management, compliance, and performance. Together, these elements create a robust framework that drives sustainable growth and long-term success.

Management approach

ADAMA's Boards of Directors, **ADAMA Ltd. Board of Directors** and **ADAMA Agricultural Solutions Ltd. (ADAMA Solutions) Board of Directors**, play a pivotal role in overseeing and guiding ADAMA's strategic direction, ensuring it operates in the best interest of shareholders, bondholders and other stakeholders. By providing high-level and experienced oversight, the boards set organizational goals, monitor performance, and evaluate risks to ensure long-term sustainability and growth. It ensures that management adheres to ethical practices and regulatory standards, fostering accountability and transparency. Through its leadership, the boards safeguard ADAMA's integrity and drives value creation.

ADAMA LTD and ADAMA Solutions Boards of Directors

Name	Nationality	Gender	Age	Expertise	ADAMA Ltd.			
					BoD	AC	NC	RC
Hengde Qin	Chinese	Male	55	Finance, Engineer	C	M		
Liu Hongsheng	Chinese	Male	60	Sectorial experience	D		M	
An Liru	Chinese	Male	55	Sectorial experience: Chemistry	D			M
Ge Ming	Chinese	Male	73	Finance	ID	C	M	M
Yang Guangfu	Chinese	Male	55	Sectorial experience	ID	M	M	C
Huang Jingsheng	Chinese	Male	61	ESG	ID	M	C	M
Name	Nationality	Gender	Age	Expertise	ADAMA Solutions			
					BoD	AC	FC	RC

Hengde Qin	Chinese	Male	55	Finance, Engineer	C			
An Liru	Chinese	Male	55	Sectorial experience: Chemistry	D			
Gaël Hili[1]	French	Male	51	Mechanical Engineering	D			
Alexandra Brand	German	Female	53	Sectorial experience: Chemistry	D			
David Morgan	British	Male	70	Sectorial experience	ED	M	M	C
Ron Hyman	Israeli	Male	68	Finance	ED	C	C	M
Jiahong Wu	Chinese	Female	51	Business & Economics/Finance	ID	M	M	M

BoD: Board of Directors /AC: Audit Committee / NC: Nomination Committee / RC: Remuneration Committee / RAC: Remuneration and Appraisal Committee / FC: Financial Statements Review Committee/ D: Director / ID: Independent Director / ED: External Director / C: Chairman / M: Member / [1] Executive: Member of Group Leadership Team

Committees of the Board of Directors

To help the Board of Directors effectively and efficiently fulfill its responsibilities, it has established several standing active committees, among others, in accordance with the requirements of applicable local laws and regulations that mandate the establishment of certain board committees.

Board of Directors' Committees - ADAMA Ltd.

Audit Committee	Nomination Committee	Remuneration and Appraisal Committee
Responsible for monitoring ADAMA's internal control system, financial information, and its disclosure. The Committee consists of four members, three of whom are independent directors.	Responsible for formulating standards and procedures and making recommendations regarding the election of candidates for directorship. The Committee consists of four members, three of whom are independent directors.	Responsible for reviewing and formulating recommendations regarding remuneration policies for directors and senior management. The Committee consists of four members, three of whom are independent directors.

Board of Directors' Committees - ADAMA Solutions

Audit Committee	Financial Statements Review Committee	Remuneration Committee
Responsible for supervising all ADAMA Solutions' group activities and ensuring that	Responsible for discussing and formulating recommendations to the board	Responsible for approving and formulating recommendations regarding the remuneration of

they are conducted in compliance with all legal provisions. The Committee consists of three members, all of whom are independent directors and two of whom are external directors.

of directors regarding financial statements. The Committee consists of three members, all of whom are independent directors and two of whom are external directors.

officers, based on the adopted governing Remuneration Policy. The Committee consists of three members, all of whom are independent directors and two of whom are external directors.

