



Where needs take us

ICL Strategy

*Hezi Israel,
EVP BD & Strategy*

מטפחים את ההווה.

מפתחים את העתיד.

CULTIVATING THE PRESENT.

DEVELOPING THE FUTURE.



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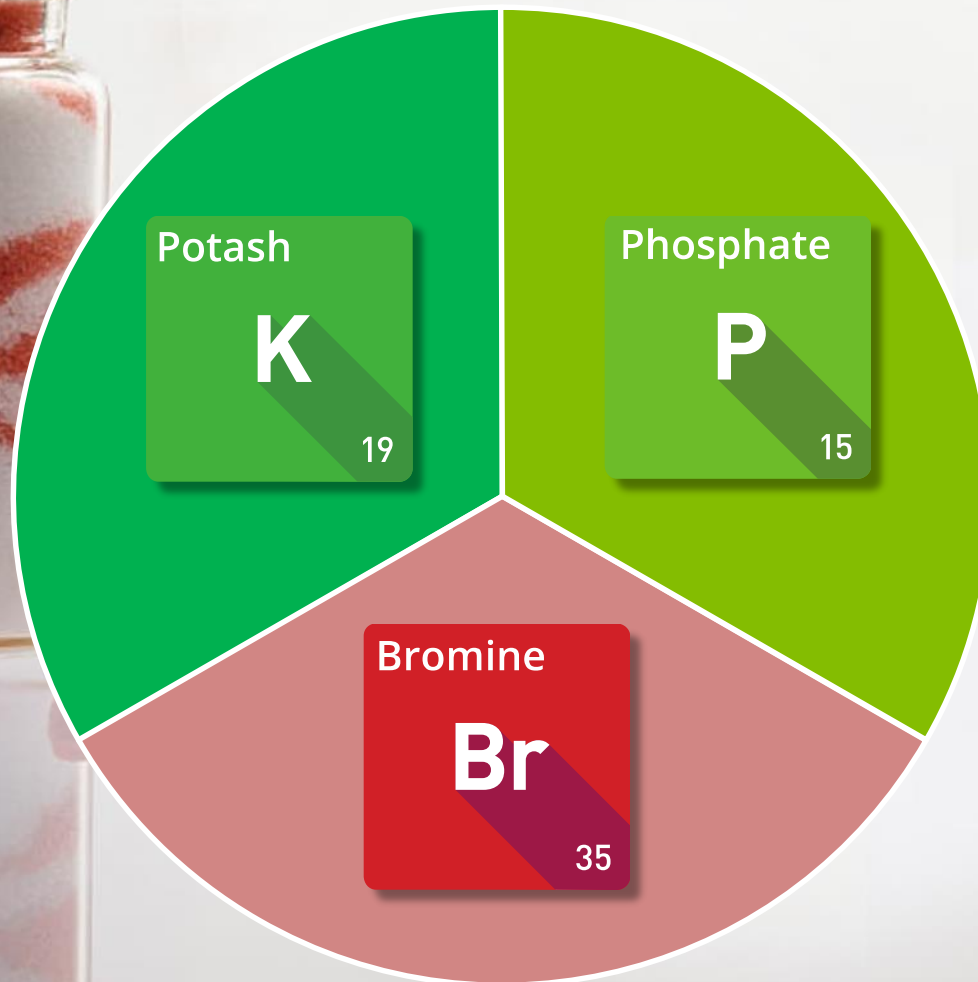
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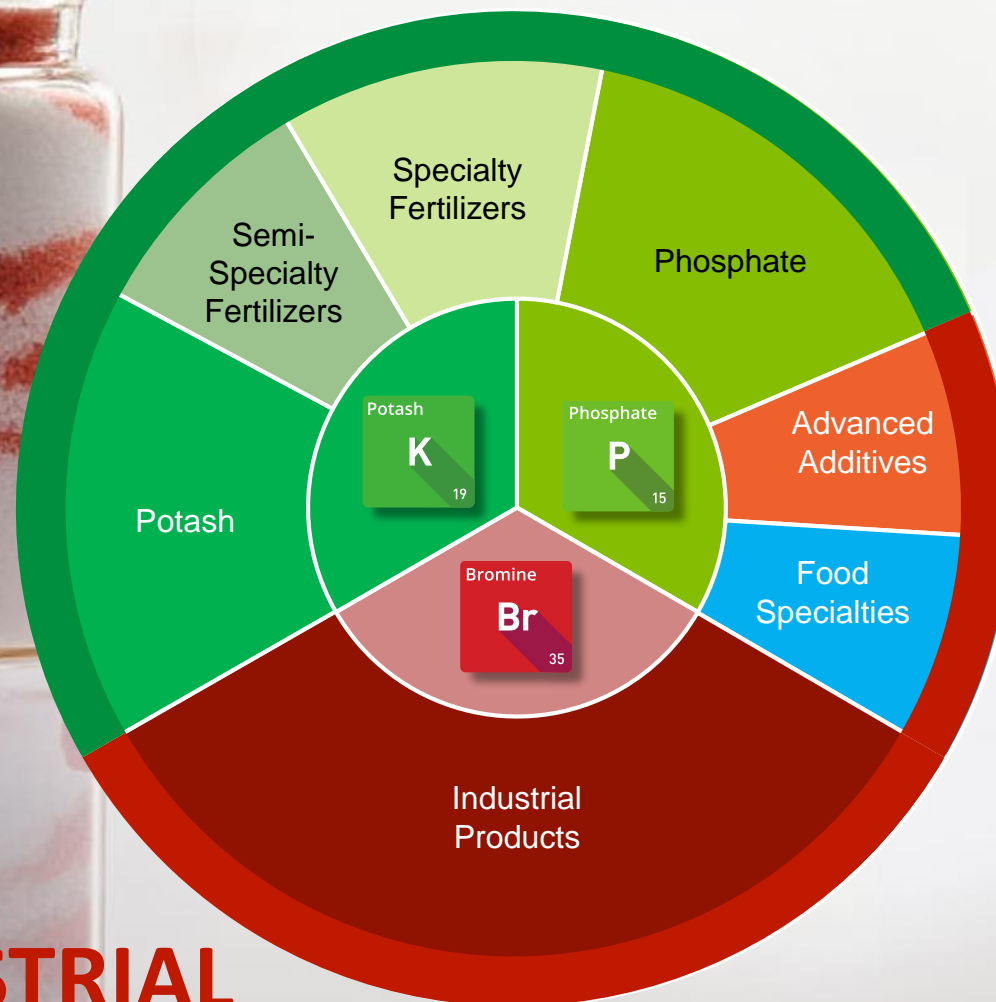
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ICL TODAY

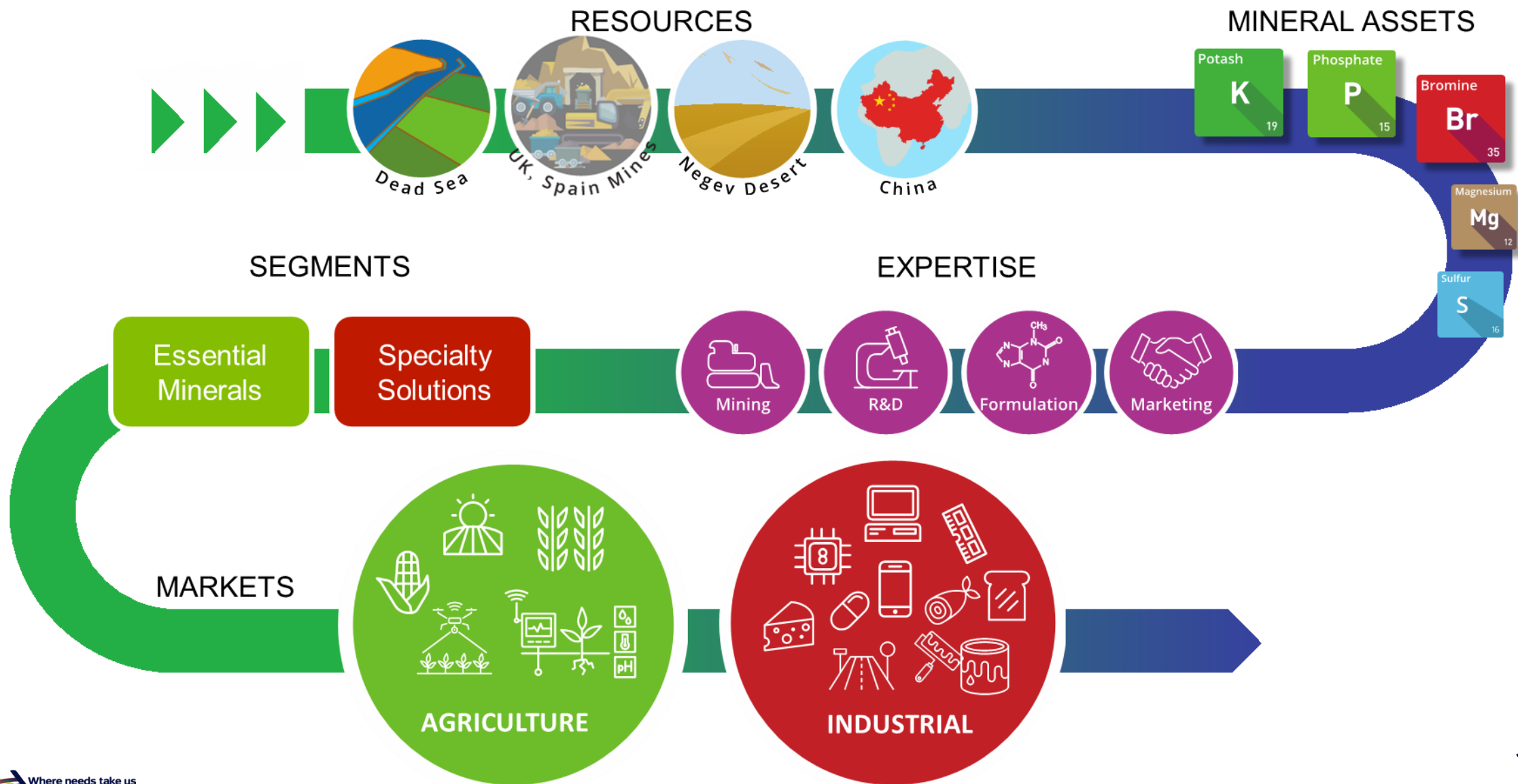


AGRICULTURE



INDUSTRIAL

Creating Value Along the Chain



**Where do we
want to go?**

Our Strategic Guiding Principles



Upstream Vs. Downstream

UPSTREAM

- Highly Capital Intensive
- Volatile Market

OPTIMIZATION

DOWNSTREAM

- Successful track records in Phosphate & Bromine
- Show greater cycle resilience
- Higher ROI

