



ADAMA

# ADAMA Ltd Q4 & FY 2024 SUMMARY



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# Crop Protection Industry Status



Channel inventory levels continue to ease

Just in time channel purchasing patterns in light of global high interest rates

Pricing pressure led by overcapacity of crop protection commodities

Crop commodity prices softening, but remain mildly elevated into 2025

Farmer profitability pressured though some ease in the prices of inputs

# Q4 & FY 2024 Financial Highlights

- Q4 2024 **adjusted gross profit 14% above** Q4 2023; Q4 2024 **EBITDA 45% above** Q4 2023; FY 2024 EBITDA 15% above FY 2023
- **FY 2024 operating cash flow \$528m, free cash flow \$217m;** (improvement of **+\$172m, +\$364m** vs FY 2023, respectively)
- Second consecutive quarter of **gross profit growth** and third consecutive quarter of **EBITDA growth**, representing improvement of gross and EBITDA margin in FY 2024, following:
  - **Continuation of efficient inventory management** – significant YoY **decrease in inventory levels** (-\$295m as of end of 2024) also supporting **positive contribution of lower costs** (in FY 2024 **+\$413m**, in Q4 2024 **+\$85m**)
  - **Positive product sales mix** (**+\$53m** in FY 2024 and **+\$17m** in Q4 2024 vs. LY)
  - **Continued OPEX discipline** (in FY 2024 - \$68m vs LY, in Q4 2024 **-\$15m** vs LY)

\*LY- Last Year

# Q4 2024

## Higher Volume amid Channel Inventory Improvement, Offset by Pricing Pressure and FX

Adjusted \$ million	Q4 2024	Q4 2023	%▲
<b>Sales</b>	<b>1,113</b>	<b>1,136</b>	<b>(2%)</b>
<b>Gross Profit</b>	<b>280</b>	<b>245</b>	<b>14%</b>
<i>% of Sales</i>	<i>25.2%</i>	<i>21.5%</i>	
<b>EBITDA</b>	<b>137</b>	<b>95</b>	<b>45%</b>
<i>% of Sales</i>	<i>12.3%</i>	<i>8.3%</i>	
<b>Net Loss</b>	<b>(58)</b>	<b>(101)</b>	<b>43%</b>
<i>% of Sales</i>	<i>(5.2%)</i>	<i>(8.9%)</i>	
<b>Reported Loss</b>	<b>(149)</b>	<b>(79)</b>	
<i>% of Sales</i>	<i>(13.4%)</i>	<i>(6.9%)</i>	

### Q4 Highlights

- Sales**
- Sales down 2% to \$1,113 million (**up 2%** at CER)
    - 7% increase in volume, 4% lower prices and negative FX
    - Volume growth in most geographies, while de-focusing from selected low-profit products
    - Lower crop protection and active ingredient market prices mainly commodities
    - Just-in-time purchasing patterns
    - Significant FX headwinds, particularly BRL
- 
- Gross Profit**
- Gross Profit 14% above Q4 2023; Improvement in Gross Margin 25.2% vs 21.5% LY
    - Improvement in effect of lower costs of new inventory sold, volume growth and positive sales mix
- 
- EBITDA**
- EBITDA 45% above Q4 2023; Improvement in EBITDA Margin 12.3% vs 8.3% LY
    - Lower OPEX (-\$15m vs LY) following tight OPEX management measures, lower transportation and logistics costs and the positive impact of exchange rates
- 
- Net Loss**
- Loss reduced by 43%
    - Lower financial expenses mainly due to lower net CPI impact, and lower interest costs net following an improved efficiency of cash management in light of the positive cash flow achieved.