Global ADAMA Leadership Team

GALT Member	Role	Nationality	Gender	Age
Gaël Hili	President and CEO	French	Male	51
Efrat Nagar	EVP CFO	Israeli	Female	50
Eric Dereudre	EVP CCO	French	Male	53
Elad Shabtai	EVP Formulation Supply	Israeli	Male	58
Florian Wagner	EVP Portfolio & Innovation	German	Male	50
Bruce Morris	EVP AI Production	American	Male	55
Ruthie Zeltzer	EVP People	Israeli	Female	60
Gigi-Anne Hoh	Chief Legal Advisor to the CEO and Management (external)	Singaporean	Female	52
Romeu Stanguerlin	EVP Brazil	Brazilian	Male	56
Hongsheng Liu	Special Advisor to the CEO on China Operations	Chinese	Male	61
Sergio Dedominici Paz	EVP EAME	Spanish	Male	60
Jake Brodsgaard	EVP North America	American	Male	49
Sammy Leibowitz	Head of Communication, Sustainability & Transformation Delivery	Israeli	Male	43
Nir Rehav	Head of Information & Digital Technologies	Israeli	Male	50

* Accurate as of April 2025

Key performance indicators

Board of Directors	2023	2024
ADAMA Ltd.		
Total number of directors	5	6
Number of non-executive Directors on Board	4	5
Number of external directors	2	3
Number of independent directors	2	3
Separate chair and CEO	Yes	Yes
Annual election of directors[1]	2	6
Average age of directors	59	59
Female directors	0	0
Board meeting held	12	13
Attendance rate - board meetings (%)	100%	100%
Audit Committee - meetings held	6	5
Audit Committee - attendance rate (%)	100%	93%
Nomination Committee - meetings held	4	5
Nomination Committee - attendance rate (%)	100%	100%
Compensation and Appraisal Committee - meetings held	3	2
Compensation and Appraisal Committee - attendance rate (%)	100%	100%
ADAMA Solutions		
Total number of directors	7	7
Number of non-executive directors on board	3	6
Number of external directors	2	2
Number of independent directors	1	1
Separate chair and CEO	No	Yes
Annual election of directors[2]	No	No

Average age of directors	61	58
Female directors	1	2
Board meetings held	7	13
Attendance rate - board meetings (%)	80%	99%
Audit Committee - meetings held	7	13
Audit Committee - attendance rate (%)	95%	100%
Financial Statements Review Committee - meetings held	4	4
Financial Statements Review - attendance rate (%)	100%	100%
Remuneration Committee - meetings held	5	10
Remuneration Committee - attendance rate (%)	100%	100%

[1] *According to Company Law of China, ADAMA Ltd. is not required to elect directors annually.*

[2] *There is no regulatory nor other need within the Article of Association (AOA) for an annual re-election of the board members, whom are being nominated by the sole shareholder. The external directors and independent directors preside for 3-year terms (for a tenure no longer than nine-year period)*

Business Integrity

Topic description

ADAMA believes that building and maintaining a culture of ethics and integrity is key to being a successful business. ADAMA's Code of Conduct demonstrates the ambition to build and maintain trust in ADAMA, integrate social and environmental responsibilities and ethical behavior in everything it does. It articulates the values and behaviors a company expects leaders and employees to exhibit. It serves as a valuable reference to employees and partners to support the day-to-day decision-making.

Management approach

ADAMA continually strives to be a socially responsible and trusted company that is driven by the highest ethical standards and legal compliance in all ADAMA's business practices. ADAMA views compliance as an essential part of its long-term success. ADAMA's businesses are managed responsibly and in compliance with the statutory and regulatory requirements of local countries. ADAMA states a no tolerance policy for any violation of the law, its Code of Conduct, or internal regulations. ADAMA has established an ethics committee to examine and review resolution of various ethical issues in a consistent manner, with two senior management members participating and reporting to the ADAMA Global Leadership Team.