IDENTIFY GROWTH OPPORTUNITIES



AGRICULTURE

Essential Minerals

Potash & Magnesium

Phosphates

Specialty Fertilizers

INDUSTRIAL

Specialty Solutions

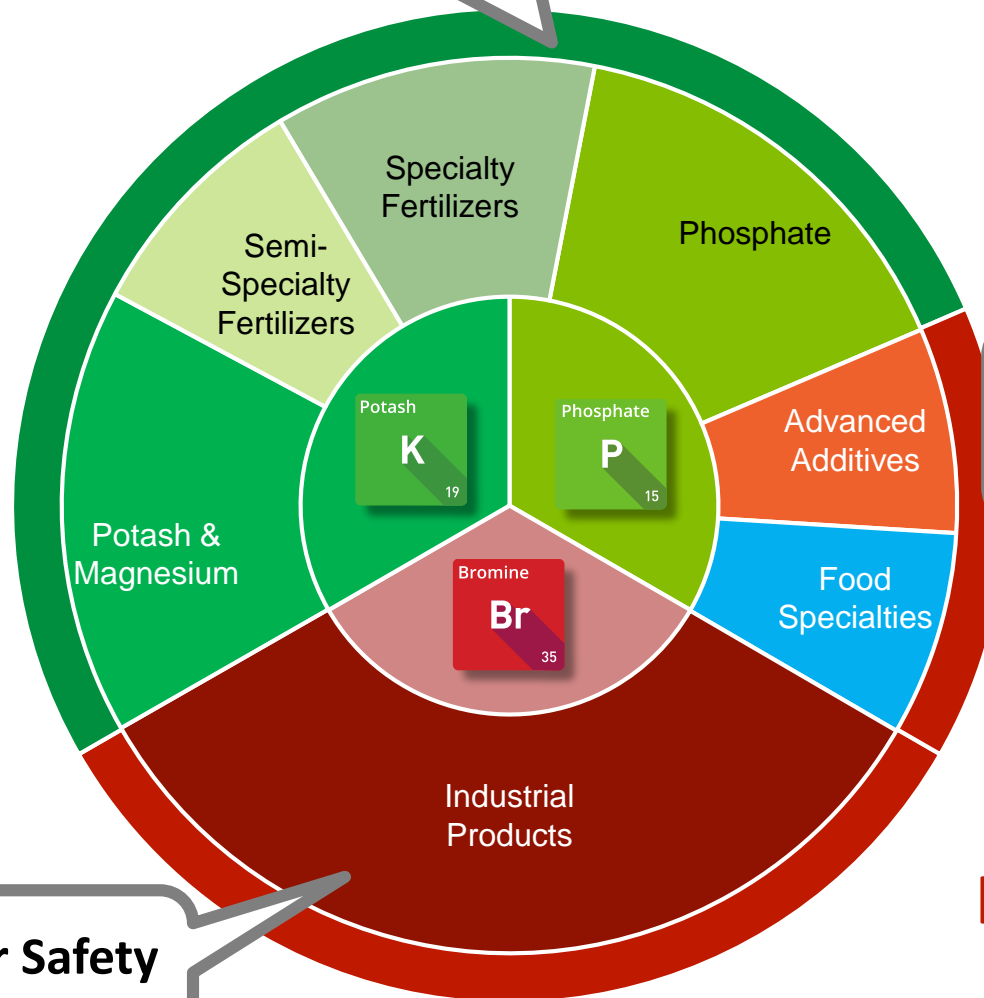
Industrial Products

Advanced Additives

Food Specialties

AGRICULTURE

Platform for Agro
Solutions?



Platform for Food
Ingredients?

Platform for Safety
Solutions?

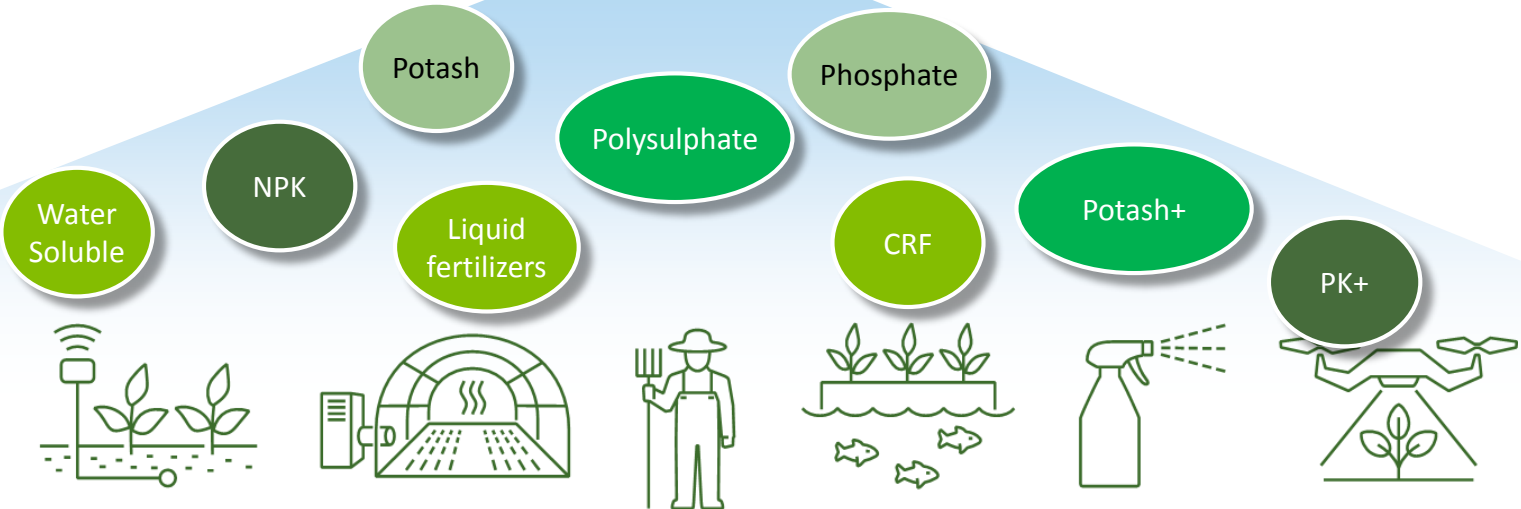
INDUSTRIAL

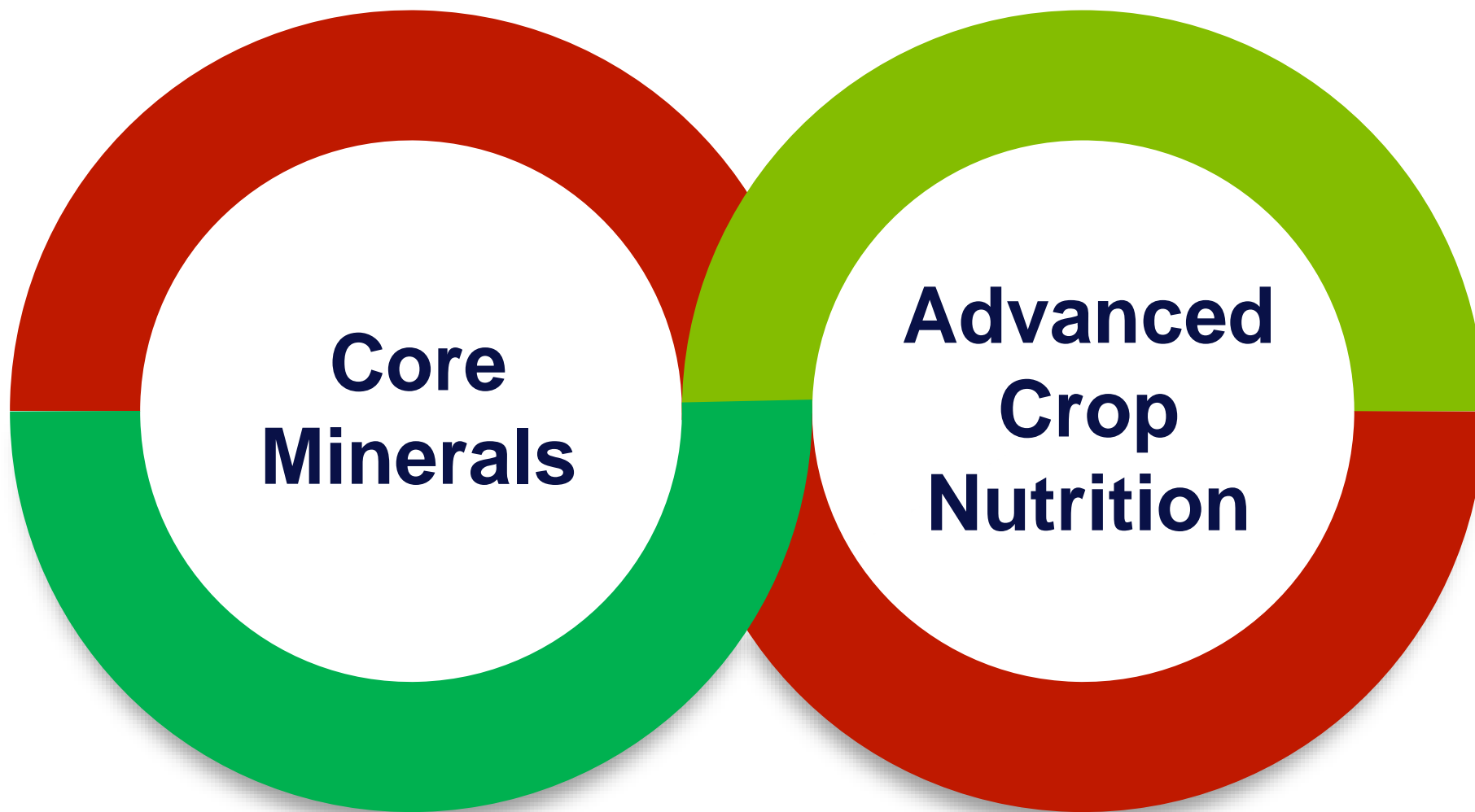
Where to Focus Our Downstream Growth

-  Israel Agro-Tech
-  Healthy Nutrition
-  Environmental Awareness
-  Effective Agriculture

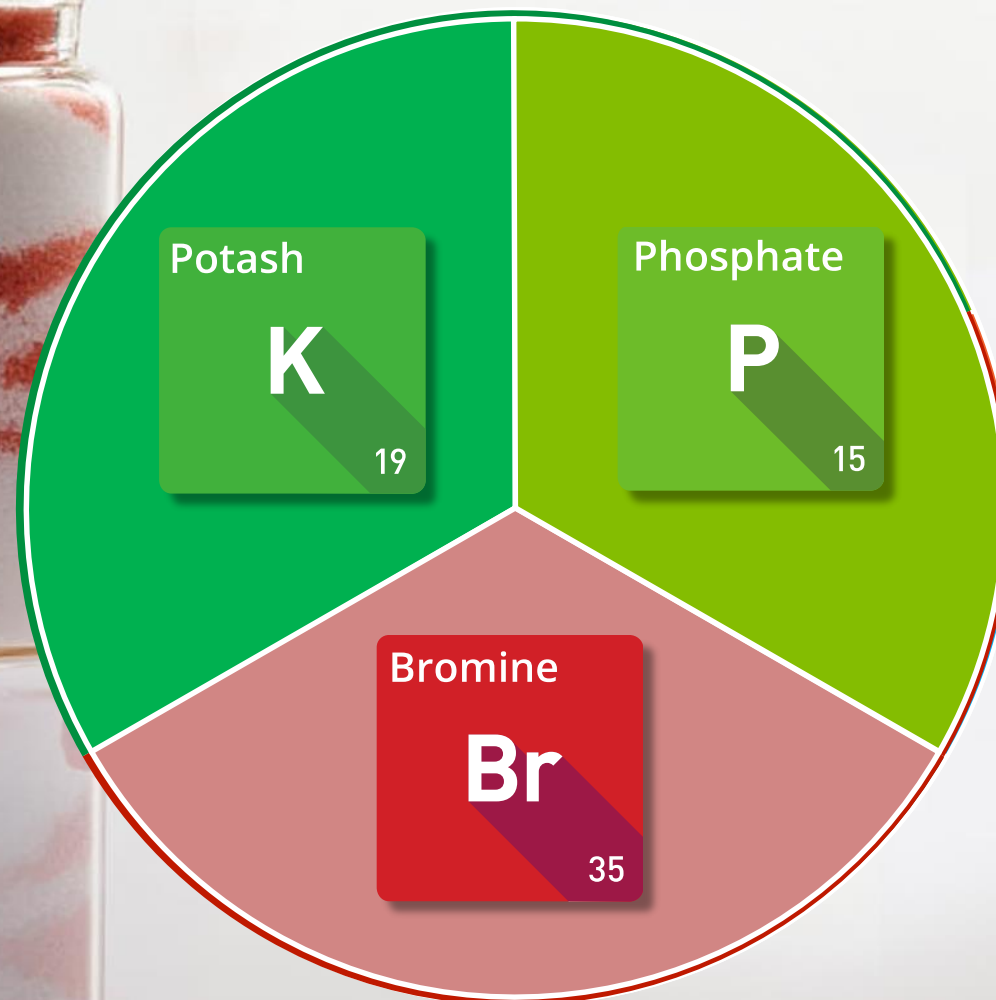


ADVANCED CROP NUTRITION









Optimization of our Mineral Assets

Operational Excellence In the Dead Sea and Rotem

- Production process improvement
- Early retirement plan
- Rock production optimization
- Energy efficiency
- Maintenance optimization

