



Where needs take us

Investor Presentation

January 2017



This Presentation (references to which and to any information contained herein shall be deemed to include information which has been or may be supplied in writing or orally in connection herewith or in connection with any further enquiries) is provided for the sole purpose of providing general information to assist the recipient in deciding whether it wishes to proceed with a further investigation for investing in Israel Chemicals Ltd. and/or its affiliates (hereinafter jointly referred to as the “**Company**” or “**ICL**”). This Presentation shall not form the basis of, or be relied upon in connection with, any contract or commitment whatsoever, and it does not purport to be comprehensive or to contain all the information that the recipient may need in order to evaluate the Company and/or its assets.

No representation, warranty or undertaking, express or implied, is given by ICL and/or any member of the ICL Group or their respective directors, officers, employees, agents, representatives and/or advisers as to or in relation to the accuracy, completeness or sufficiency of the information contained in this Presentation or as to the reasonableness of any assumption contained therein. To the maximum extent permitted by law the Company and its respective directors, officers, employees, agents, representatives and/or advisers expressly disclaim any and all liability which may arise from this Presentation and any errors contained therein and/or omissions therefrom or from any use of this Presentation or its contents or otherwise in connection therewith.

No representation or warranty is given as to the achievement or reasonableness of, and no reliance should be placed on, any valuations, forecasts, estimates, opinions and projections contained in this Presentation. In all cases, recipients should conduct their own investigation on any analysis of the Company and/or its assets and the information contained in this Presentation. Nothing in this Presentation constitutes an investment advice and any opinions or recommendations that may be contained herein have not been based upon a consideration of financial situation or particular needs of any specific recipient. Any prospective investor interested in buying Company’s securities or evaluating the Company and/or its assets is recommended to seek its own financial and other professional advice.

This Presentation and/or other oral or written statements made by ICL during its presentation or from time to time, may contain forward-looking statements within the meaning of the United States Private Securities Litigation Reform Act of 1995 and other applicable securities laws. Whenever words such as "believe," "expect," "anticipate," "intend," "plan," "estimate", “predict” or similar expressions are used, the Company is making forward-looking statements. Such forward-looking statements may include, but are not limited to, those that discuss strategies, goals, financial outlooks, corporate initiatives, existing or new products, existing or new markets, operating efficiencies, or other non-historical matters.

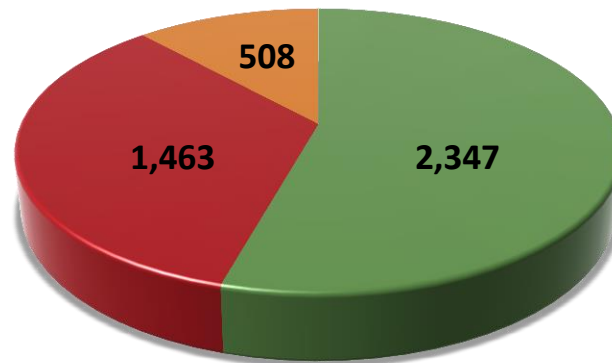
These forward-looking statements and projections are not guarantees of future performance and are subject to a number of assumptions, risks, projections and uncertainties, many of which are beyond the Company’s control, which could cause actual results, performance or achievements to differ materially from those described in or implied by such statements or projections. Because such statements deal with future events and are based on ICL’s current expectations, they could be impacted or be subject to various risks and uncertainties, including those discussed in the "Risk Factors" section and elsewhere in our Annual Report on Form 20-F for the year ended December 31, 2015, and in subsequent filings with the Tel Aviv Securities Exchange (TASE) and/or the U.S. Securities and Exchange Commission (SEC). Although the Company believes that the expectations reflected in such forward-looking statements are based on reasonable assumptions, it can provide no assurance that expectations will be achieved. Except as otherwise required by law, ICL disclaims any intention or obligation to update or revise any forward-looking statements, which speak only as of the date hereof, whether as a result of new information, future events or circumstances or otherwise. Readers, listeners and viewers are cautioned to consider these risks and uncertainties and to not place undue reliance on such information.