Code of Conduct

ADAMA's Code of Conduct is the blueprint by which it ensures ethical practices and integrity. In the Code, ADAMA outlines its commitment to its people and stakeholders and communicates its expectations of them. It encompasses ADAMA's corporate culture, community relations, and the components of appropriate behavior.

SpeakUp Reporting Concerns

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

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

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

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

The investigating officer can communicate with the messenger using the system irrespective of language, since SpeakUp has a built-in translation service. In addition, the company uses a case management system (CMS), which supports case management of any ethical complaints received by the company, whether they are filed via SpeakUp or directly to other management team members.

ADAMA encourages its employees to speak up! All HR representatives have been trained on the service and are required to bring SpeakUp to the attention of their employees and in particular to new joiners. Promotional posters are located in office locations. ADAMA's intranet has a Compliance Corner where SpeakUp is highly visible to all employees. Also, an annual report is published on ADAMA's internal messaging service and in its ESG Report.

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

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

New EU Whistleblowing Directive

In Europe, the EU Whistleblowing Directive (2019/1937) came into force on December 17, 2023, applying to ADAMA entities with 50+ employees. It protects employees and stakeholders who report serious corporate misconduct in areas like financial services, public safety, environmental protection and data security.

ADAMA has a policy, available in local languages, outlining the Directive and compliance measures. Employees can report concerns via SpeakUp Global or locally designated channels. Whistleblowing reports are confidential, retaliation-free, and investigated within three months, with feedback provided to the reporter.

Respect in the Workplace Training

Maintaining a respectful working environment is about being our best selves. In fact, inappropriate behaviors can affect the well-being of employees and subsequently, their professional performance. Allowing such behavior to persist may serve as a precursor to more serious compliance breaches, including instances of sexual harassment, discrimination, etc. ADAMA implements a mandatory e-learning module about respect in the workplace which addresses issues of harassment, discrimination, and civility in the workplace. ADAMA is committed to providing a work environment free from all forms of discrimination and harassment.

Zero Tolerance for Bribery and Corruption

ADAMA has zero tolerance for and is committed to preventing bribery and corruption. ADAMA is committed to full compliance with all applicable laws, regulations, and contract requirements relating to the fight against bribery and corruption. ADAMA's Code of Conduct strictly prohibits offering, giving, or receiving bribes, either directly or through a third party. Entering business relationships with an individual or entity which has a history of engagement with bribery is forbidden. ADAMA shares, implements, supervises, and enforces its anti-bribery and anti-corruption principles with all its people. ADAMA's policy is to require all relevant employees to complete online anti-bribery training on an annual basis. Where necessary, online training is provided in the local language.

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

Anti-Trust and Competition Law Training

Depending on the function, some employees and all new hires are required to complete the Syngenta Group competition e-learning training program across all Syngenta Group business units as part of the company's commitment to ESG initiatives. The e-learning training is accessible to all employees in their local languages.

ADAMA continues to provide face-to-face anti-trust training (in local languages) to the different departments in ADAMA including Legal, Global Marketing, and Product Strategy departments (those with connections to customers or competitors) to assist employees in making ethically sound decisions when faced with challenging scenarios involving competition or anti-trust matters. By

equipping ADAMA employees with the knowledge and resources necessary to navigate competition and anti-trust issues, the company is actively promoting fair competition and strengthening its commitment to responsible business practices. In addition, ADAMA circulated its Guide to EU Competition Law policy to all employees engaged in interactions with competitors and customers. This guide offers clear and practical guidance for day-to-day business operations, helping employees understand the rules and to comply with all applicable competition and anti-trust laws.

No Political Donations

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

Conflict of Interests

In 2023, ADAMA launched the Syngenta Group Conflict of Interest e-learning program to emphasize ethical conduct. Trust and integrity are central to ADAMA's success, and strong relationships are vital. Conflicts of interest arise when personal advantages conflict with company roles. Employees must disclose any actual, potential, or perceived conflicts to their line managers or People department. Managers assess disclosures and consult with the People or Legal teams as needed to ensure policy adherence.