# FY 2024

## Pricing Pressure, volumes returning in H2

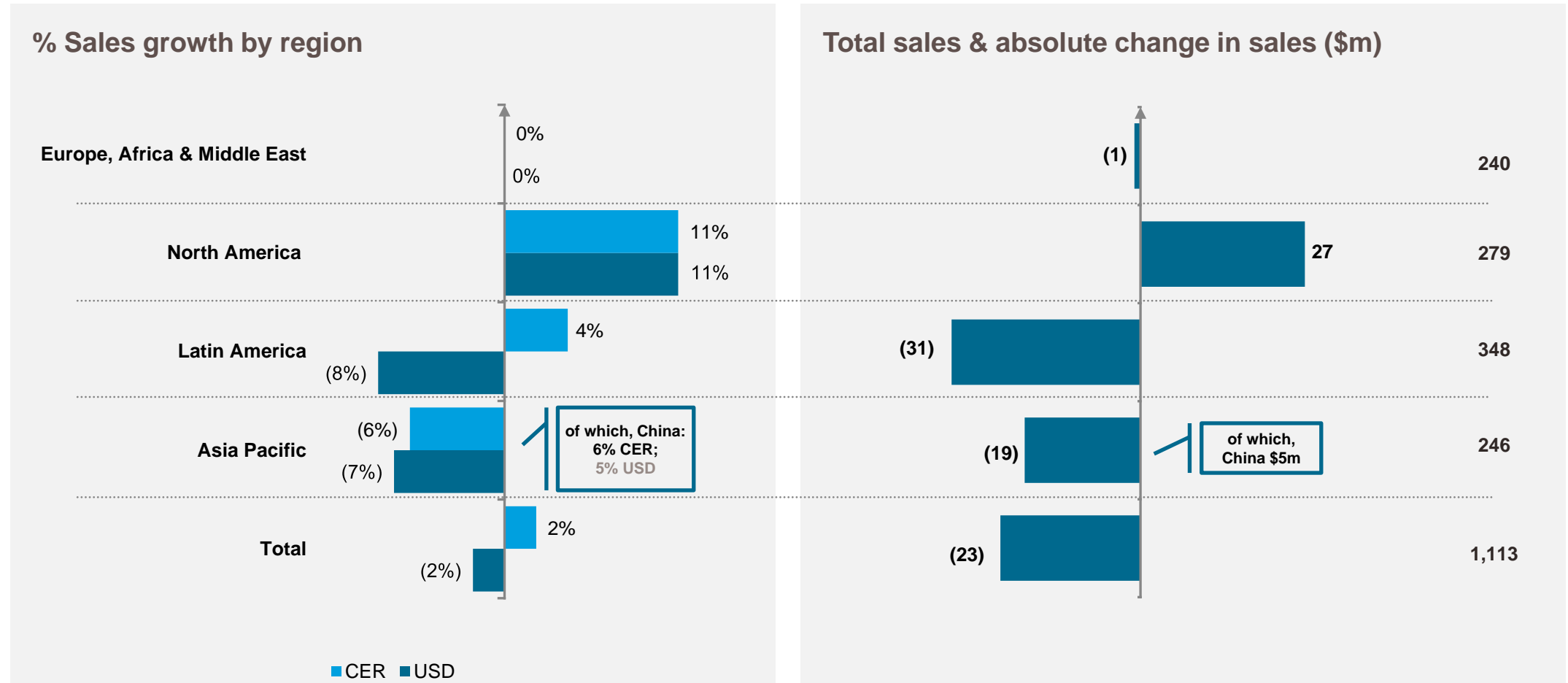
Adjusted \$ million	FY 2024	FY 2023	%▲
<b>Sales</b>	<b>4,141</b>	<b>4,661</b>	<b>(11%)</b>
<b>Gross Profit</b>	<b>1,061</b>	<b>1,060</b>	<b>0%</b>
<i>% of Sales</i>	<i>25.6%</i>	<i>22.7%</i>	
<b>EBITDA</b>	<b>469</b>	<b>407</b>	<b>15%</b>
<i>% of Sales</i>	<i>11.3%</i>	<i>8.7%</i>	
<b>Net Loss</b>	<b>(206)</b>	<b>(236)</b>	<b>13%</b>
<i>% of Sales</i>	<i>(5.0%)</i>	<i>(5.1%)</i>	
<b>Reported Loss</b>	<b>(407)</b>	<b>(225)</b>	
<i>% of Sales</i>	<i>(9.8%)</i>	<i>(4.8%)</i>	

### FY Highlights

- Sales**
- Sales down 11% to \$4.1bn (down 8% in CER)
    - 8% lower prices, stable volume
    - Lower crop protection and active ingredient market prices mainly commodities
    - Significant FX headwinds, particularly BRL
    - Volume recovery in H2, while de-focusing from selected low-profit products
    - Just-in-time purchasing patterns
- 
- Gross Profit**
- Gross Profit flat with 2023; Improvement in Gross Margin 25.6% vs 22.7% LY:
    - Lower sales, moderated by lower costs of new inventory sold, and positive sales mix
- 
- EBITDA**
- EBITDA 15% above FY 2023; Improvement in EBITDA Margin 11.3% vs 8.7% LY
    - Lower OPEX (-\$68m vs LY) following tight OPEX management measures, lower transportation and logistics costs and the positive impact of exchange rates
- 
- Net Loss**
- Adjusted net loss reduced by 13%
    - Lower financial expenses mainly due to lower net CPI impact, and lower interest costs, net following an improved efficiency of cash management in light of the positive cash flow achieved and, better loan mix.

# Regional Sales Performance

## Q4 2024 vs. Q4 2023



\* CER – Constant Exchange Rates

\*\* APAC includes ADAMA India and ADAMA South Africa

\*\*\* EAME includes Israel, Turkey and the rest of Africa

# Q4 2024 Sales

## Sales bridge analysis



- Volume growth in most geographies, while de-focusing from selected low-profit products
- Lower crop protection and active ingredient market prices
- AI overcapacity, just-in-time purchasing patterns
- Significant FX headwind, particularly BRL

Notes –

Numbers in million \$;

Denotes adjusted figures unless otherwise noted;

Parts may not sum due to rounding;

FX includes currency effect on sales, net of hedging.