ICL UK – full shift to Polysulphate in progress

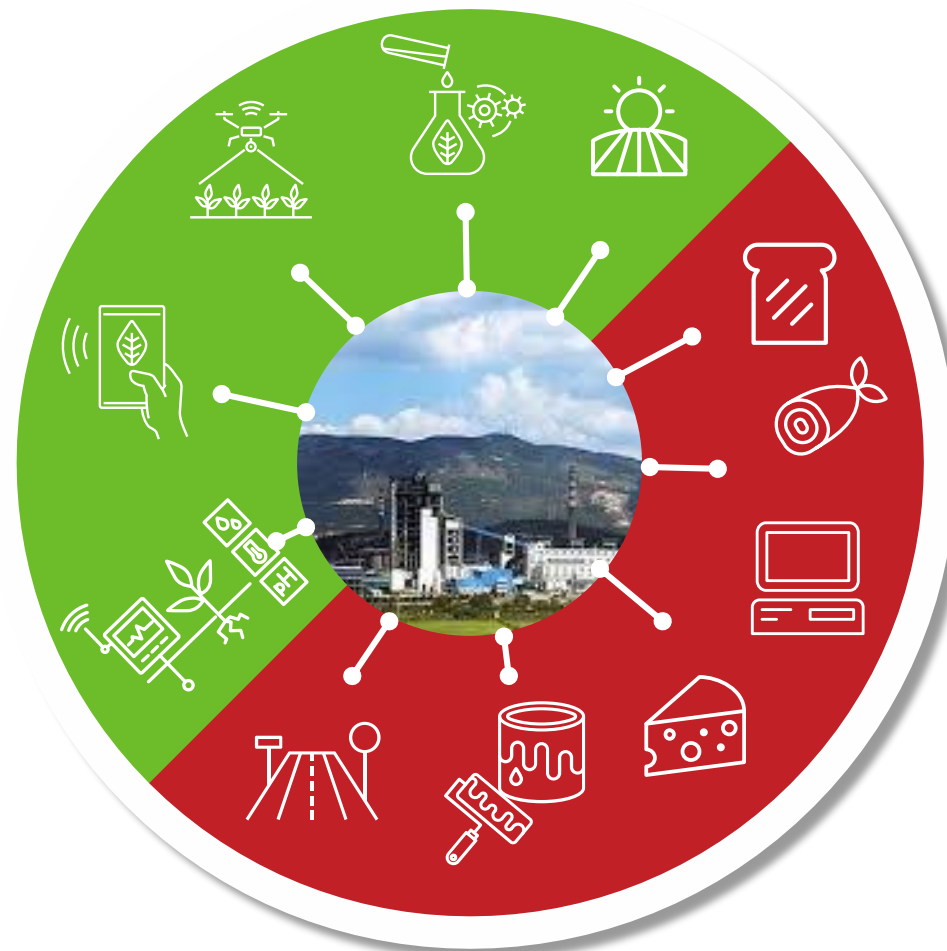
- ~ 50% reduction in workforce
- Targeting 1M tonnes by 2020
- Significant reduction in loss expected in 2018, profitability expected from 2020

ICL Iberia – mine consolidation & logistics upgrade

- Building access ramp, expand capacity in Suria
- New port terminal

YPH: Hub for Our Specialty Businesses in China

- Significant reduction in operating loss in 2017
- Operating break even expected in 2018
- Accelerated shift towards specialty



Optimization

TARGET

~10-15%

Reduction in potash cost
per tonne over 5 Years

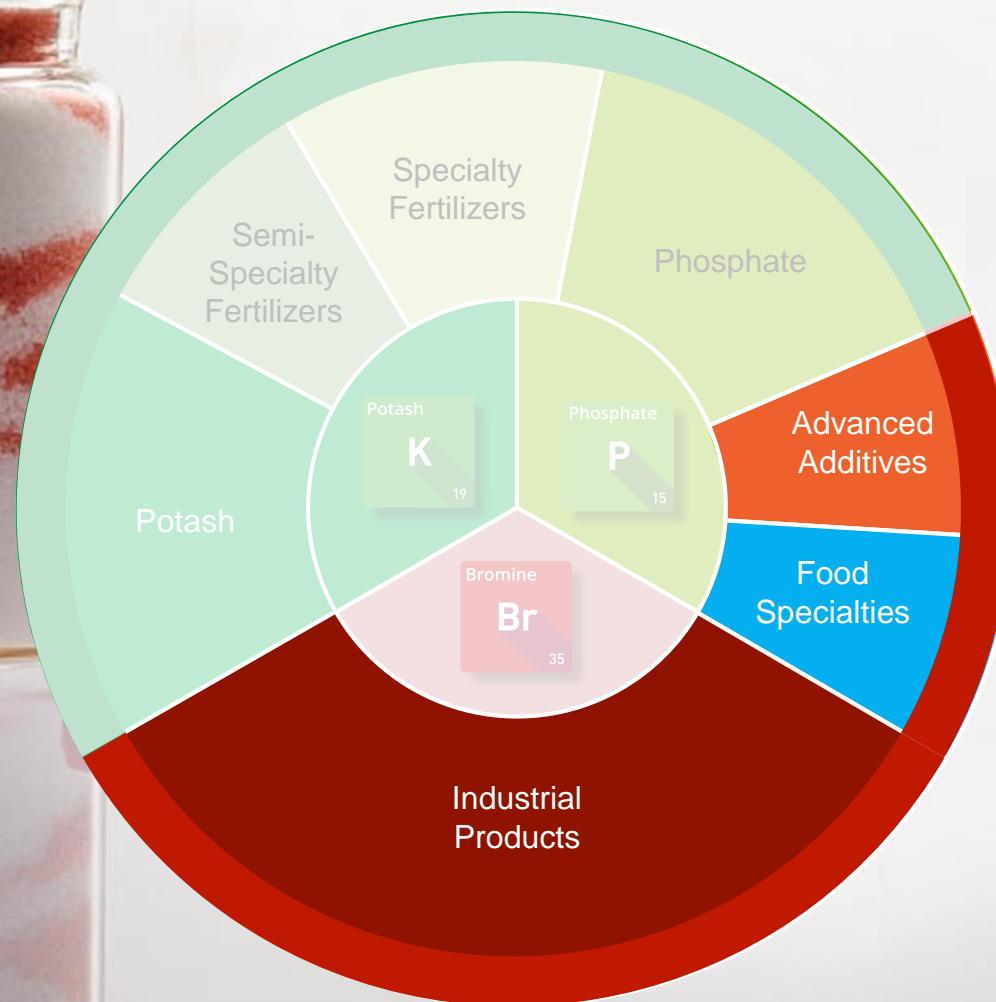
~5M Tonne

Maintain stable
Potash production

Shift

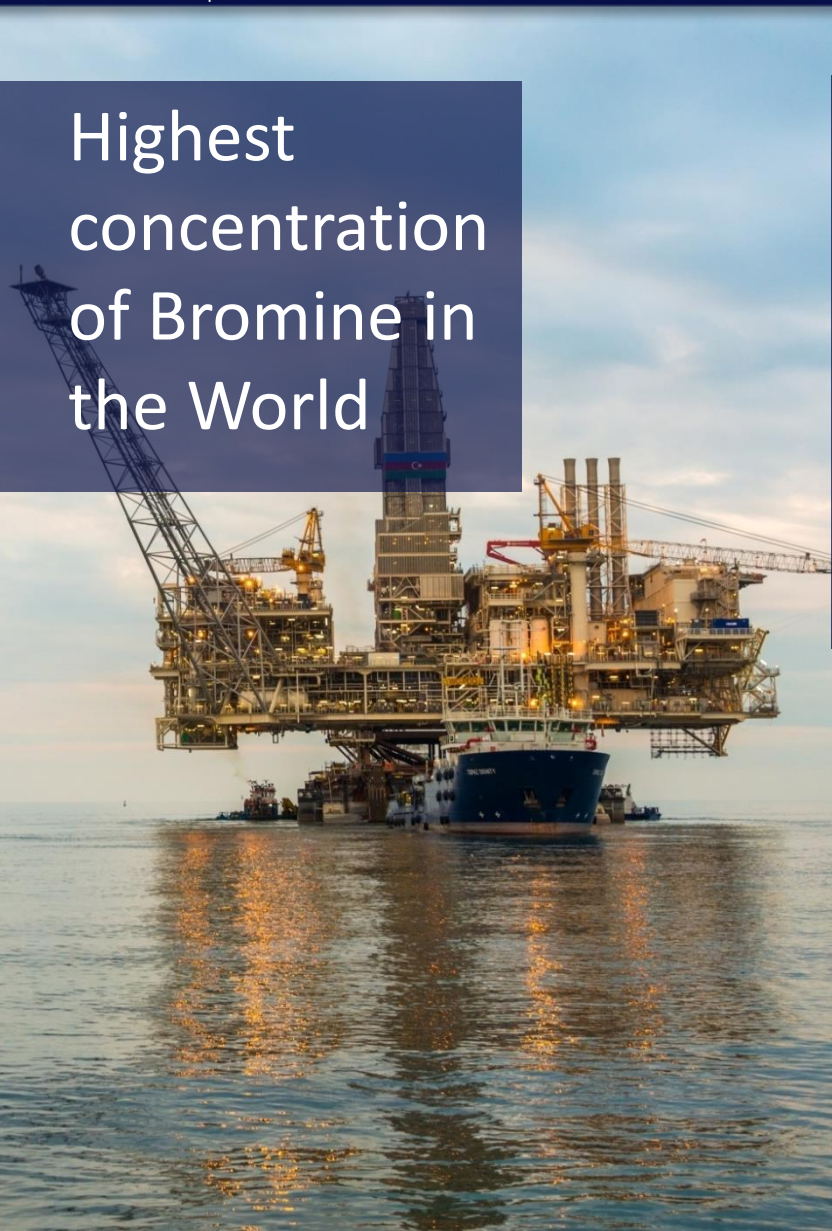
Phosphate and UK
to Specialty

**Maintain Strength.
Provide Stability.**



Strong Market Position - A Robust base for Our Future

Highest
concentration
of Bromine in
the World



Full phosphate chain
from Rock to Salts:
largest global
merchant marketer
of Purified
Phosphoric acid



Variety of single,
multi blends and
agglomeration
technology in
food ingredients



Continuous Quest for Global Opportunities

- Value over volume in phosphate specialties as done in the bromine value chain
- Potential in China – dilution of bromine resources and environmental regulation; grow WPA and salts
- Drive innovation based on global trends
- Bolt on acquisitions

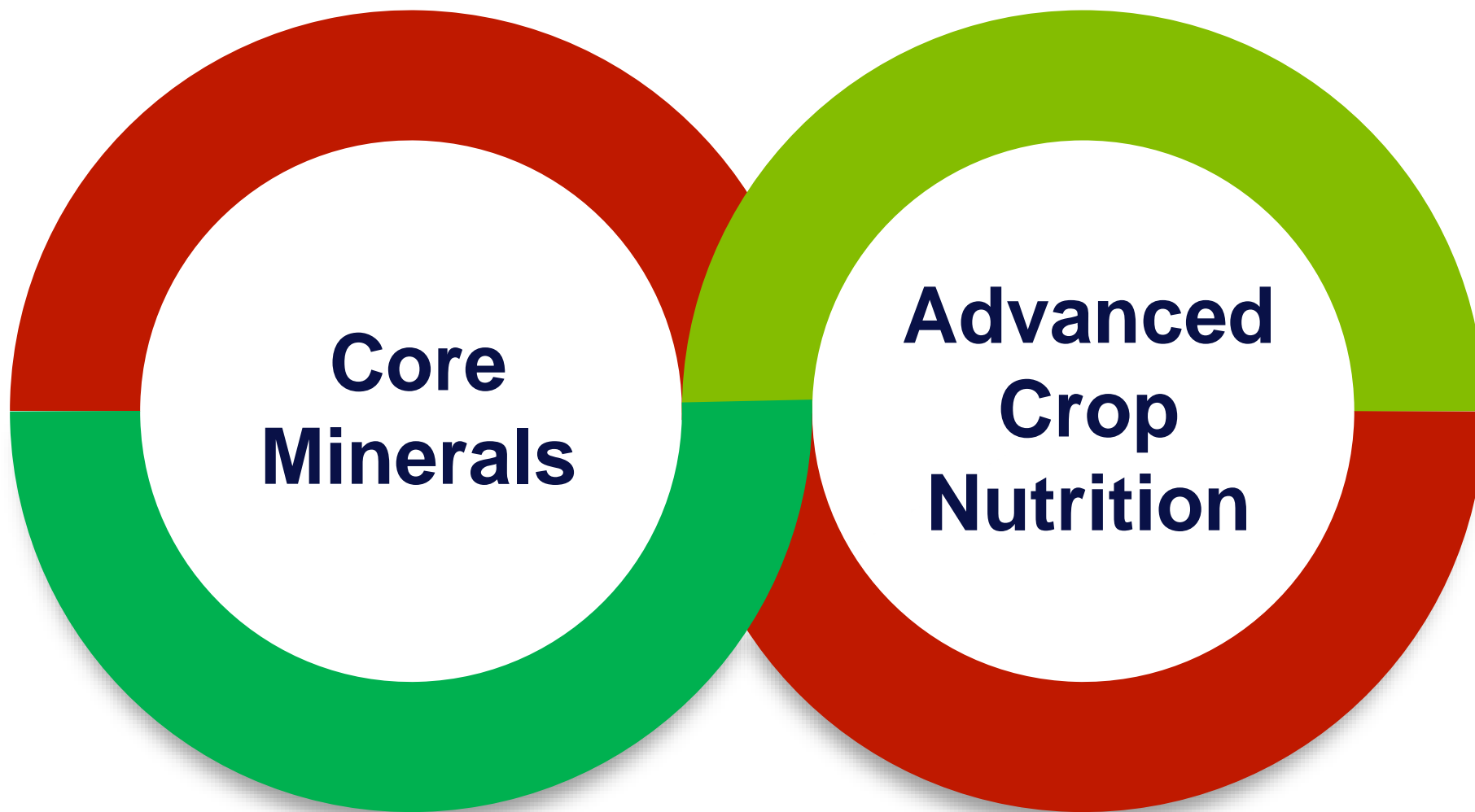
Maintain strength Provide stability.