Certain market and/or industry data used in this Presentation were obtained from internal estimates and studies, where appropriate, as well as from market research and publicly available information. Such information may include data obtained from sources believed to be reliable, however ICL disclaims the accuracy and completeness of such information which is not guaranteed. Internal estimates and studies, which we believe to be reliable, have not been independently verified. We cannot assure that such data is accurate or complete.

Included in this presentation are certain non-GAAP financial measures, such as Adjusted Operating income and Adjusted Net income, designed to complement the financial information presented in accordance with U.S. GAAP because management believes such measures are useful to investors. These non-GAAP financial measures should be considered only as supplemental to, and not superior to, financial measures provided in accordance with GAAP. Please refer to our Annual Report on Form 20-F for the year ended December 31, 2015 filed with TASE and the SEC for a reconciliation of the non-GAAP financial measures included in this presentation to the most directly comparable financial measures prepared in accordance with GAAP.

We fulfill essential needs in 3 core end markets – **Agriculture, Food and Engineered Materials** by utilizing an **integrated value chain** based on specialty minerals

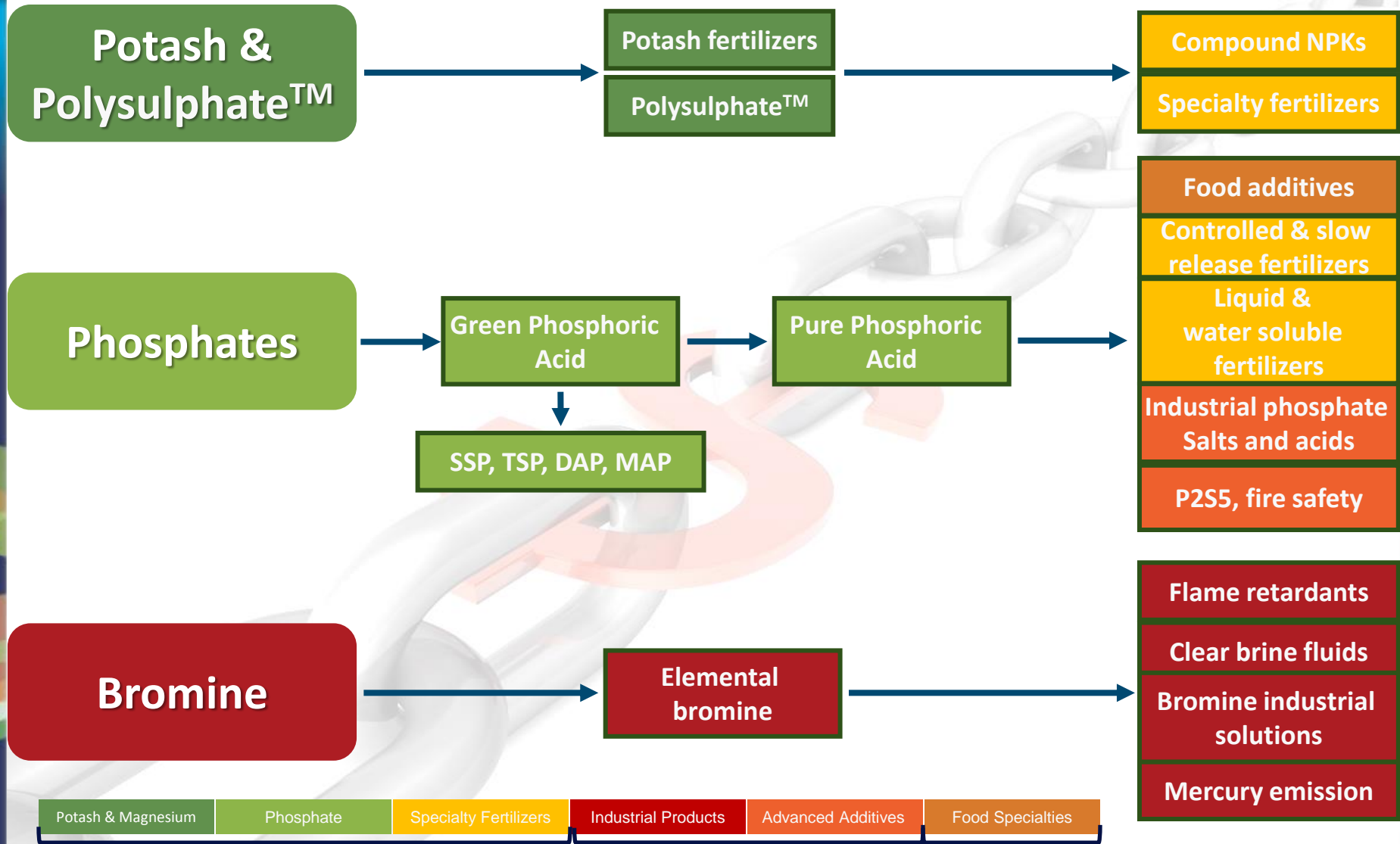
YTD 2016 (\$ million)*



■ Agriculture ■ Engineered Materials ■ Food

*Before elimination of inter-business units sales

Adding Value throughout Our Backward Integrated Production Chain



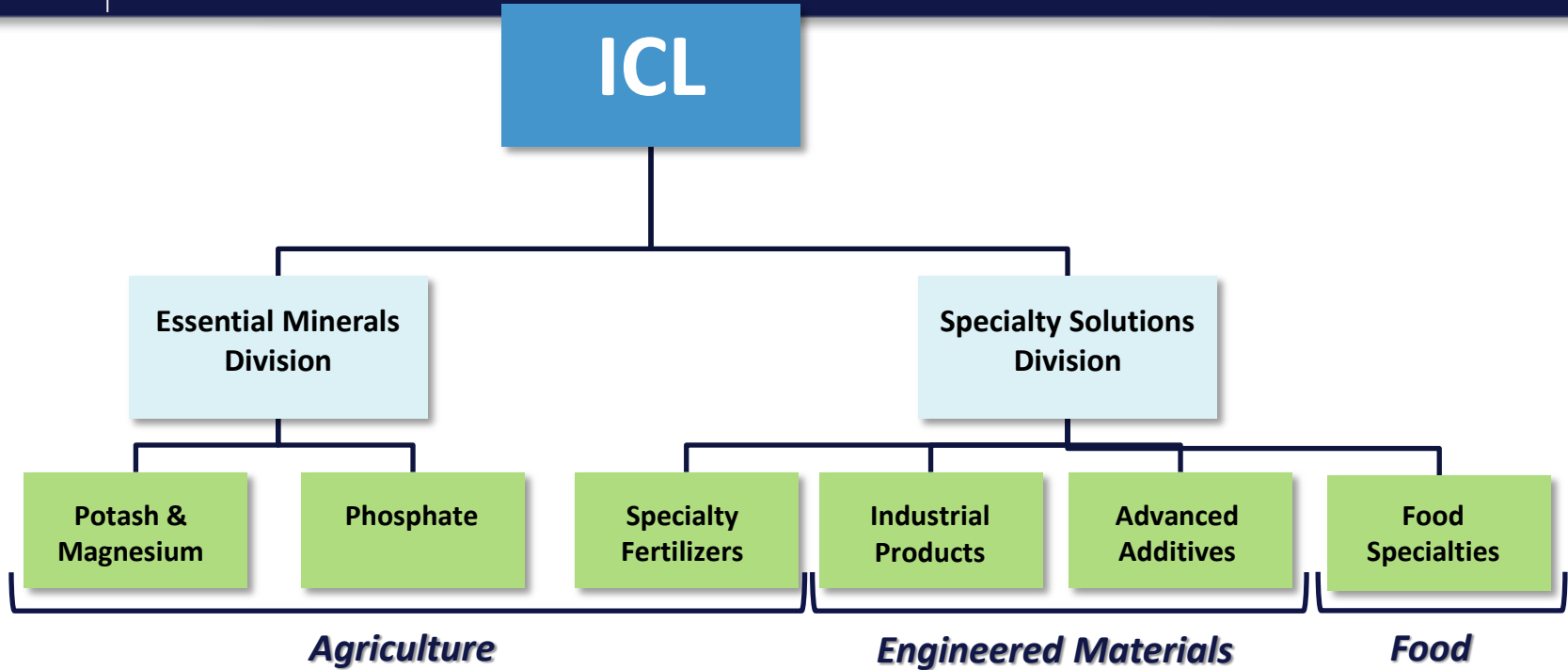
Potash & Magnesium |
 Phosphate |
 Specialty Fertilizers |
 Industrial Products |
 Advanced Additives |
 Food Specialties