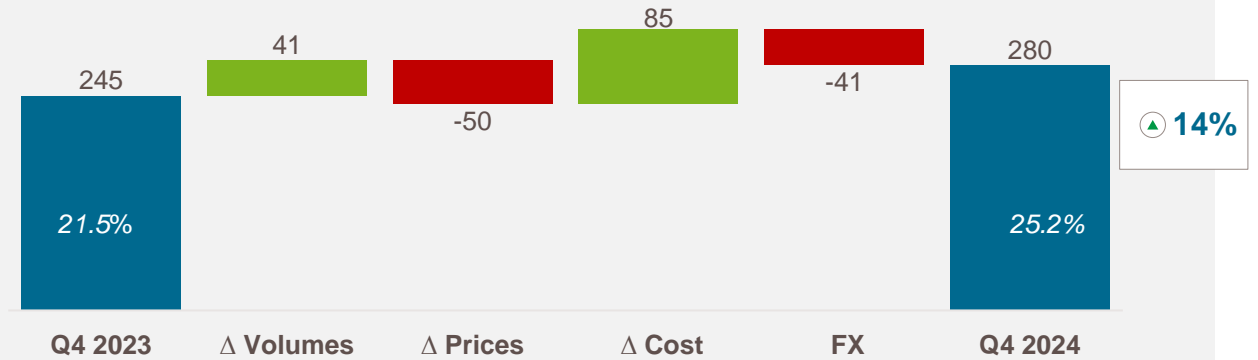
# Q4 2024:

## Gross Profit & EBITDA

### Gross Profit bridge analysis

Improvement in Gross Profit and Gross Margin

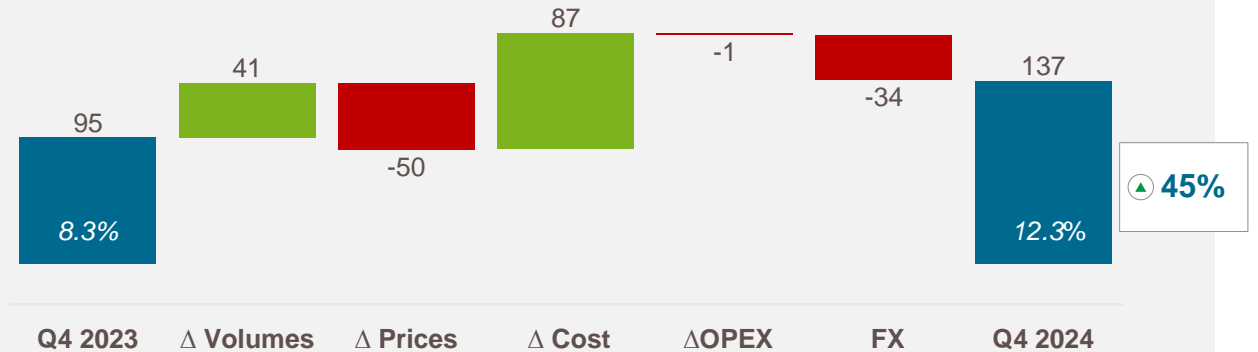
The gross profit was positively impacted by lower costs of new inventory sold, volume growth and positive sales mix



### EBITDA bridge analysis

Improvement in EBITDA and EBITDA Margin

Lower OPEX following tight OPEX management, as well as lower transportation and logistics costs



Notes –

Numbers in million \$;

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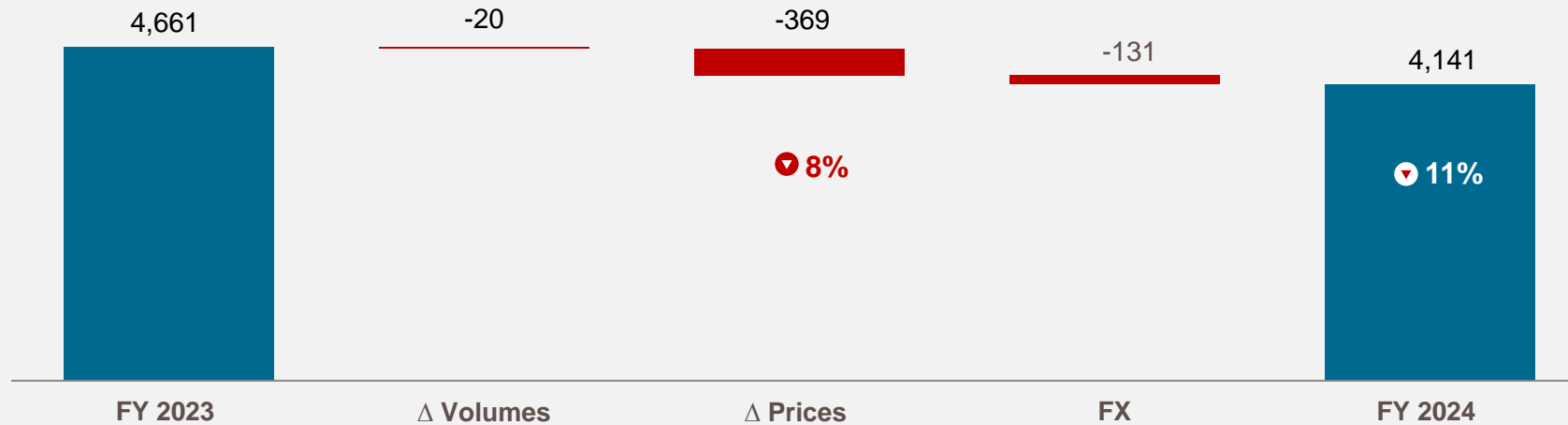
Parts may not sum due to rounding;