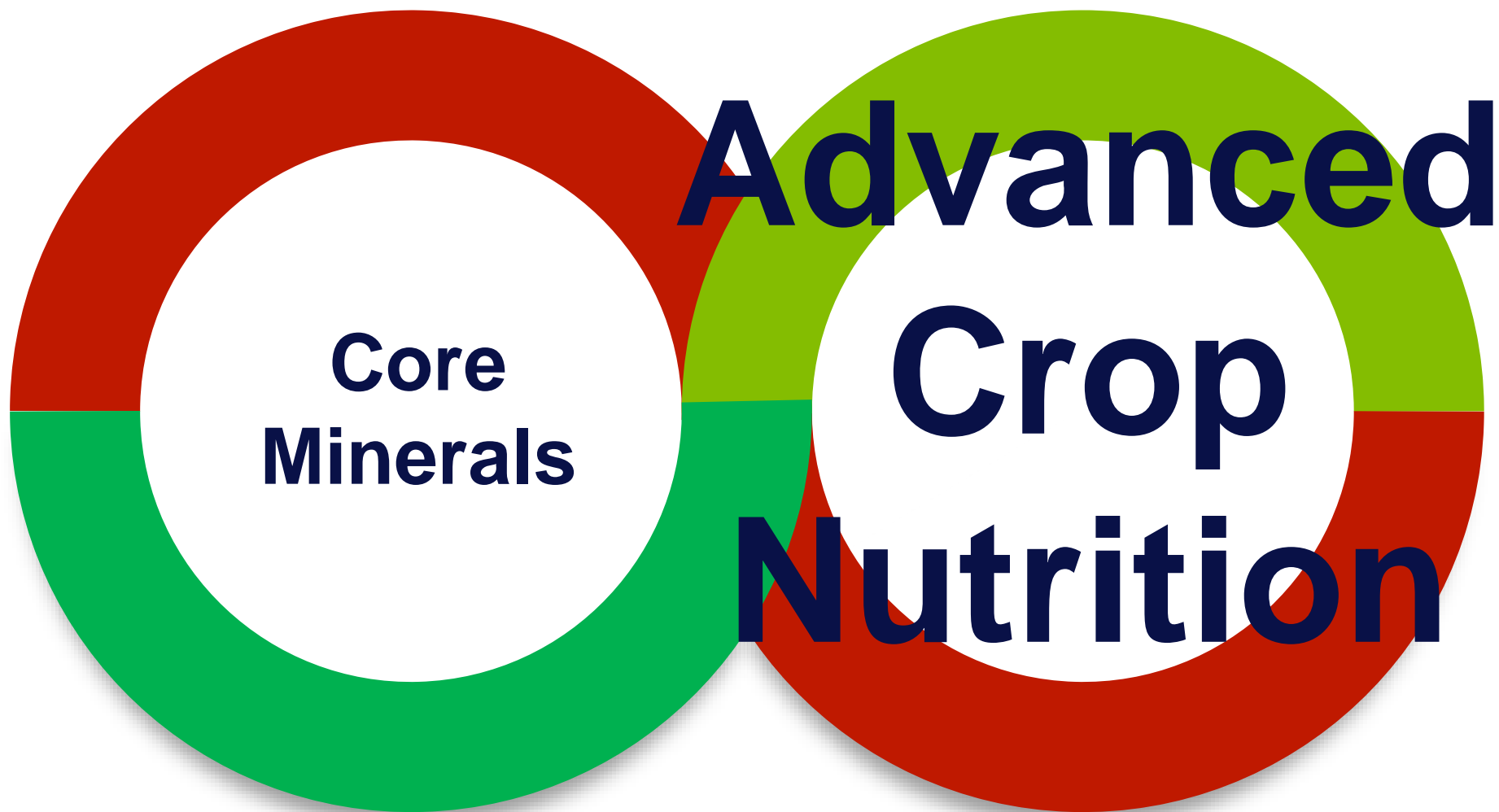


TARGET

Outgrow
the market

Expand
margins





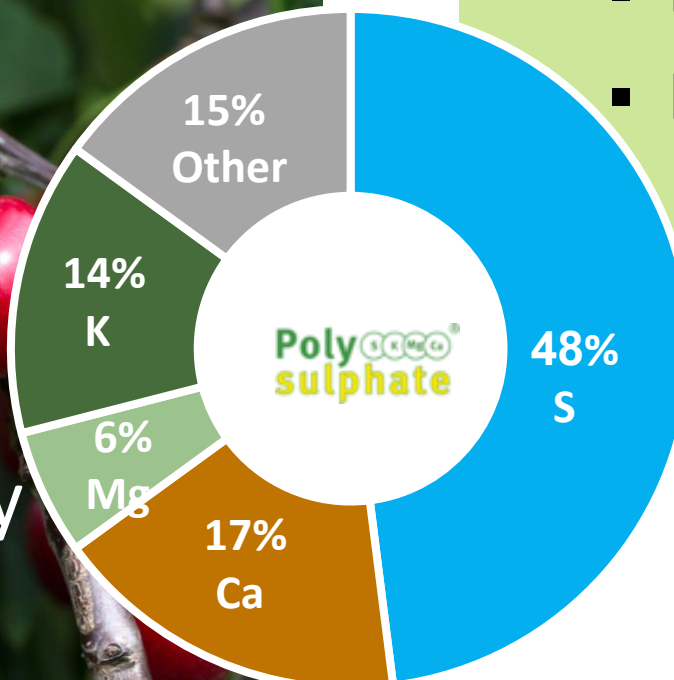
GROWTH



A PREMIUM NICHE FERTILIZER WITH UNIQUE BENEFITS

Mineral Attributes

- Multi-nutrients
- Extended Availability
- Natural fertilizer

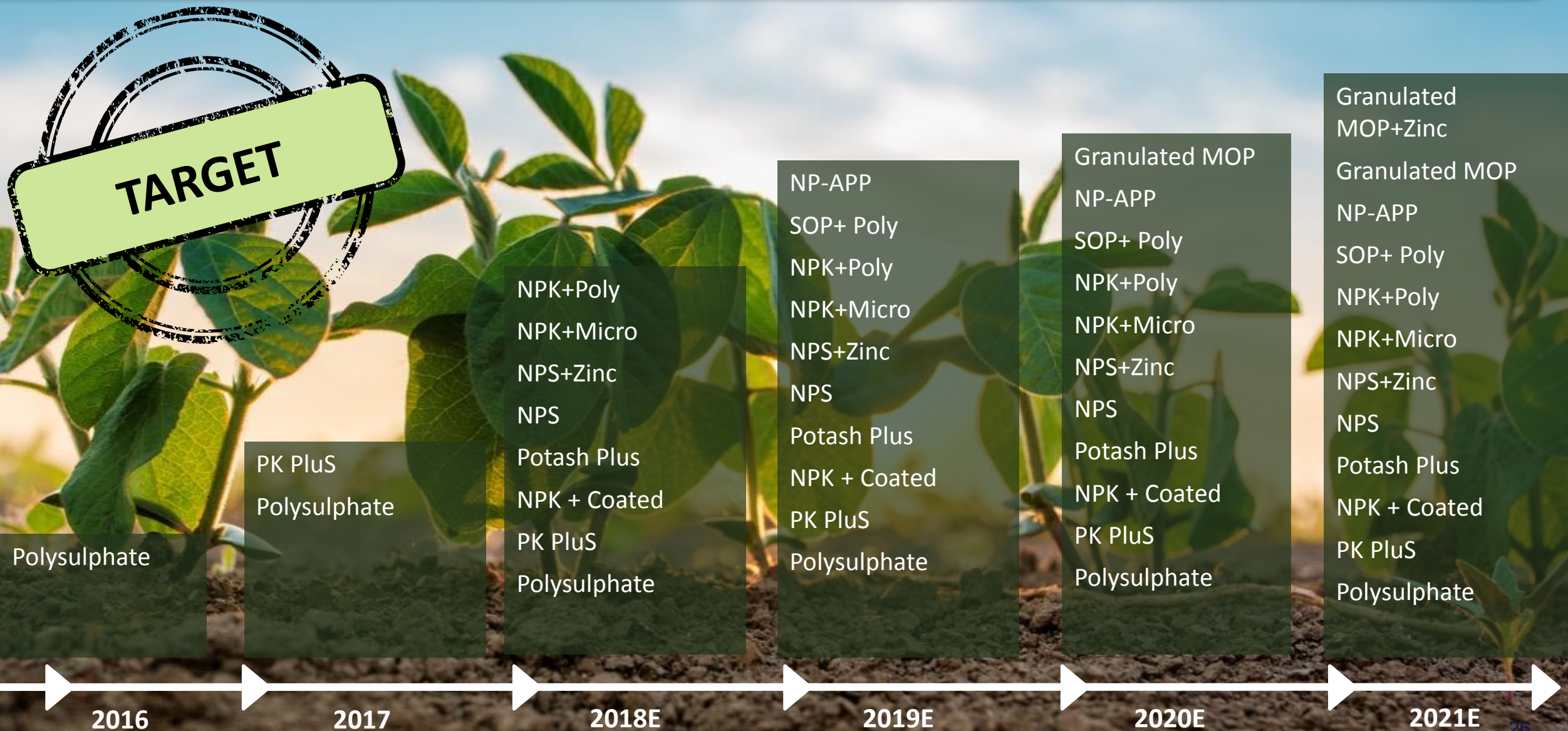


ICL's Advantages

- Sole producer
- Existing infrastructure
- Market position

From One Mineral to A World of Value Added Products

TARGET



Growth

A hand is shown pouring a stream of small, light-colored seeds or granules into dark brown soil. To the right of the hand, a small green seedling with two leaves is growing. In the upper right corner, there is a graphic of a green rectangular stamp with the word 'TARGET' in white, tilted upwards. The stamp is surrounded by several concentric, hand-drawn white circles, giving it the appearance of a target or a goal marker. The background is a soft-focus green, suggesting a garden or field setting.