Data Privacy

ADAMA's Global Information Security Policy highlights its commitment to protecting personal data and preventing breaches. ADAMA ensures compliance with GDPR, LGPD, POPIA, and other regulations while balancing privacy rights with business needs. ADAMA has strengthened its IT environment with advanced cybersecurity tools, multi-factor authentication, and mandatory vetting for new systems accessing its data. Third-party solutions are audited annually for compliance, and incident response procedures are in place. ADAMA's ISO/IEC 27001 certification reflects its adherence to global standards for Information Security Management. New employees complete data privacy training, available in eight languages, covering laws, responsibilities, and breach management.

Remuneration of Directors and Senior Management

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

ADAMA's Remuneration Policy is based, among others, on the following main principles: promotion of ADAMA's objectives, work plan and goals, taking into account the risks that accompany ADAMA's operations; adjustment of the compensation mix package to the size and character of ADAMA and the scope of its operations; and creation of appropriate incentives for officers by means of rewarding entitled persons according to their functions, areas of responsibility, efforts and contribution to the

development of ADAMA's business and promotion of its goals, and increasing its profits in the short and long term. While approving remuneration, global professional benchmarks, performance indicators and the performance of the respective person are taken into account.

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

Risk Management

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

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

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

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

Key performance indicators

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

SpeakUp Cases	2023	2024
Total cases reported to SpeakUp	**23**	**46**
HR matters	5	10

Bribery and corruption	4	0
Poor management	3	0
Workplace civility	2	1
Product safety, quality and stewardship	2	2
Harassment	1	12
Labor rights and unfair employment practices	1	2
Health, safety and environment	1	0
Other people management matters	1	2
Other Legal or Ethical Compliance Concerns	1	2
Discrimination	1	4
Sexual Harassment	0	2
Auditing and accounting	0	2
Misuse of resources	0	2
Inappropriate offering or accepting of gifts and entertainment	0	1
Contractual obligations and standards of documentation	0	1
Data protection violation	0	1
Fraud and other financial compliance issues	0	1
Theft of property	0	1
Ask a question	1	0
Actions taken (%)	**2023**	**2024**
No action necessary	30%	28%
Advice given	22%	13%
Training/coaching	13%	13%
Termination	13%	15%
Ongoing	9%	4%

Discipline (warning notice)	9%	2%
Policy/process review	4%	9%
Referred to HR/Management		11%
Not enough information		5%

In 2024 the compliance cases reported through Speakup increased to **46** versus **23** in 2023. ADAMA attributes this increase to the extensive work being down across the company to promote ethical behavior and reinforce ADAMA's core values. By prioritizing ethics, ADAMA is making it clear that unacceptable behaviors are being addressed, and accountability matters. This increase in SpeakUp cases should be embraced as a sign of progress. It indicates growing trust in the company's systems and a shared commitment to creating a culture of transparency and accountability. ADAMA will continue to encourage its employees to submit complaints about any concerns that may arise, small as they may be, and will continue to deepen the examination process and internal investigation of these complaints.

Incidents of corruption and actions taken	2023	2024
Total number and nature of confirmed incidents of corruption	1	0
Total number of confirmed incidents in which employees were dismissed or disciplined for corruption	1	0
Total number of confirmed incidents when contracts with business partners were terminated or not renewed due to violations related to corruption	0	0
Public legal cases regarding corruption brought against the organization or its employees during the reporting period and the outcomes of such cases.	0	0
Anti-competitive behavior		
Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	0	0
Main outcomes of completed legal actions (regarding anti-competitive behavior and violations of anti-trust and monopoly legislation), including any decisions or judgements	0	0
Total number of incidents of non-compliance with regulations and/or voluntary codes concerning marketing communications	0	0

(including advertising, promotion, and sponsorship), classified by their result: fine or warning