Volumes include mix effect; FX includes currency effect on sales and costs and opex, net of hedging

# FY 2024 Sales

Volumes stabilized, pricing pressures

## Sales bridge analysis



- Lower crop protection and active ingredient market prices mainly commodities
- Volume recovery in H2, while de-focusing from selected low-profit products
- AI overcapacity, just-in-time purchasing patterns

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# FY 2024:

## Gross Profit & EBITDA

### Gross Profit bridge analysis

Improvement in Gross Margin and flat Gross Profit

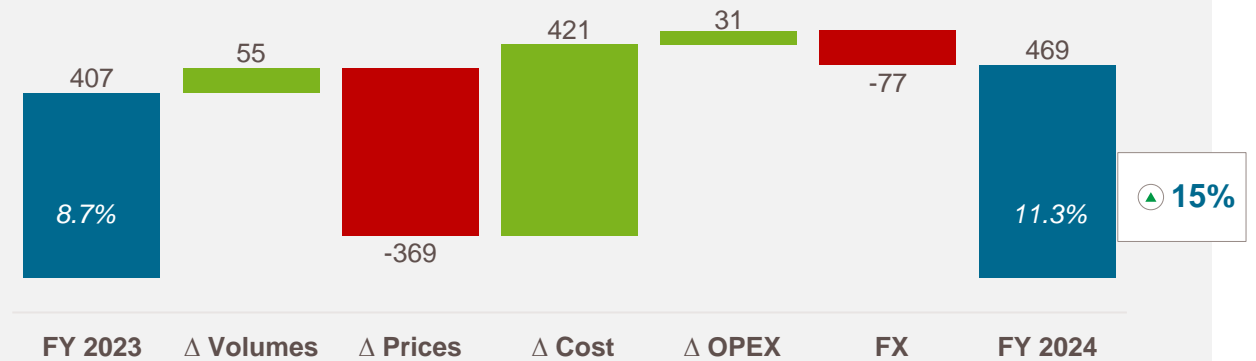
The gross profit was impacted by lower sales, moderated by lower costs of new inventory sold, and positive sales mix



### EBITDA bridge analysis

Improvement in EBITDA & EBITDA Margin

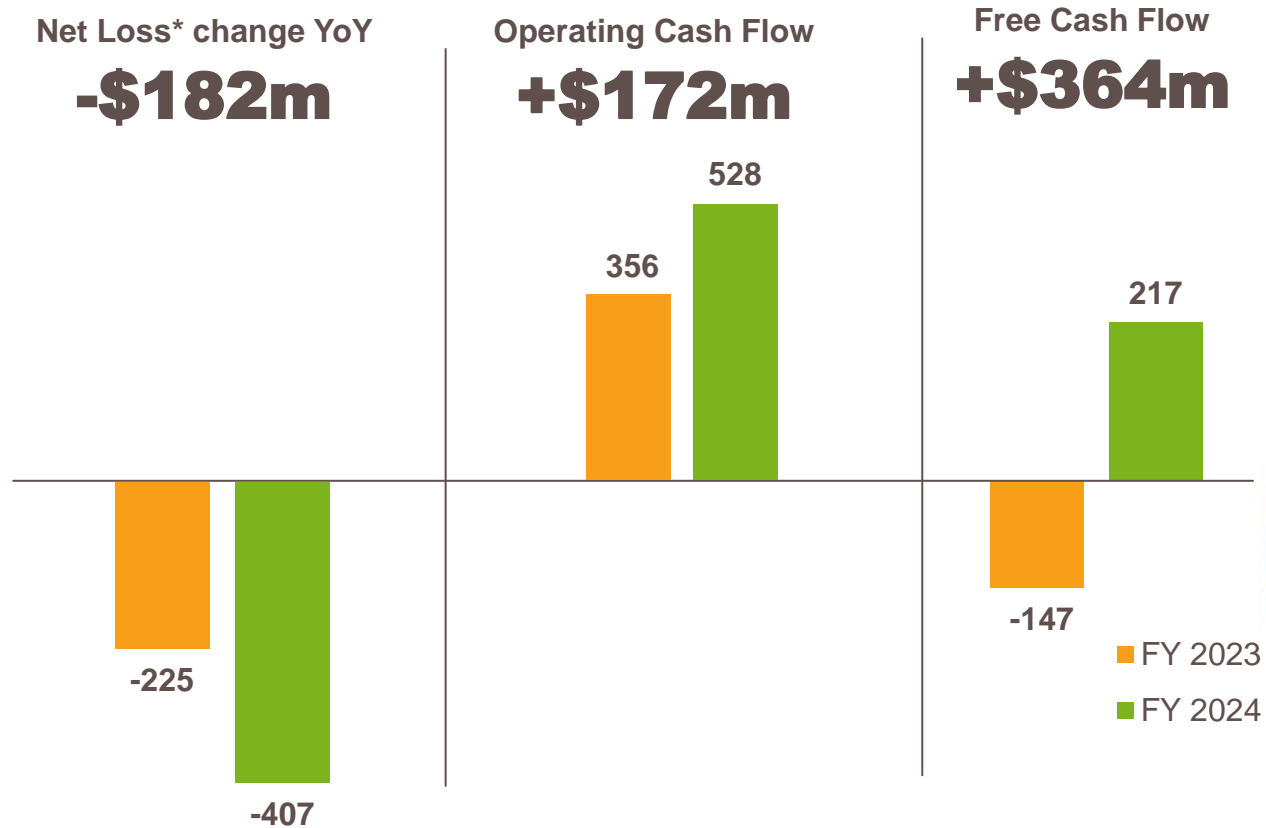
Lower OPEX following tight OPEX management, as well as lower transportation and logistics costs