Agriculture

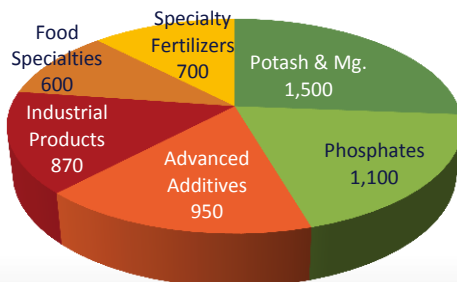
Engineered Materials

Food

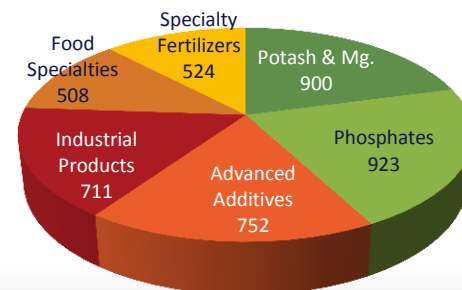
ICL's Organization Structure: Enabling Strategic Growth



FY2015 Sales (\$ million)

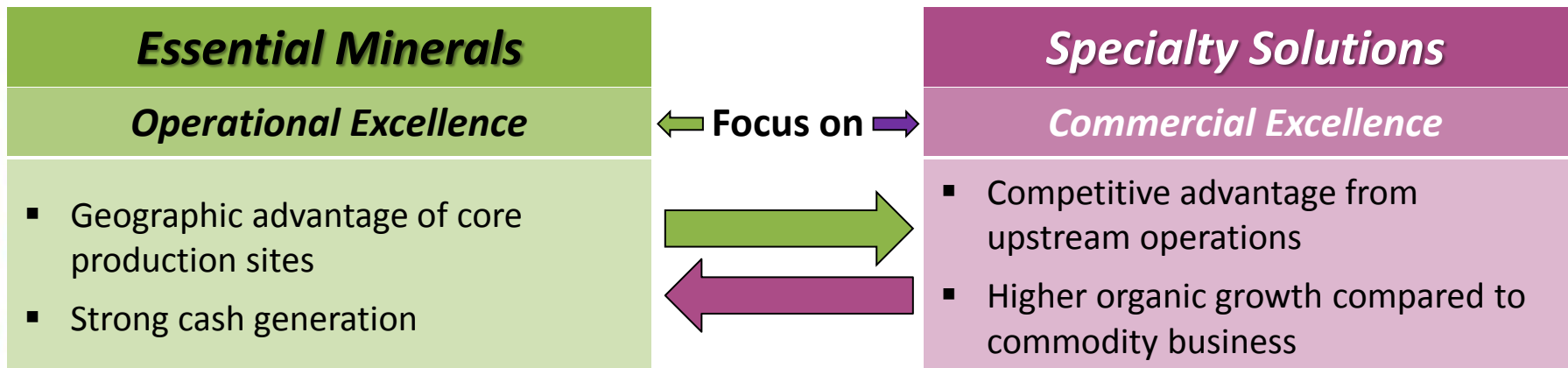


YTD2016 Sales (\$ million)