Total number of incidents of non-compliance with regulations and/or voluntary codes concerning the health and safety impacts of products and services	0	0
Substantiated complaints concerning breaches of customer privacy and losses of customer data	0	0
Significant fines and non-monetary sanctions for non-compliance with laws and/or regulations in the social and economic area	0	0

Employee completion rate of ethical trainings (%) [1]	2023	2024
Total number of employees that the organization's anti-corruption policies and procedures have been communicated to	All employees	All employees
Percentage of employees submitting Code of Conduct commitment	100%	100%
Percentage of new hires completing compliance onboarding training	N/A	67%
Percentage of Leaders confirming the CoC	N/A	100%

[1] *Employees in scope are employees with dedicated access to an ADAMA computer and email address*

Annex

Independent Limited Assurance Report to the readers of ADAMA Ltd. 2024 ESG Report

KPMG

Independent Limited Assurance Report to the users/readers of Adama Ltd. 2024 ESG Report

We were engaged by the management of Adama Ltd. (further referred to as "Adama" or "the Company") to provide limited assurance on the specified parts as mentioned in the table below (further referred to as "specified parts"), regarding the information presented on Adama's 2024 ESG Report for the year ended 31 December 2024 (further referred to as "the Report").

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

Topic	Subject Matter	Units	2024 data
Employees on payrolls	Employees on payrolls – total	#	7,819
	by gender - male	#	5,814
	by gender - female	#	2,005
	by region – Latin America	#	1,193
	by region - Asia Pacific (including China)	#	3,860
	by region - Europe, Africa & Middle East	#	2,245
	by region - North America	#	521
Employees' turnover rate		%	19.3
Temporary employees	Temporary employees - total	#	16
	by gender - male	#	7
	by gender - female	#	9
	by region – Latin America	#	16
	by region - Asia Pacific (including China)	#	0
	by region - Europe, Africa & Middle East	#	0
	by region - North America	#	0
Occupational health and safety	Recordable injury rate	#	0.42
	Recordable fatalities	#	0
Process safety	Process safety events (Medium and high actual)	#	64
	Significant unplanned releases to the environment	#	0

Corporate conduct	Total cases reported to SpeakUp	#	46
	— of which substantiated bribery and corruption cases	#	0
	Percentage of employees submitting Code of Conduct commitment	%	100%
Greenhouse Gas Emissions	Total Scope 1 emissions	thousand tonnes of CO2e	303
	Total Scope 2 emissions	thousand tonnes of CO2e	898
Energy	Total energy consumption	TJ	10,470
Water	Total water consumption	cubic meter	9,028,764
Waste	Total hazardous waste	tonnes	145,203

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

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

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

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

- Examination of the specified parts in the Report, for the purpose of performing a limited assurance, based on public information sources, knowledge of the Company business and other comparative information of similar organizations.

- Interviews of management to gain an understanding regarding the specified parts.

- Interviews with senior management and relevant staff of Adama management concerning corporate responsibility strategy and policies for the specified parts, and the implementation of these across the

business.

- Interviews with relevant staff at corporate and business unit level responsible for providing the information in the Report.

- Comparing the information regarding the specified parts presented in the Report to corresponding information in the relevant underlying sources to determine whether all the relevant information contained in such underlying sources has been included in the Report.

- Where relevant, conducting interviews regarding the calculation, aggregation and methods used to collect and report the specified parts in the Report.

- Reading the information presented in the Report to determine whether it is in line with our overall knowledge of, and experience with, the corporate responsibility performance of Adama.

As part of the process of performing a limited assurance, we reviewed the changes made to the draft 2024 ESG Report of Adama and reviewed the final version of the Report to ensure that it reflects our findings.

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

Based on the limited assurance procedures performed and the evidence we have obtained, described in this report, nothing has come to our attention to indicate that the specified parts as mentioned in the table above, in Adama's 2024 ESG Report are not presented, in all material respects, in accordance with the GRI and Adama's reporting criteria.