Notes –  
 Numbers in million \$;  
 Denotes adjusted figures unless otherwise noted;  
 Parts may not sum due to rounding;  
 Volumes include mix effect; FX includes currency effect on sales and costs and opex, net of hedging

# Focus on Cash Flow Management

## FY 2024



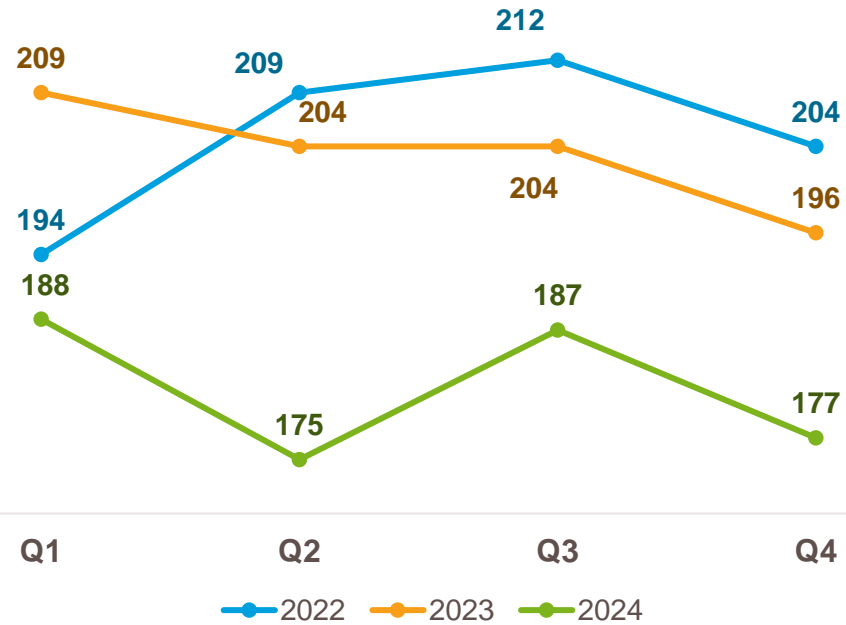
### Steps to improve Cash Flow:

- Selective procurement
- Improved payable terms
- Focus on collections
- Prioritization of CAPEX & intangible asset investments

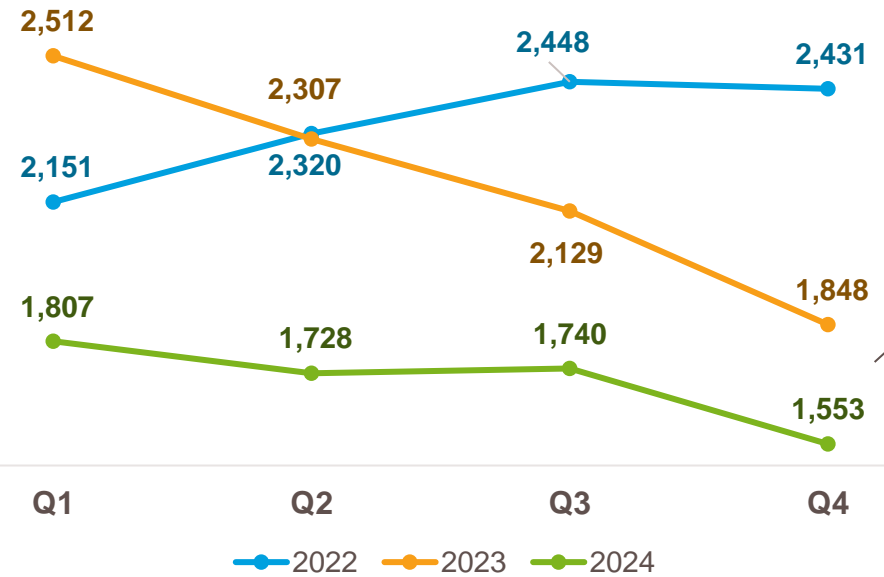
\*Reported Net Loss

# Continued Focus on Inventory Management

Leading to a reduction in Inventory Days



Leading to a reduction in Inventory Levels (\$m)



Q4 '24 v. '23  
reduction  
**\$295m**

# ***FIGHT*** ***Forward***

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**Transformation Update &  
Evolving our Operating Model**