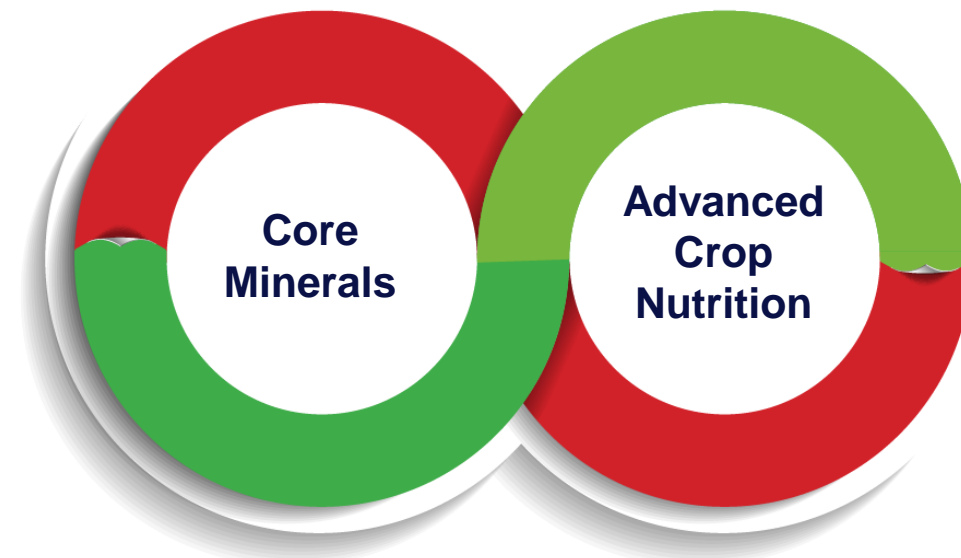
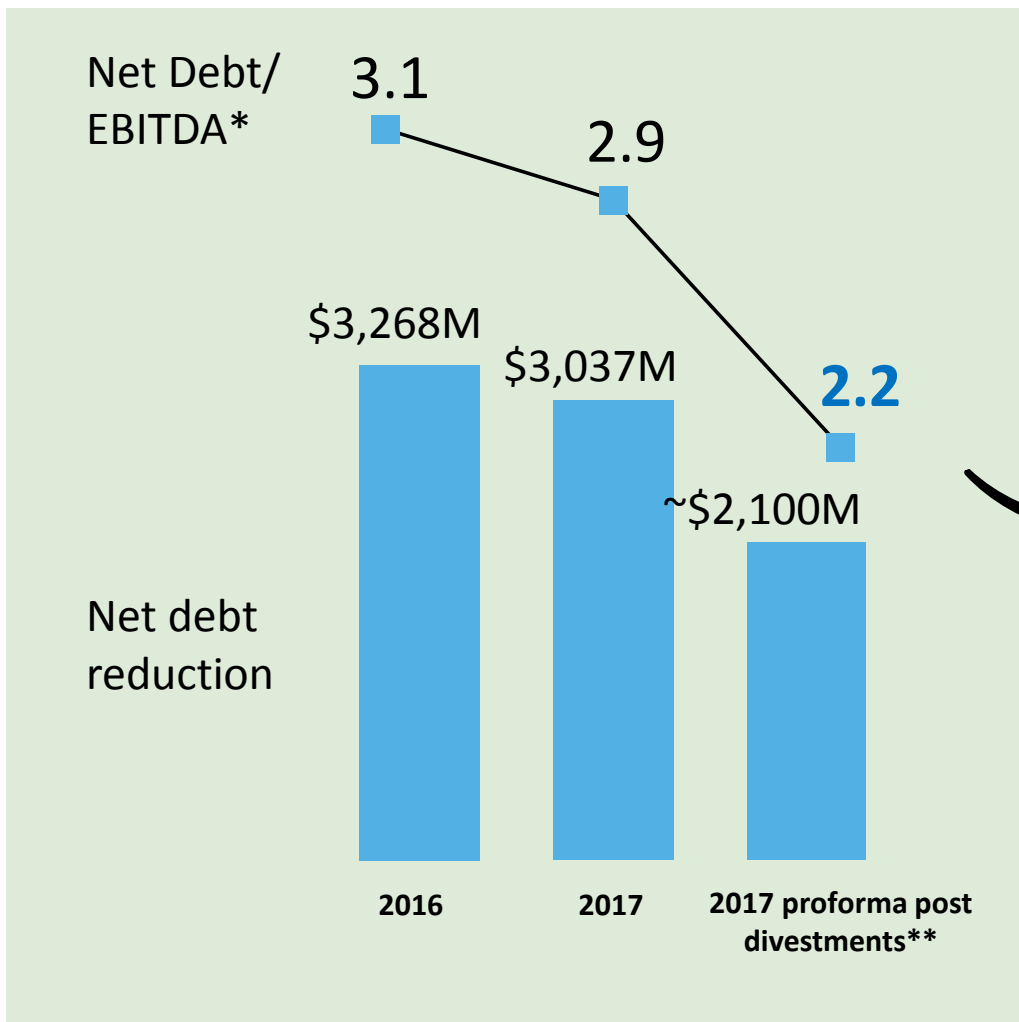
TARGET

From ~\$100M to ~\$400M

Increase in Semi-Specialty sales within 5 years



Supportive Financial Position to Implement Our Strategy



- **Support M&A and growth**
- **Infrastructure development and improvements** – from on-going operating cash flow generation

* EBITDA is proforma of the divested businesses of Fire Safety and Oil Additives

** Calculated as: 2017 net debt - ~\$900M expected net proceeds from divestments

Cultivating the Present. Developing the Future.





Where needs take us

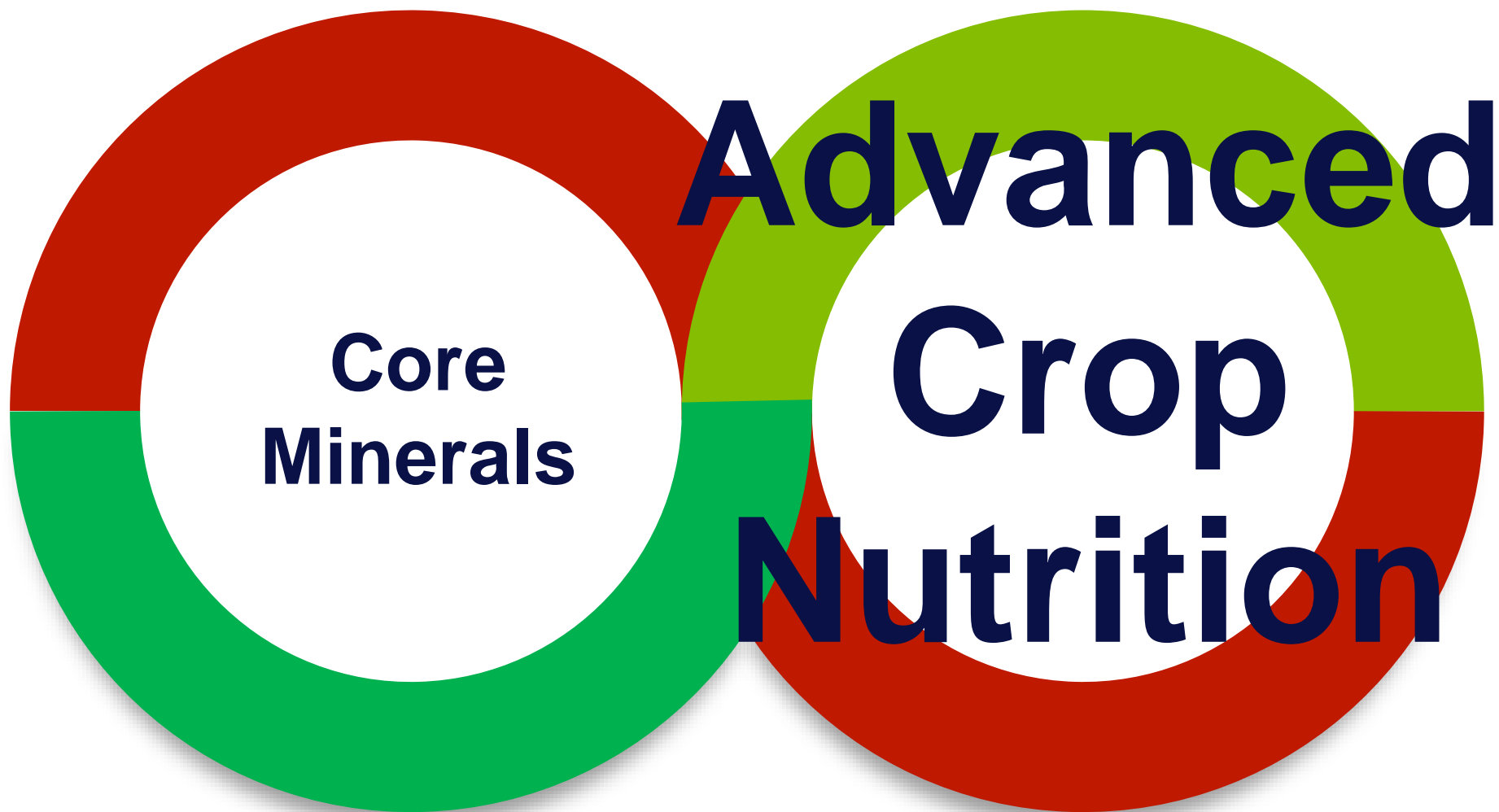
ICL Specialty Fertilizers

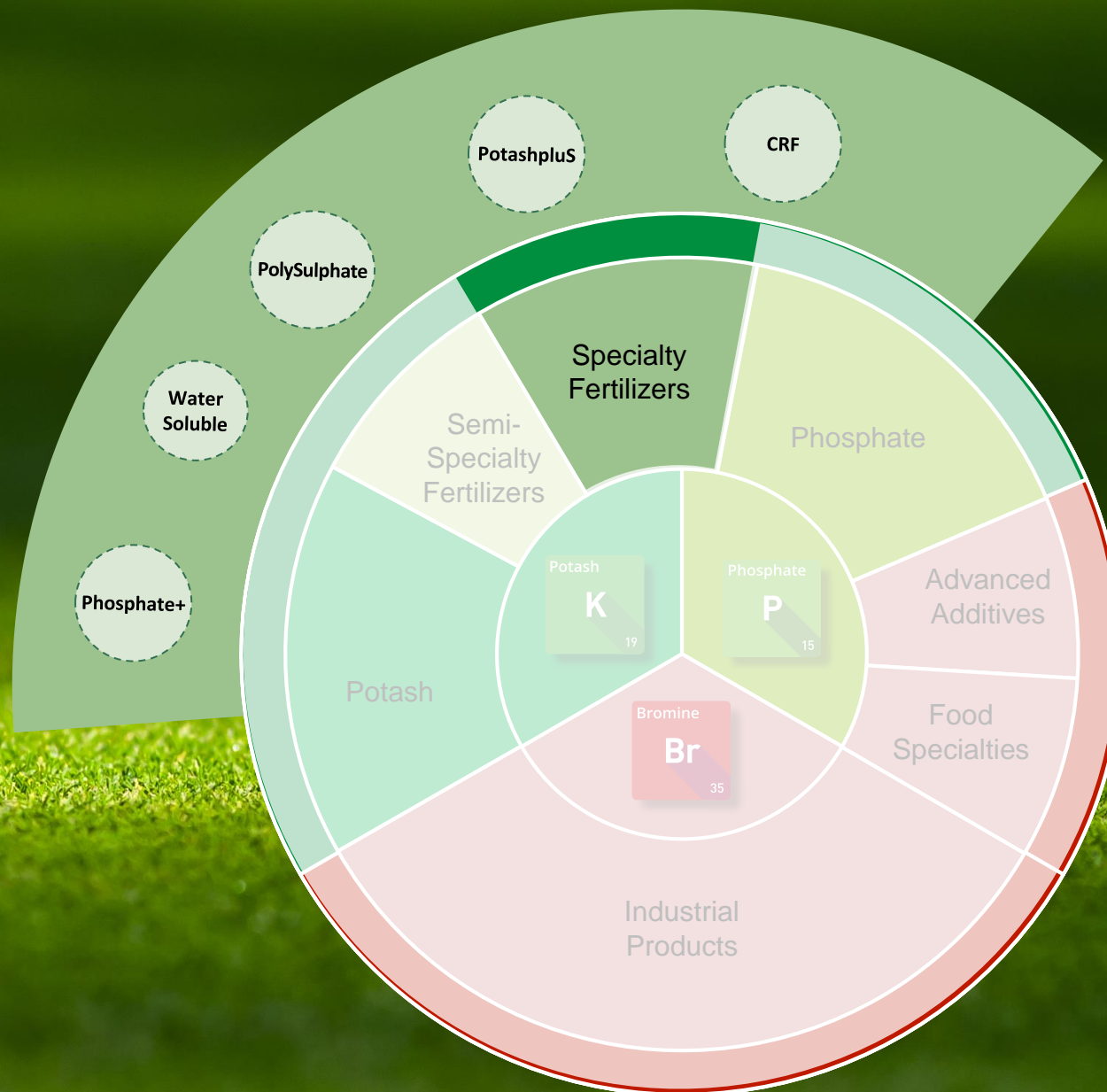
*Eli Amon, EVP
Specialty
Fertilizers*

מטפחים את ההווה.
מפתחים את העתיד.