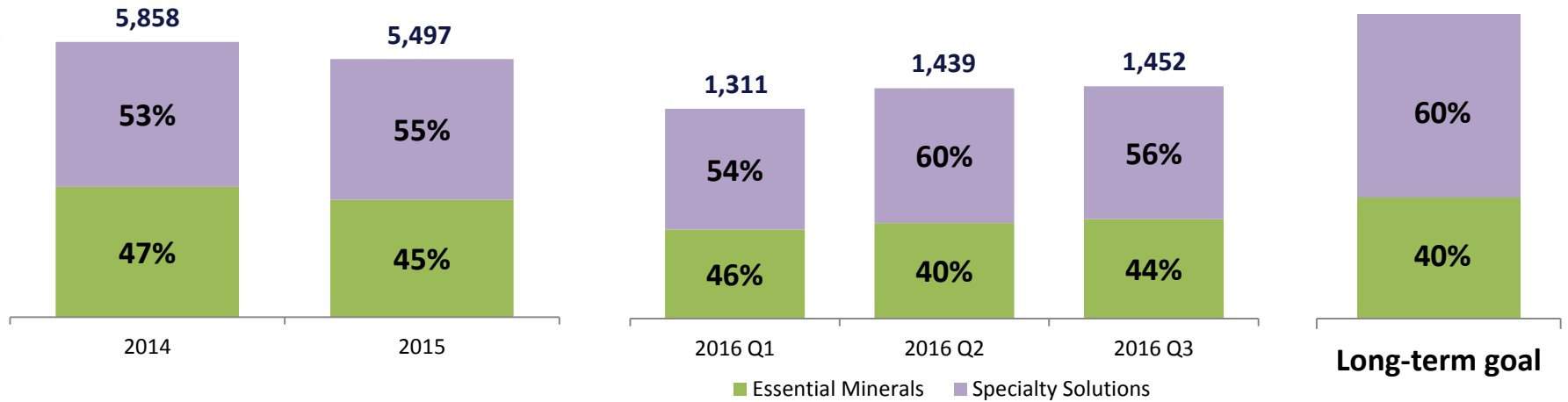


- **Consistently examining plan and investments according to:**
 - ✓ Strategy alignment
 - ✓ Rate of return
 - ✓ Market conditions
 - ✓ Cash flow requirements

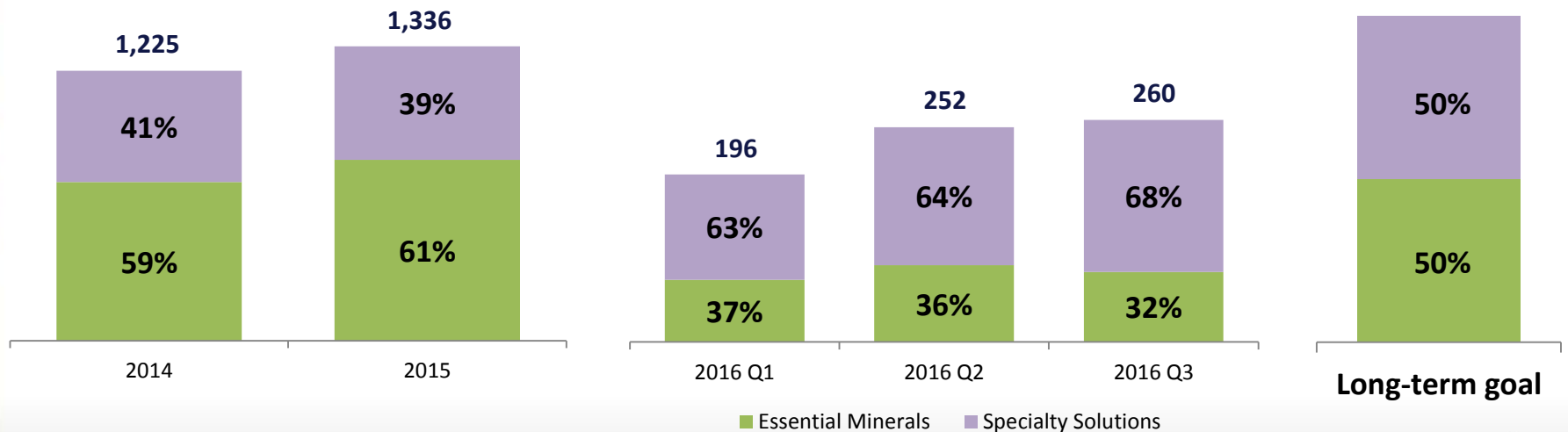
Focus on diversification into Specialty Solutions and competitiveness of assets