# Fight Forward

Our Plan to Turnaround ADAMA and Win in the Value Innovation Segment

## Get Financially Fit



## Evolve Our Operating Model

- Driving Customer-Centricity Locally; Leveraging Expertise Globally
- Optimized Geographical Presence
- Optimized Portfolio
- Optimized Asset Footprint



## Win in the Value Innovation Segment

- Tailored Portfolio
- Enhanced E2E Capabilities
- Lighter Asset Base





**New AI  
products**

# VALUE INNOVATION

a unique space within the off-patent market

**Commodity  
generics**

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**Growing customer  
segment looking for  
advanced, high-quality  
solutions with a strong  
Return on Investment**

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# 16 New Product Launches in 2024

OUTSHINE ALL IN

Chrome

ForceFighter  
PRIORITY HL  
Esteem

ARRODIM

**Avastel**

**Edaptis**

**BAZAK Maganic**

**Forparo**

**Maxentis**

**Upturn**

**FORPIDO**

**Matos**

# ALMADA™ Uncover the Power

Triple-mode fungicide, powered by ADAMA's  
TOV formulation technology



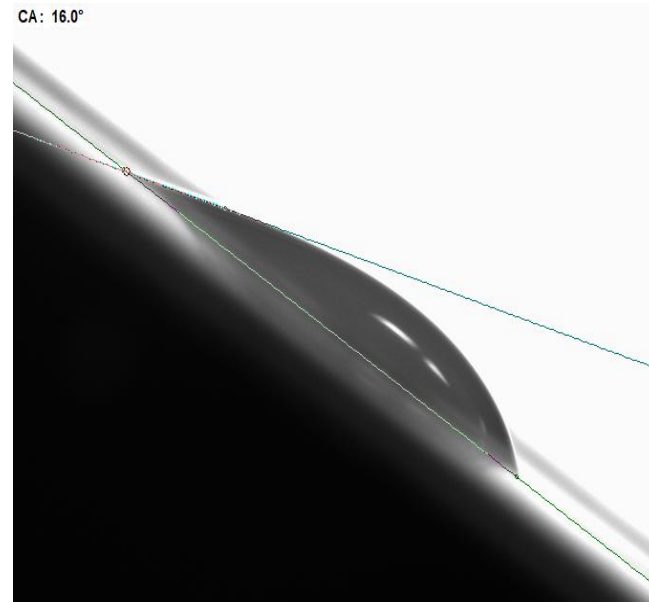
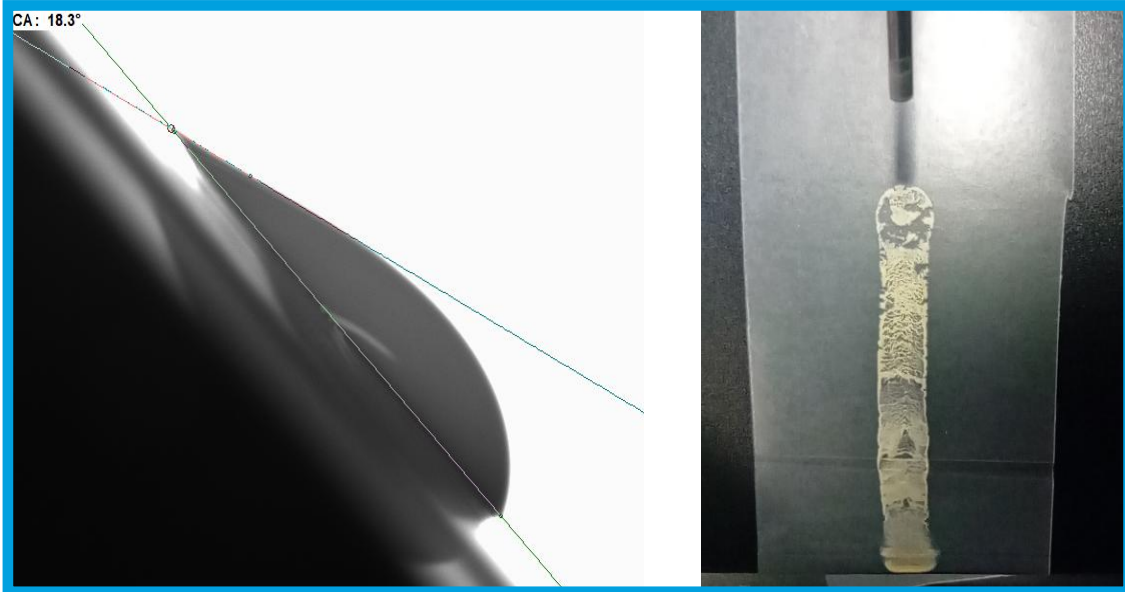
# #1 Better Rainfastness



