ADAMA

ADAMA
Global Operations (GO)

One GLOBAL Operation

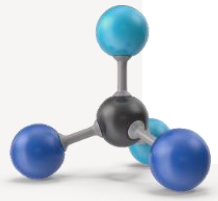
to support ADAMA in achieving its strategic and business goals by:

- Fully **leveraging our global network**
- Creating global **centers of excellence** to leverage expertise
- Developing common **ways of working**
- Aligning **global standards** to increase performance

Focus by creating two operational arms within GO

Maximizing expertise & specialized know-how to best support our business

Production Driven Organization	Market Driven Organization
AIMS	**FMS**
Active Ingredients Manufacturing & Sourcing	Formulation Manufacturing & Supply
Cost competitiveness	Supply reliability
AIs Supply reliability	Flexibility
Sustainability	Cost optimization





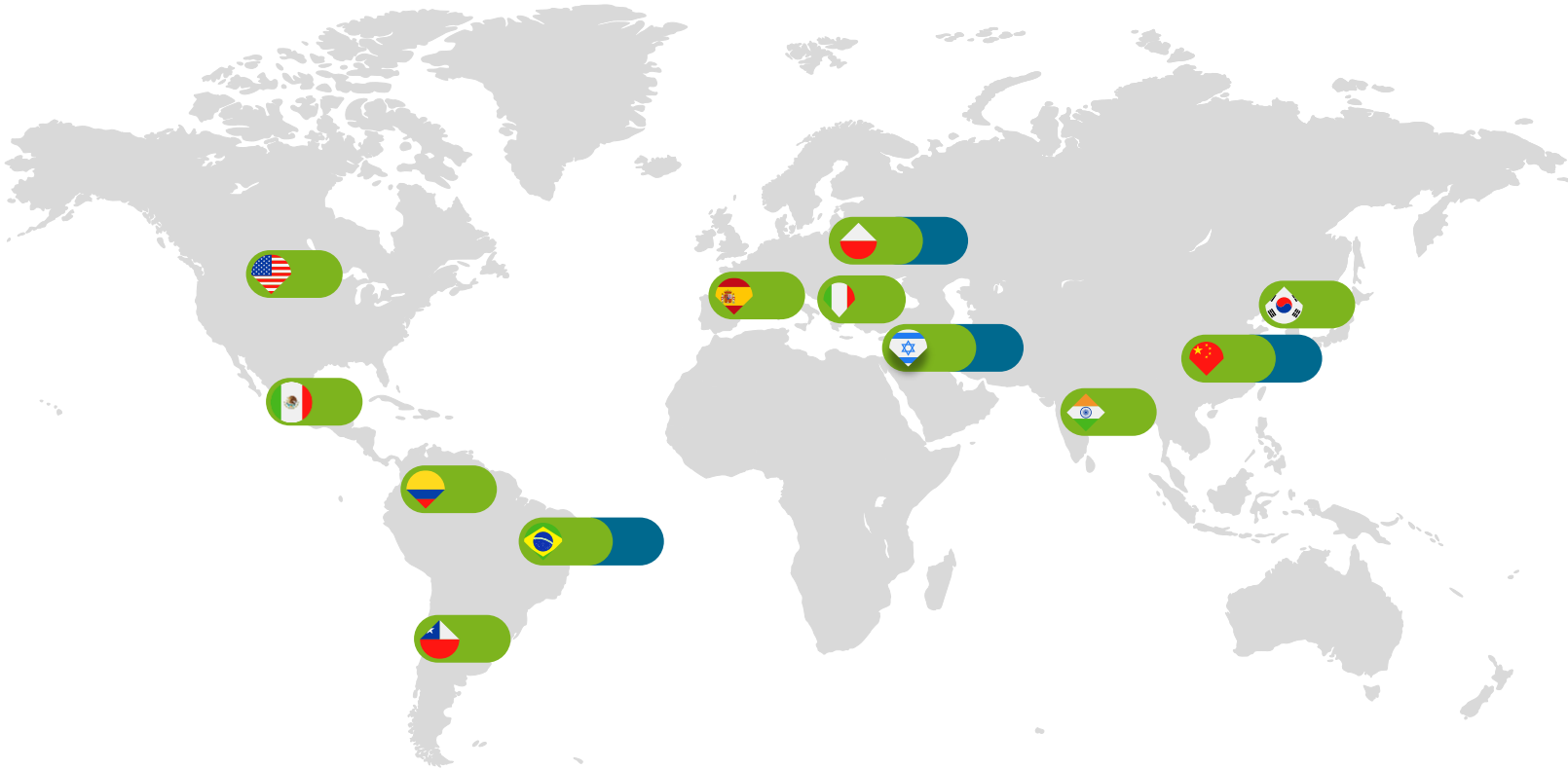
22 Synthesis and Formulation sites creating our global network to better support business needs

Global footprint of **22 Formulation sites** located at all regions for better reliability and agility

Supported by a network of dozens of **tollers**

Global footprint of **7 Synthesis sites** with 2 main hubs in Israel and China

Supported by several **contract manufacturers** located in China and India



Formulation Synthesis

Key in-house active ingredients



China



Israel



Brazil

Key in-house active ingredients*: Acephate, Captan, Diuron, DMPAT, Epoxyconazole, Ethephon, Folpet, Metazachlor, Oxyflurofen, Picoxystrobin, Procloraz, Prothioconazole, Pymetrozine

* According to alphabetical order

Major production hub in China supporting both local and global needs

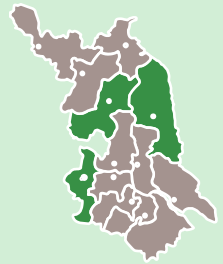


Hubei Province

Adama Sanonda Site

Cost Leadership Hub:
Streamlined Value Chain

Jiangsu Province



Adama Anpon Site

Growing Hub:
Low-cost hub for expanding potential

Adama Huifeng Site

Agile multi-purpose Hub:
First to market

Nanjing R&D Center

3,400+ Employees in 3 major production sites

$700M+ Revenue through production and supply chain (FY2022)

2016	2017	2018	2019	2020	2021	2022
	Sanonda Merger		Anpon acquisition		Huifeng acquisition	

Significant capital investments to support ADAMA's business



Total **$1 BILLION** 2018-2022

Reducing Carbon Footprint

Target of reducing carbon emissions by 5% annually until 2030, in line with the 1.5°C Paris Agreement.

By 2022, 45% reduction has already been achieved in the Israel hub since 2015



Adopted new technology to generate electricity and steam by natural gas, resulting in significant reduction



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

Protecting Natural Water Resources



Operating 7 state of the art wastewater treatment plants, treating 3 millions m^3 of effluents annually, prior discharging back to the environment

Recycling & Reusing Hazardous Waste



Reuse >4000 tons organic waste annually to fire air emissions systems, saving fossil fuel

Continuing to implement GO strategy

- Formulation and synthesis **network optimization** assuring optimal manufacturing footprint
- **Manufacturing Excellence** improving the performance of our assets to deliver higher capacity
- Prioritizing **cost competitive** measures on selected AIs
- **Segmented service level** improving service level for our top products
- Comprehensive global **HSE** (Health Safety and Environment) system aligned with group standards




ADAMA
Thank
You