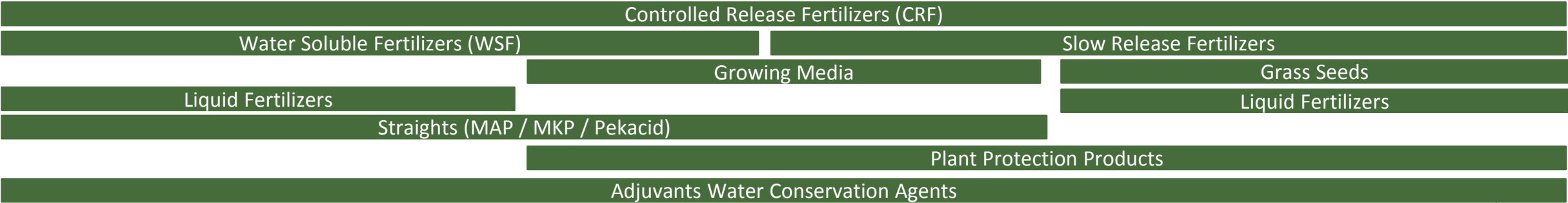
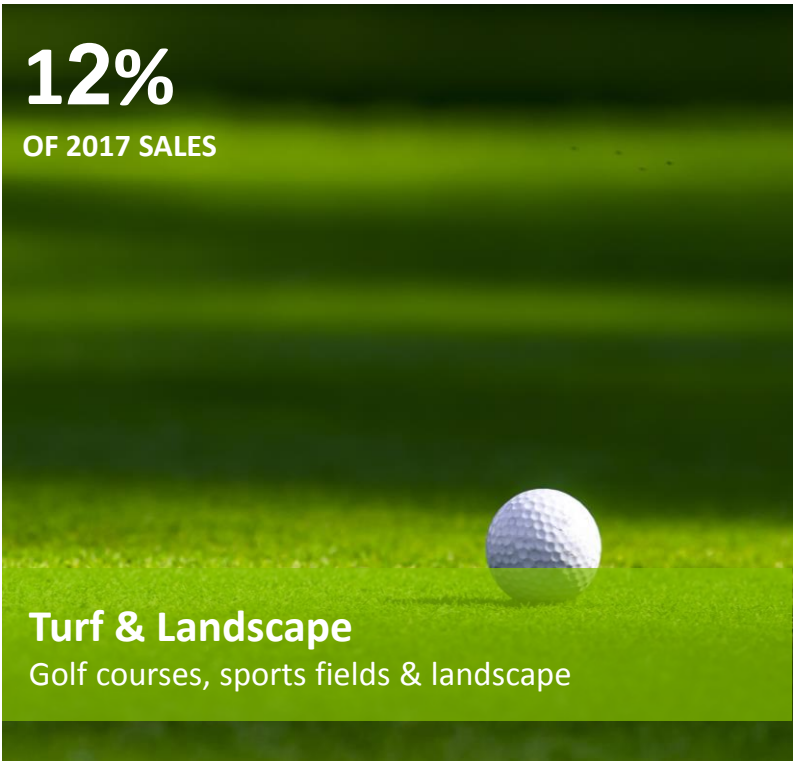
CULTIVATING THE PRESENT.
DEVELOPING THE FUTURE.



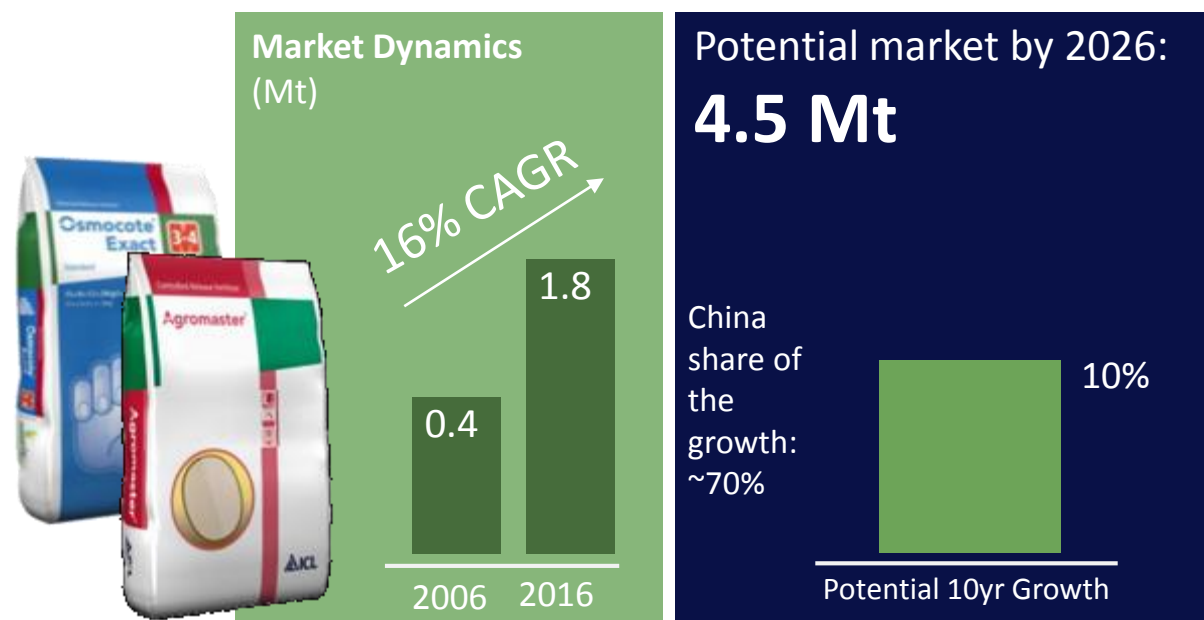




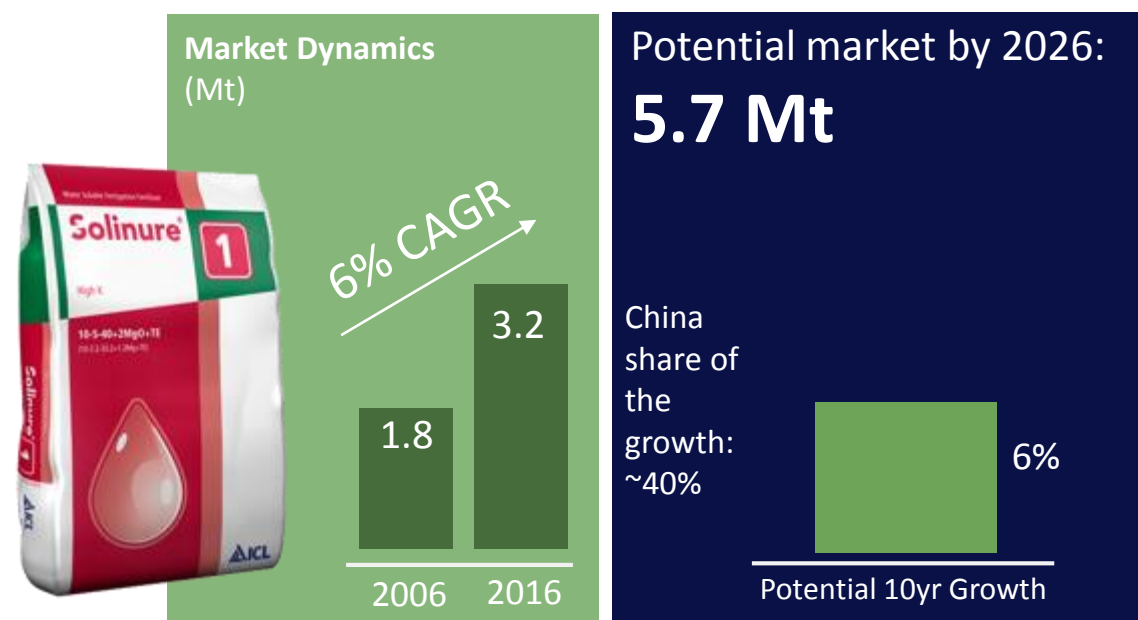
Our Core Markets and Products Today



Controlled Release Fertilizers



Soluble Fertilizers



Global Trends Driving Shift Towards Specialty Fertilizers



Regulatory
Pressure

Environmental
Trends

Changing
Food Chain

Population growth,
urbanization &
reduction in arable land
per capita

New Grower Practices

Our Strengths

- Leader in Key Markets
- Access to P and K resources, unique access to Polysulphate
- Wide Portfolio with well established brands & unique products
- Profound agronomic knowledge & strong professional sales force
- Advanced P and K chemistry
- Advanced and flexible manufacturing technologies
- Efficient Supply Chain