Almada



Tank mix



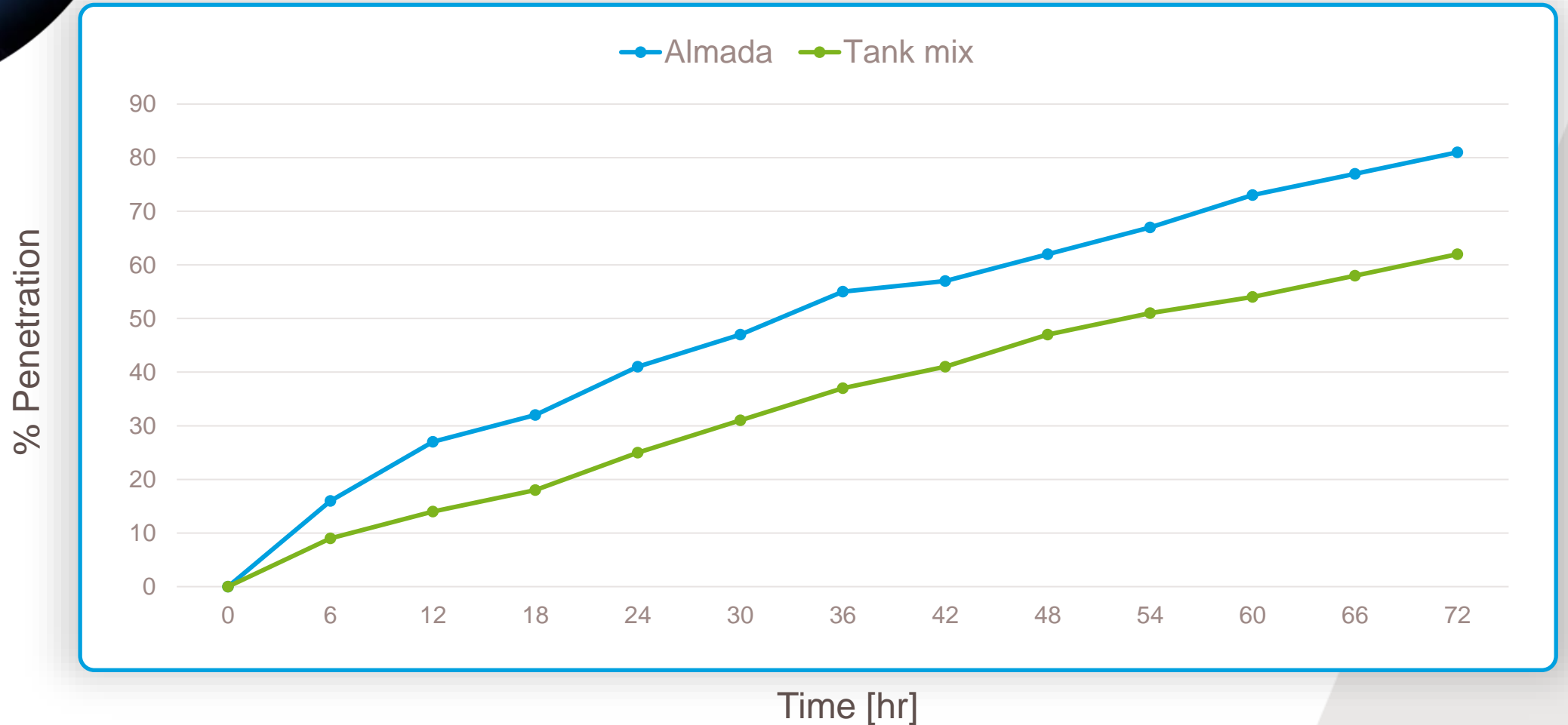
Roll Off angle 40°



# #2 Better Penetration

## Prothioconazole

$$K_{ow} \log P = 3.0$$

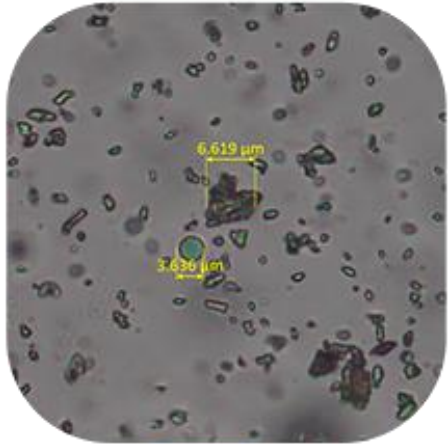




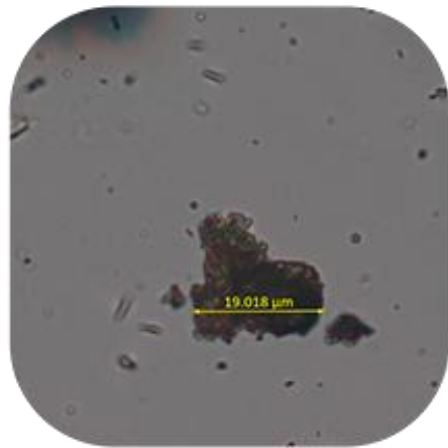
**ALMADA™**  
Uncover the Power

# #3 Less filter clogging

## Spray dilution suspension versus emulsion



T.O.V.  
Almada® OD in water



Mancozeb 75 WP +  
(Protho + Fluxa SC)  
tank mix in water

## Almada® Spray rate of 50 L ha-1



Sprayer Bomb Filter

## TANK MIX (Fox Xpro + Mzb) Spray rate of 50 L ha-1



Sprayer Bomb Filter



# TRASSID™ Beyond Success

Enhanced thrips control for Chili producers, powered by ADAMA's Ayalon formulation technology