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

Tel Aviv, Israel

28 April, 2025

Somekh Chaikin

Certified Public Accountants

Disclosures - Non-financial performance summary

Global Reporting Initiative (GRI) Content Index

GRI 2: General Disclosures 2021

Details	GRI	Location
1. The organization and its reporting practices		
Organizational details	2-1	See About ADAMA
Entities included in the organization's sustainability reporting	2-2	ADAMA LTD., Adama Agricultural Solutions Ltd. (a wholly-owned subsidiary of the company), ADAMA Anpon (Jinagsu) Ltd. (a wholly-owned subsidiary of the company)
Reporting period, frequency and contact point	2-3	See About This Report
Restatements of information	2-4	The hazardous materials handling data has been updated for 2023 to account for previously missing information identified during the 2024 data collection process. The Recordable Injury Rate for 2023 has been revised as part of a change in methodology. This year, the rate reflects working hours for *all* company employees, rather than only production employees as reported in previous years. Additionally, a clerical error in the 2023 Process Safety Events (Medium and High Actual) figure has been corrected.
External assurance	2-5	See Independent Limited Assurance Report
2. Activities and workers		
Activities, value chain and other business relationships	2-6	See About ADAMA
Employees	2-7	

Approach to stakeholder engagement	2-29	See Introduction Chapter – 'ADAMA's Stakeholders' sub-chapter
Collective bargaining agreements	2-30	See People and Communities chapter – 'Fair Employment' sub-chapter

GRI Material Topics	Location
GRI 3: Material Topics 2021 3-1, 2	See Introduction chapter – 'Sustainability at ADAMA' sub-chapter An explanation of the materiality of the relevant topics is provided at the beginning of each chapter or sub-chapter.
GRI 205: Anti-corruption 2016 205-1, 2, 3	See Governance and Ethics chapter – 'Business Integrity' sub-chapter
GRI 206: Anti-competitive Behavior 2016 206-1	See Governance and Ethics chapter – 'Business Integrity' sub-chapter
GRI 302: Energy 2016 302-1, 2, 3, 4, 5	See Environment Chapter - 'Energy Use' sub-chapter
GRI 303: Water and Effluents 2018 303-1, 2, 3, 4, 5	See Environment Chapter - 'Water Use and Wastewater Discharge' sub-chapter
GRI 305: Emissions 2016 305-1, 2, 3, 4, 5, 6, 7	See Environment Chapter - 'Climate Change and GHG Emissions'; 'Air Quality' sub-chapters
GRI 306: Waste 2020 306-1, 2, 3, 4, 5	See Environment Chapter - 'Waste Management' sub-chapter
GRI 401: Employment 2016 401-1, 2, 3	See People and Communities chapter – 'Fair Employment' sub-chapter
GRI 403: Occupational Health and Safety 2018 403-1, 2, 3, 4, 5, 6, 7, 8, 9, 10	See People and Communities chapter – 'Health, Safety and Welfare' sub-chapter

GRI 404: Training and Education 2016 404-1, 2, 3	See People and Communities chapter – 'Learning and Development' sub-chapter
GRI 405: Diversity and Equal Opportunity 2016 405-1, 2	• See People and Communities chapter – 'Diversity, Equity and Inclusion' sub-chapter • See Governance and Ethics chapter – 'Corporate Governance' sub-chapter
GRI 406: Non-discrimination 2016 406-1	See Governance and Ethics chapter – 'Business Integrity' sub-chapter
GRI 407: Freedom of Association and Collective Bargaining 2016	See People and Communities chapter – 'Fair Employment' sub-chapter
GRI 413: Local Communities 2016 413-1	See People and Communities chapter – 'Community Relations' sub-chapter
GRI 416: Customer Health and Safety 2016	See Innovation in Agriculture Chapter