**Leadership in
Advanced Crop
Nutrition
Solutions**

Our Goal

Leadership in Advanced Crop Nutrition Solutions



Innovate

Get closer to
grower

Expand Value-
added product
portfolio

Building Leadership in Advanced Crop Nutrition Solutions



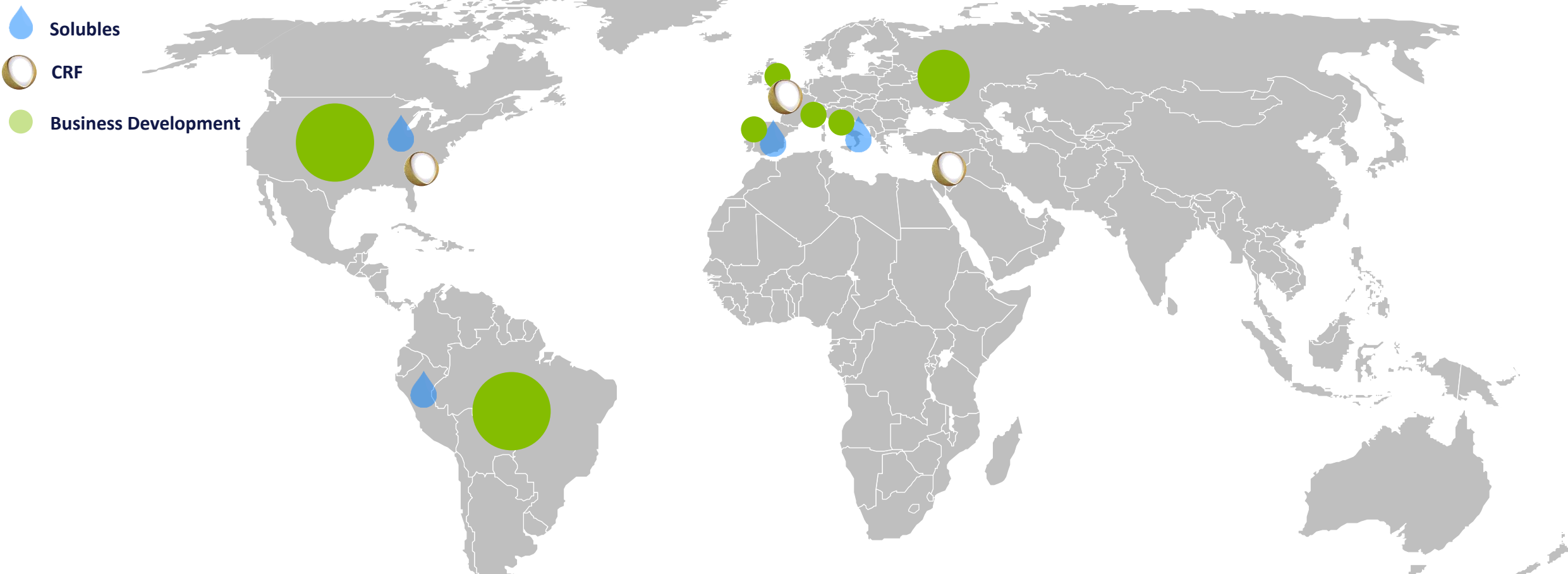
R&D

Infrastructure

**Precision
Ag**

**Business
Development**

Enhance Infrastructure and Business Developments



Unique Technology

Bio stimulants

Inhibitors

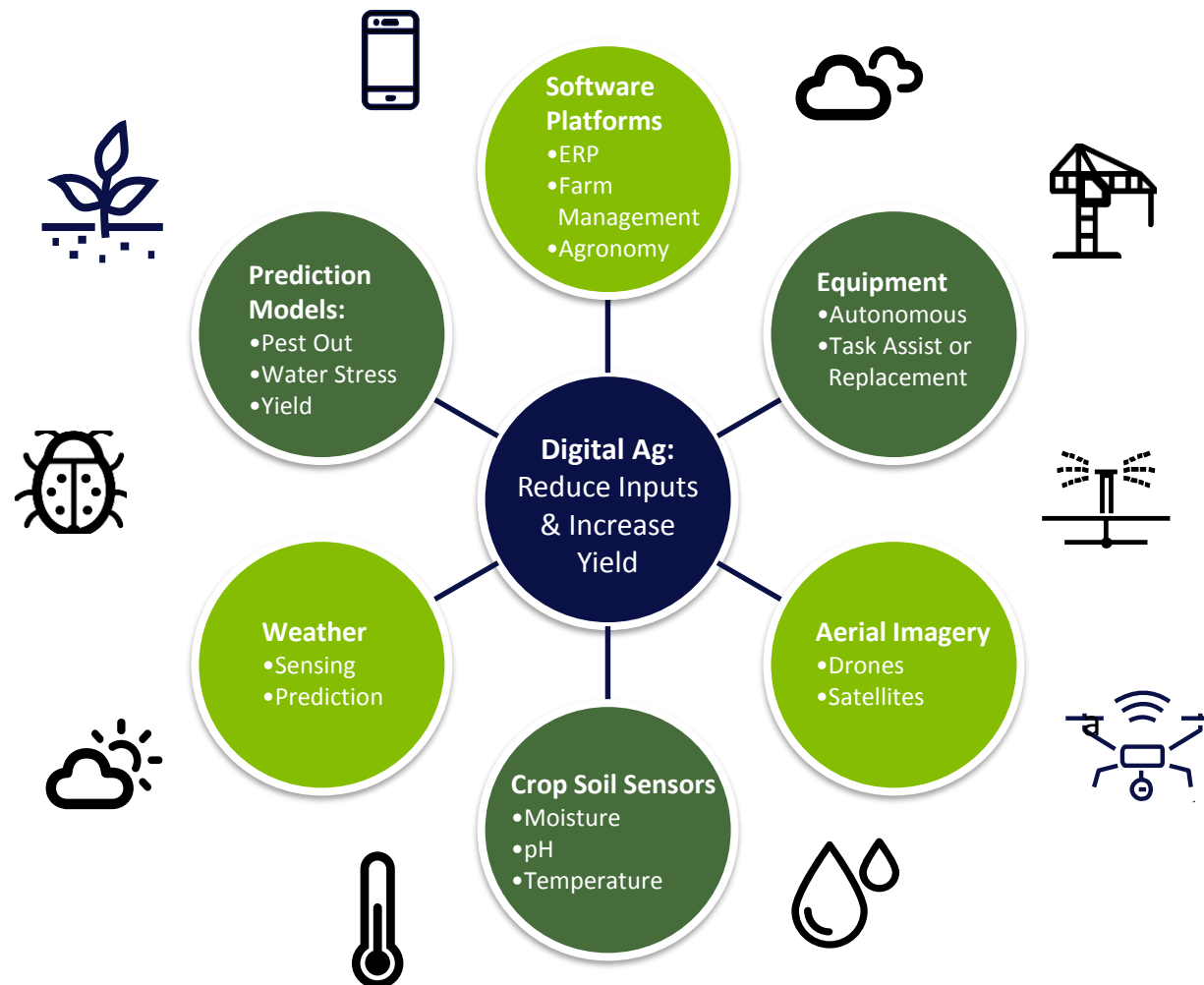
Leverage PrecisionAg to Grow sales

Digitization of Farms -Sensing,
Analytics and Connectivity Solutions

Big data insights

New products
New customers

More sales





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Digital Package to Enhance Sales



Mobile App



Integration of
data to an
Ag platform



Remote sensing
of nutrient
deficiencies



In-soil
temperature
sensor



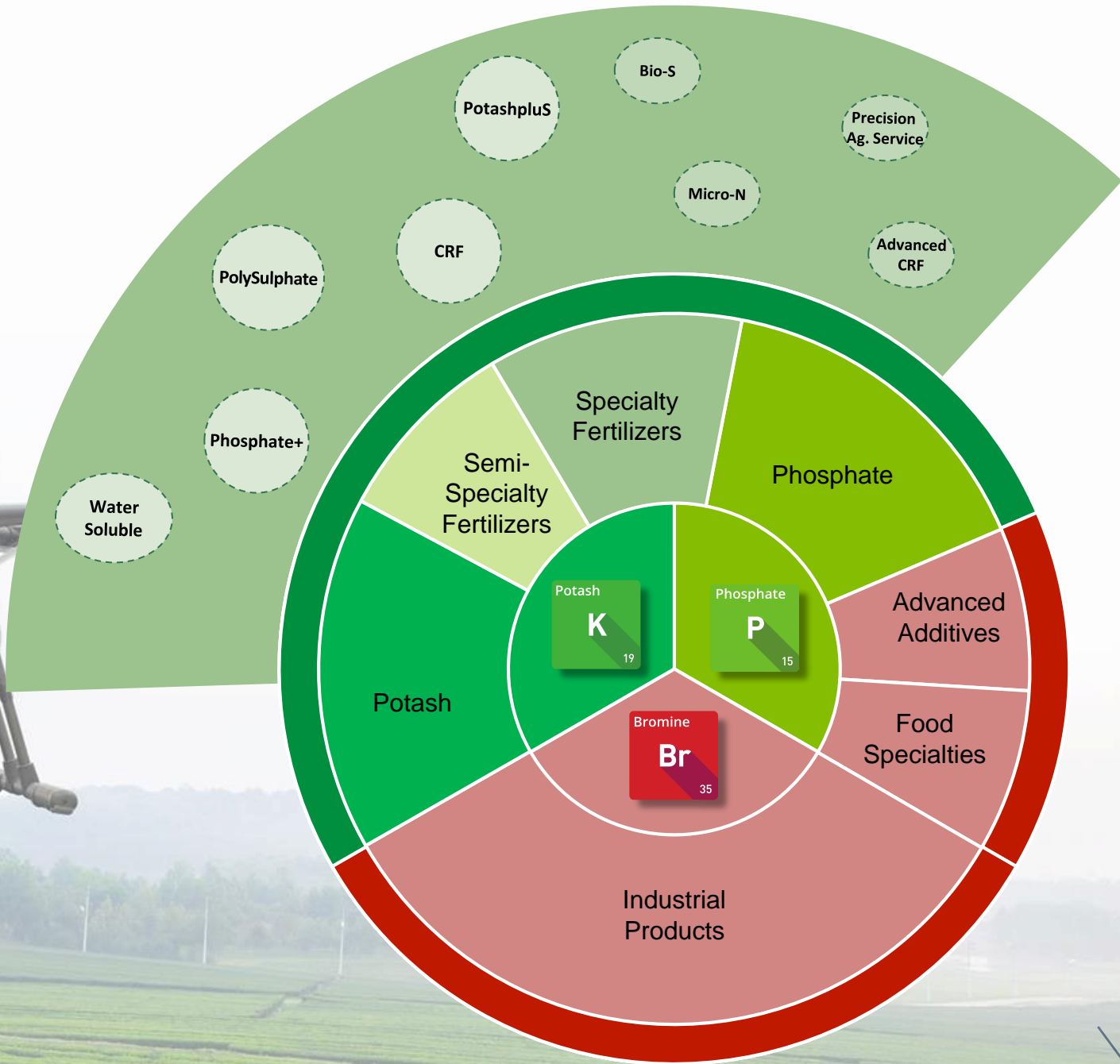
Data analytics used
to offer tailored
products



Prescription tool:
what fertilizer to
apply when?



**Leadership in Advanced
Crop Nutrition Solutions**



Growth through Leadership in Advanced Crop Nutrition

TARGET

Create

best-in-class
innovative platform

Over \$1BN

Sales within 5 Years

Improve

Operating Margin



Cultivating the Present. Developing the Future.



Where needs take us

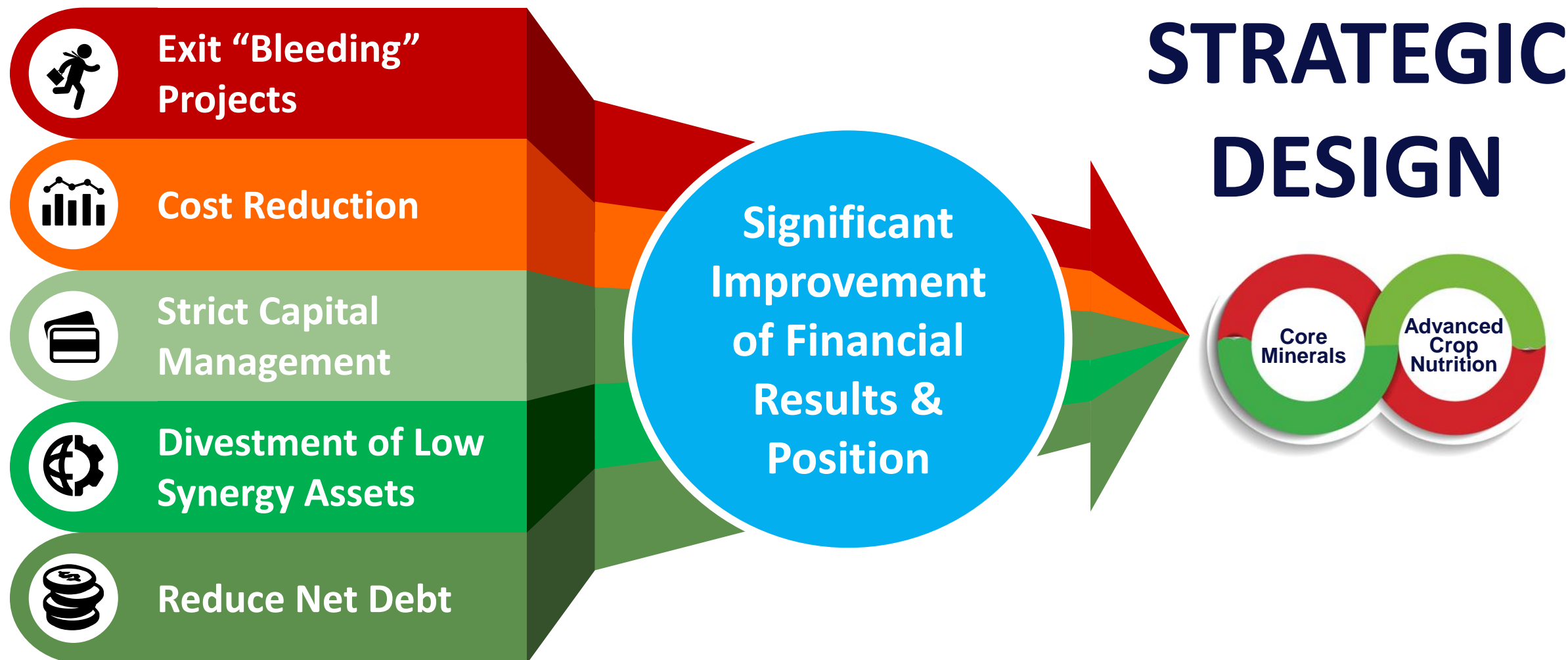
ICL Strategy

*Asher Grinbaum,
Acting CEO*

מטפחים את ההווה.
מפתחים את העתיד.

CULTIVATING THE PRESENT.
DEVELOPING THE FUTURE.

Our Path for Reshaping Our Strategy



Strong Focus on Innovation

Business Development

Continuous Cost Reduction

Marketing & Operational Excellence

Environment, Safety, Health

Development of Human Capital



What to expect from ICL in the Future



Optimization

TARGET

~10-15%
Reduction in potash cost per tonne over 5 Years

~5M Tonne
Maintain stable Potash production

Shift
Phosphate and UK to Specialty

15



Maintain Strength. Provide Stability.