# #1 Better Spreading



## READY MIX

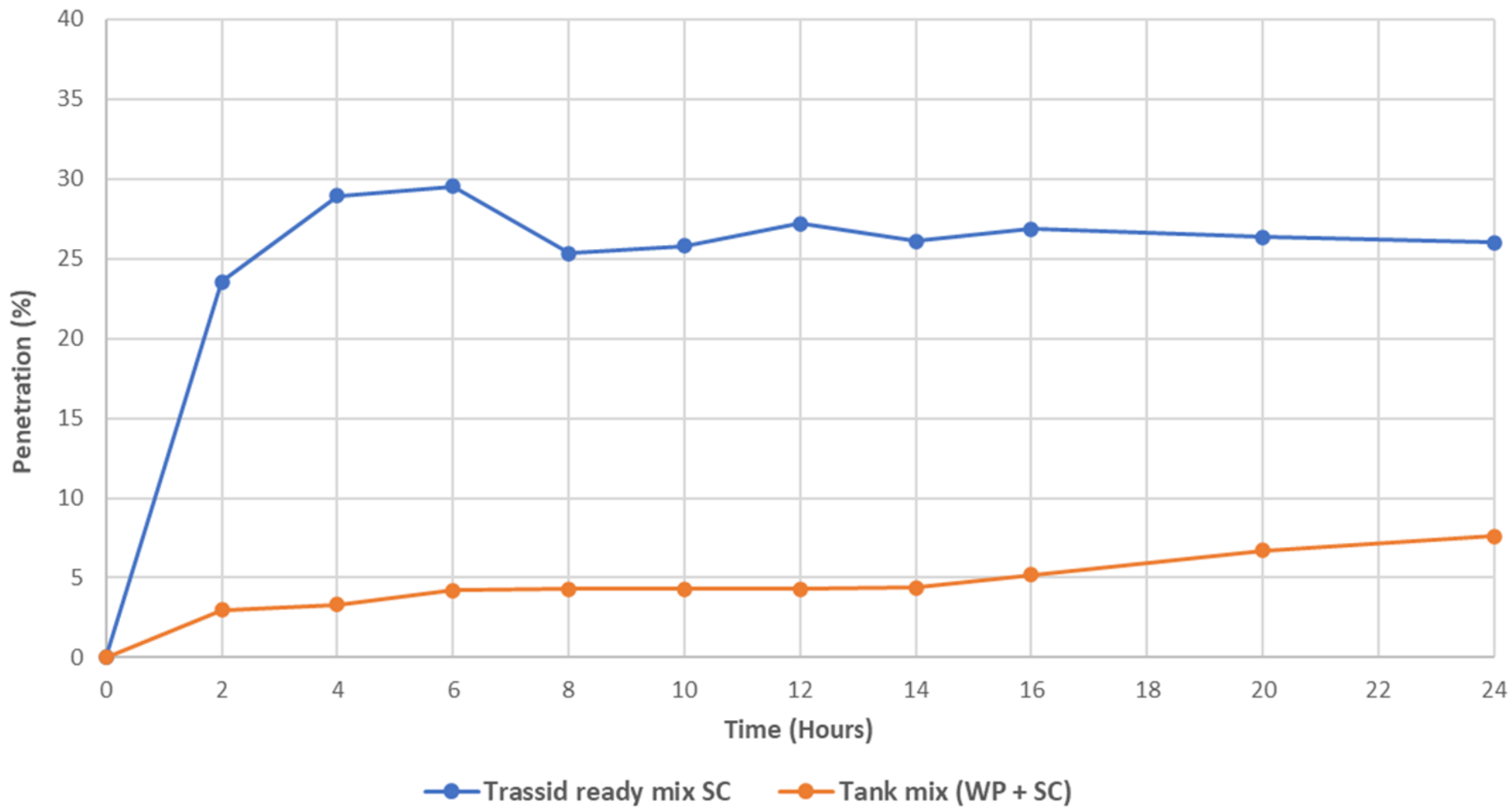
Spinetoram 52.5  
+ Diafenthiuron 420 SC

## TANK MIX

Spinetoram SC +  
Diafenthiuron WP

# #2 Better Penetration

Comperative penetration of Diafenthiuron + Spinetoram



# #3 More Greening / Happier Farmers





# ADAMA Folpet 500 SC Novel Formulation

Novel Formulation for one of the building blocks of  
ADAMA's Fungicide Portfolio in Europe

Following on to successful  
15-Year re-registration of CAPTAN and FOLPET

| Easier spray cleaning | Easier and faster preparation  
| Better spreading



New AI  
products

# VALUE INNOVATION

a unique space within the off-patent market

Commodity  
generics

**ALMADA™**  
**Uncover the Power**

**TRASSID™**  
**Beyond Success**

**FOLPET™**  
**Novel Formulation**

**THANK  
YOU**



ADAMA