Sales*



Adjusted Targeted Operating Income**



A high quality and practically inexhaustible source of potash, bromine and magnesium

- Low cost
- Near-infinite reserve life
- Logistical advantages: stockpiling ability, geographical position
- Increased production capability by ~10% through ongoing operational excellence

Short mine-to-port distances, proximity to emerging markets

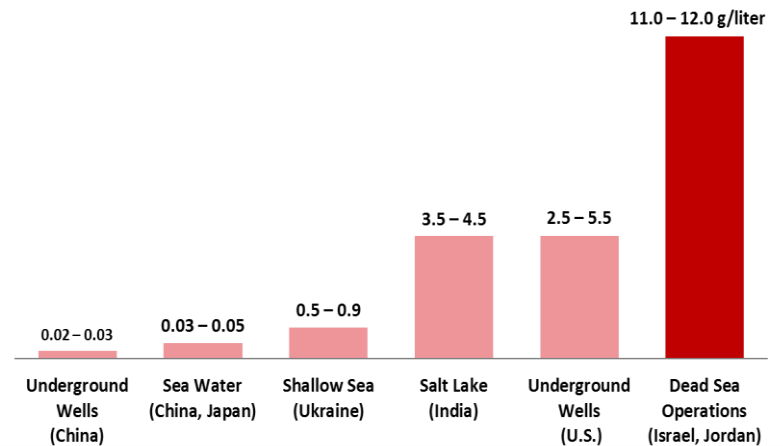


A high quality and practically inexhaustible source of potash, bromine and magnesium

- Low cost
- Near-infinite reserve life
- Logistical advantages: stockpiling ability, geographical position
- Increased production capability by ~10% through ongoing operational excellence



The Dead Sea provides the highest concentration of Bromine





Potash and Polysulphate™ : ICL Iberia, ICL UK

- Logistical advantages: focus on domestic markets, close to ports
- Cost per tonne reduction
- Production optimization
- Potential for increased production

Phosphates: ICL Rotem, YPH JV

- Backward integration to Specialty Solutions
- Cost reduction through efficiency and operational excellence
- Potential for increased production

The background features a dark blue horizontal band across the center. Above and below this band are various curved, overlapping lines in colors such as red, green, purple, brown, and teal. The top-left and bottom-right corners have a light gray background with fine, parallel diagonal lines.