TARGET

Outgrow the market

Expand margins

19



Growth in Semi-Specialty

TARGET

From ~\$100M to ~\$400M
Increase in Semi-Specialty sales within 5 years

16



Growth through leadership in Advanced Crop Nutrition

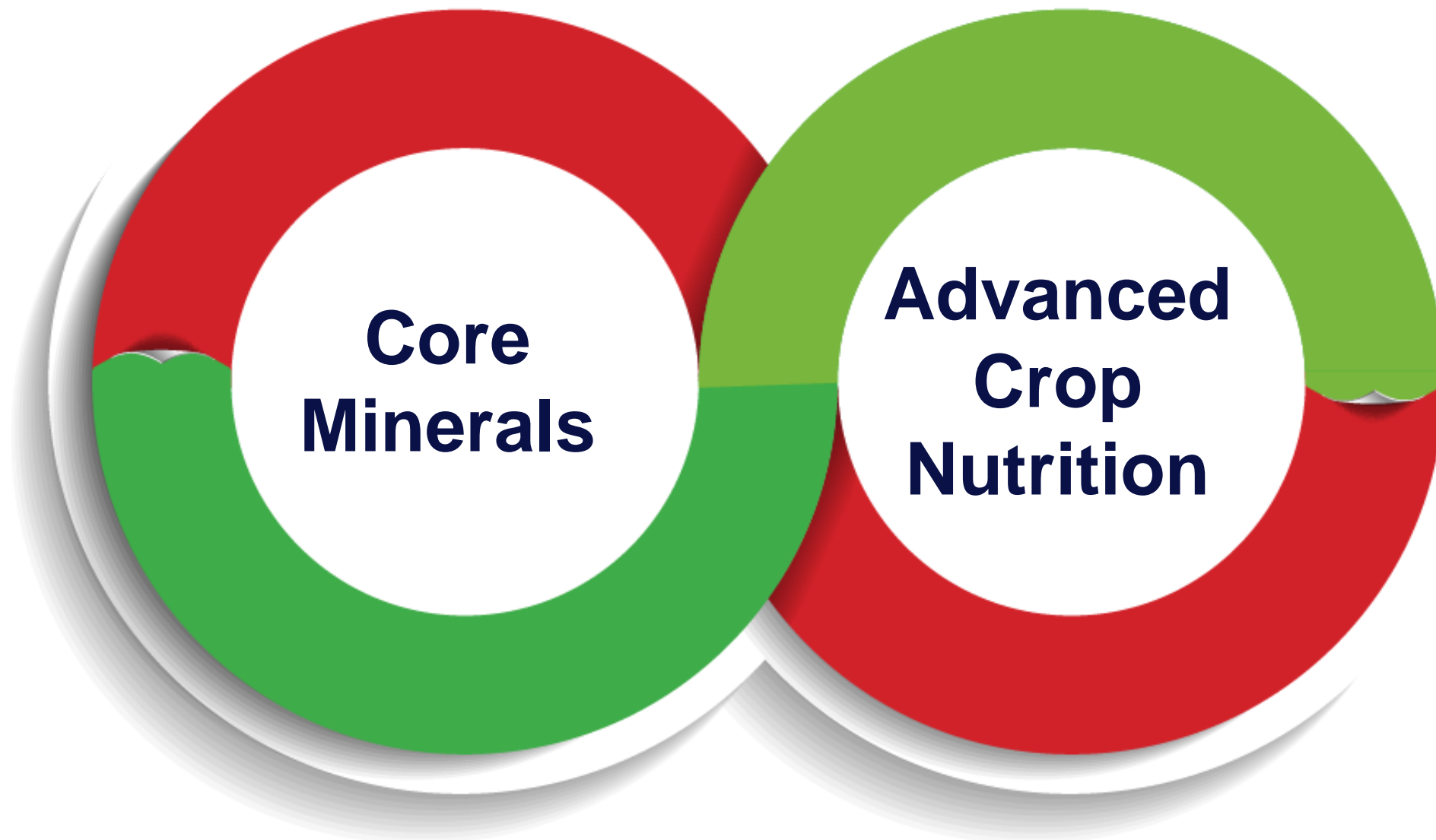
TARGET

Create
best-in-class innovative platform

Over \$1BN
Sales within 5 Years

Improve
Operating Margin

17





**Cultivating the Present.
Developing the Future.**

The background features a dark blue horizontal band across the center. Above and below this band, there are several thick, curved lines in various colors: red, green, purple, orange, teal, and brown. The background is also filled with a pattern of fine, light gray diagonal lines.

Appendix

\$3.0Bn

2017 SALES*

\$359M

2017 OPERATING INCOME**

2017 SALES VOLUME

Potash	5,039 K ton
Phosphate Fertilizers	2,291 K ton
Polysulphate	~300 K ton

2017 PRODUCTION

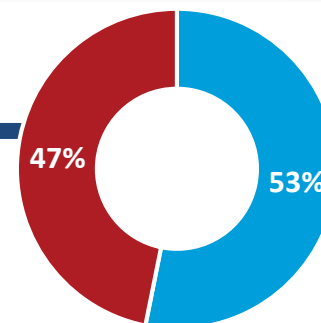
Potash	4,773 K ton
Phosphate Rock	4,877 K ton
Phosphate Fertilizers	2,094 K ton

* Before setoffs and inter-segment eliminations.

** Before G&A expenses. Before setoffs and inter-segment eliminations.
All numbers are rounded.

OF ICL SALES IN 2017

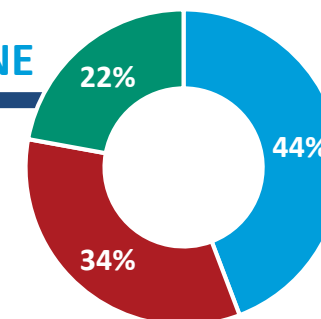
53%



■ Essential Minerals

■ Specialty Solutions

2017 SALES* BY BUSINESS LINE



■ Potash & Magnesium

■ Phosphate

■ Specialty Fertilizers

EMPLOYEES WORLDWIDE



~ 7,600

2017 MAIN FINANCIAL RESULTS

\$2.7B SALES*

\$554M OPERATING INCOME**

% SALES BY BUSINESS UNIT

Food Specialties **22%**

Industrial Products **45%**

Advanced Additives **33%**

EMPLOYEES WORLDWIDE

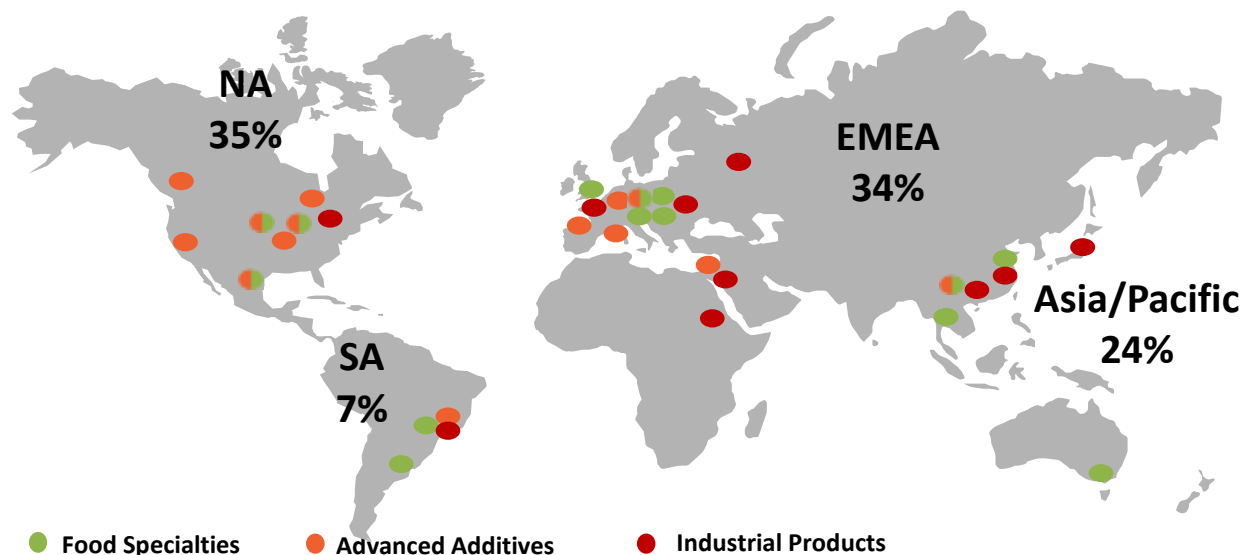
 **~ 3,700**

* Before setoffs and eliminations

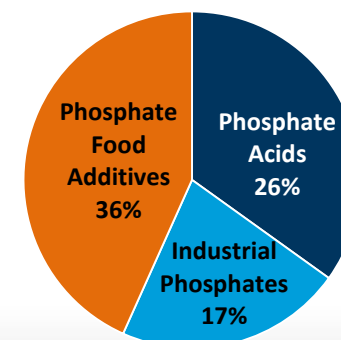
** Before G&A expenses

All numbers are rounded

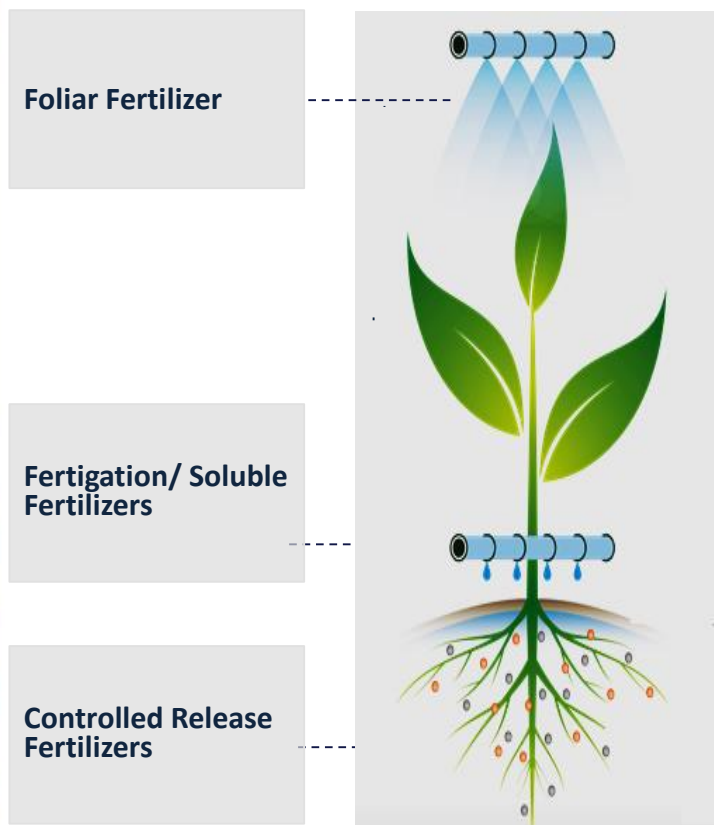
SPECIALTY SOLUTIONS SALES DISTRIBUTION



2017 PHOSPHATE VALUE CHAIN SALES*



OPTIMAL PLANT NUTRITION: LESS IS MORE!



FY2017 RESULTS

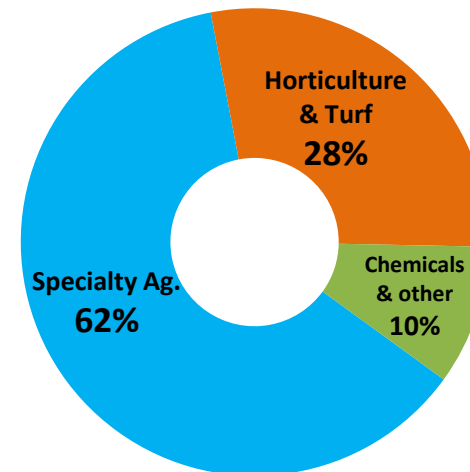
\$692M SALES**

\$56M OPERATING INCOME***

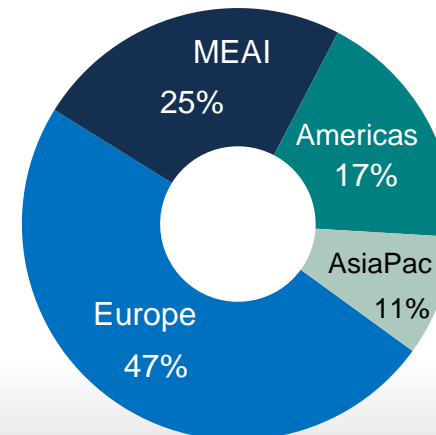
EMPLOYEES WORLDWIDE

 **~ 900**

REVENUE BY MARKET SEGMENT*



REVENUE BY GEOGRAPHIES*



* FY2017

** Before setoffs and eliminations.

*** Before G&A expenses.