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

Accounting metric	Code	2024 Response
Greenhouse Gas Emissions		
Gross global Scope 1 emissions, percentage covered under emissions-limiting regulations	RT-CH-110a.1 [1]	See Environment Chapter - 'Climate Change and GHG Emissions' sub-chapter
Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	RT-CH-110a.2	See Environment Chapter - 'Climate Change and GHG Emissions' sub-chapter
Air Quality		
Air emissions of the following pollutants: (1) NOX (excluding N2O), (2) SOX, (3) volatile organic compounds (VOCs), and (4) hazardous air pollutants (HAPs)	RT-CH-120a.1 [1]	See Environment Chapter - 'Air Quality' sub-chapter
Energy Management		
(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable, (4) total self-generated energy	RT-CH-130a.1 [1]	See Environment Chapter - 'Energy Use' sub-chapter
Water Management		
(1) Total water withdrawn, (2) total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress	RT-CH-140a.1 [1]	See Environment Chapter - 'Water Use and Wastewater Discharge' sub-chapter
Number of incidents of non-compliance associated with water quality permits, standards, and regulations	RT-CH-140a.2 [1]	See Environment Chapter - 'Water Use and Wastewater Discharge' sub-chapter
Description of water management risks and discussion of strategies and practices to mitigate those risks	RT-CH-140a.3 [2]	See Environment Chapter - 'Water Use and Wastewater Discharge' sub-chapter

Hazardous Waste Management

(1) Amount of hazardous waste generated (2) percentage recycled	RT-CH-150a.1 (1)	See Environment Chapter - 'Waste Management' sub-chapter

Community Relations

Discussion of engagement processes to manage risks and opportunities associated with community interests	RT-CH-210a.1 (2)	See People and Communities chapter – 'Community Relations' sub-chapter

Workforce Health & Safety

(1) Total recordable incident rate (TRIR) and (2) fatality rate for (a) direct employees and (b) contract employees	RT-CH-320a.1 (1)	See People and Communities chapter – 'Health, Safety and Welfare' sub-chapter
Description of efforts to assess, monitor, and reduce exposure of employees and contract workers to long-term (chronic) health risks	RT-CH-320a.2 (2)	See People and Communities chapter – 'Health, Safety and Welfare' sub-chapter

Product Design for Use-phase Efficiency

Revenue from products designed for use phase resource efficiency	RT-CH-410a.1 (1)	Not disclosed

Safety & Environmental Stewardship of Chemicals

(1) Percentage of products that contain Globally Harmonized System of Classification and Labeling of Chemicals (GHS) Category 1 and 2 Health and Environmental Hazardous Substances, (2) percentage of such products that have undergone a hazard assessment	RT-CH-410b.1 (1)	Not disclosed
Discussion of strategy to (1) manage chemicals of concern, and (2) develop alternatives with reduced human and/or environmental impact	RT-CH-410b.2 (2)	Not disclosed

Genetically Modified Organisms

Percentage of products by revenue that	RT-CH-410c.1	As far as ADAMA is aware, no Company's product contains GMOs

contain genetically modified organisms (GMOs)	(1)	

Management of the Legal & Regulatory Environment		
Discussion of corporate positions related to government regulations and/or policy proposals that address environmental and social factors affecting the industry	RT-CH-530a.1 (2)	See Environment Chapter. ADAMA has an environmental management system, including policies, procedures, targets; adhering to all governmental regulations

Operational Safety, Emergency Preparedness & Response		
Process Safety Incidents Count (PSIC), Process Safety Total Incident Rate (PSTIR), and Process Safety Incident Severity Rate (PSISR)	RT-CH-540a.1 (1)	See People and Communities chapter – 'Health, Safety and Welfare' sub-chapter
Number of transport incidents	RT-CH-540a.2 (1)	See People and Communities chapter – 'Health, Safety and Welfare' sub-chapter

(1) *Quantitative*

(2) *Discussion and Analysis*