Financials

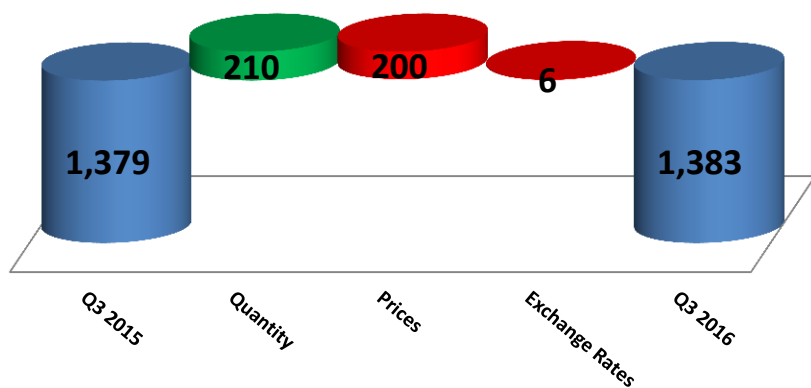
Q3 2016 Financials

Q3 2016 Highlights

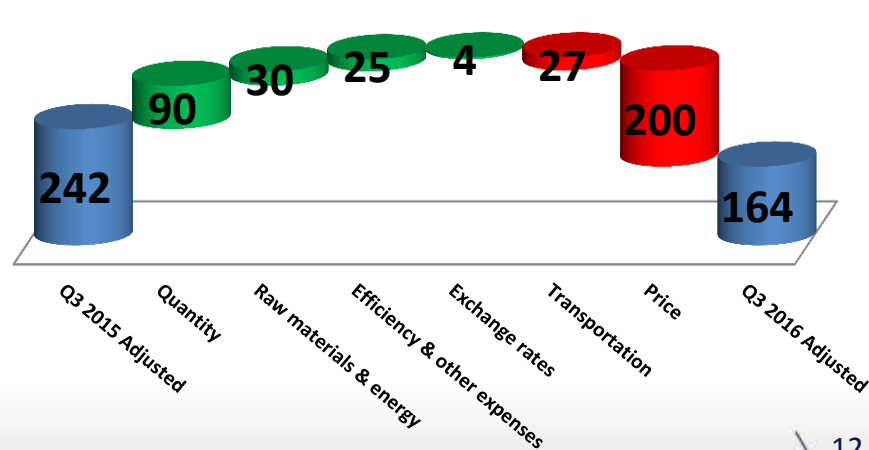
\$ millions	Q3 16	Q2 16	% change	Q3 15	% change
Sales	1,383	1,377	0.4%	1,379	0.3%
Adjusted operating income	164	163	0.6%	242	(32.2)%
Net income	(340)	120	NA	121	NA
Adjusted net income	120	132	(9.1)%	155	(22.6)%
Operating cash flow	249	238	4.6%	124	100.8%
External potash sales (thousand tonnes)	1,293	1,010	28%	1,091	18.5%
Average potash selling price - FOB	199	221	(10)%	283	(29.7)%

- Results demonstrate ICL's unique advantages: diversification into Specialty Solutions and competitive position of core assets
- Disciplined working capital and CAPEX management resulted in positive cash flow
- Robust financial position as indicated by latest rating reports. Efficiency measures and strict capital management will improve future position

Q3 2016 Sales

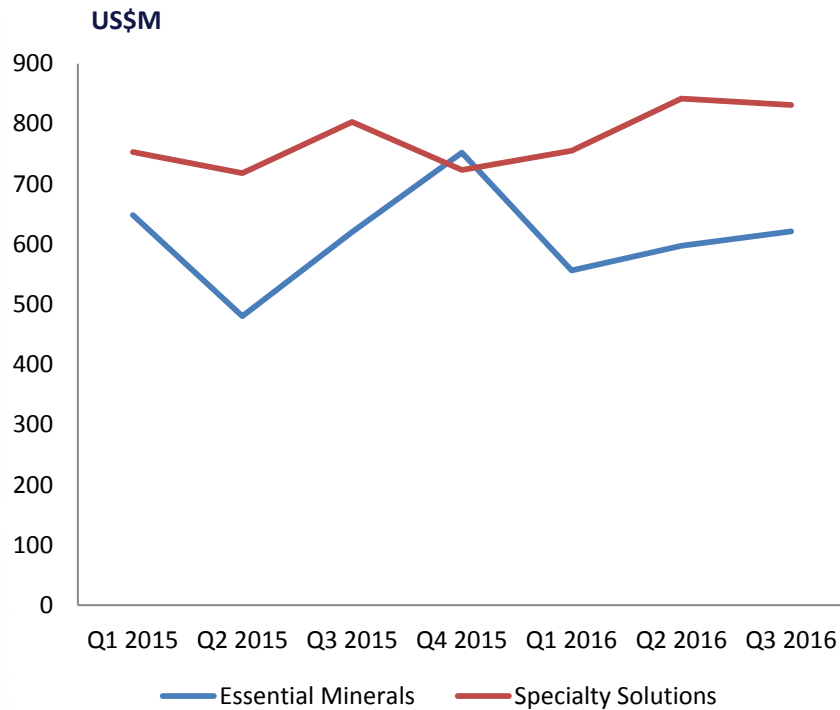


Q3 2016 Adjusted operating income

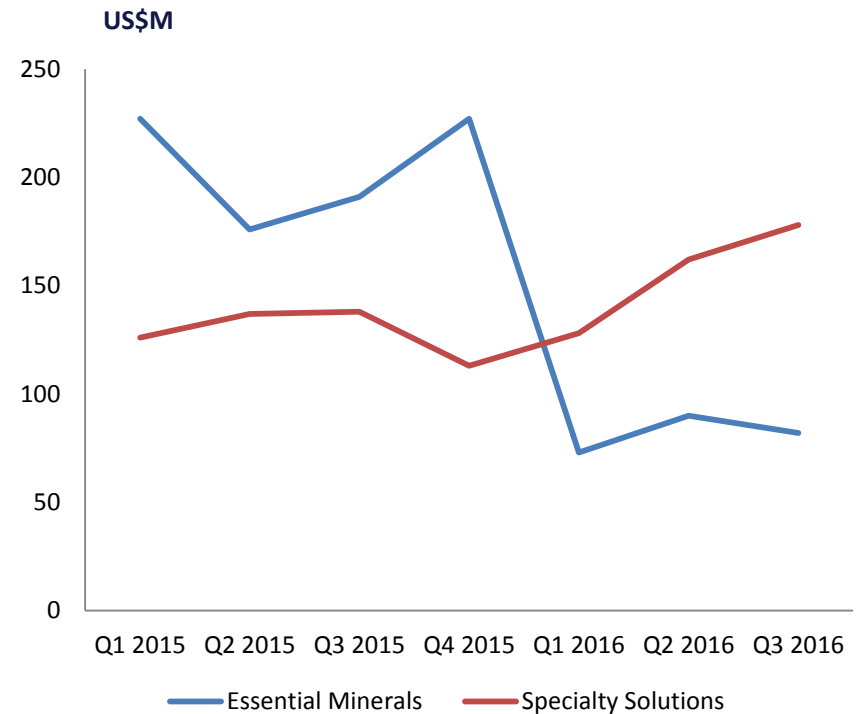


ICL's Unique Advantage: The Balancing Effect of Specialty Solutions

Sales



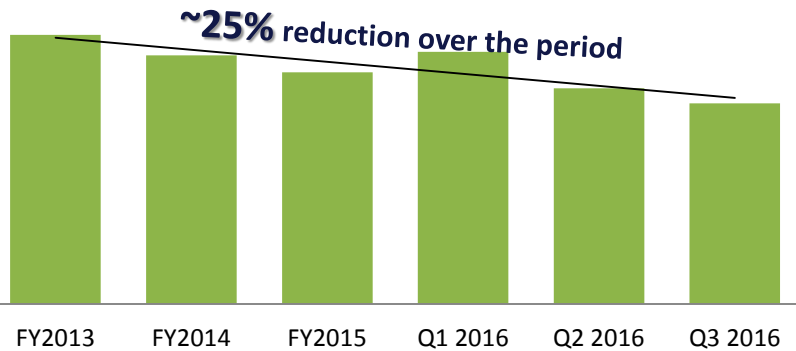
Operating Income



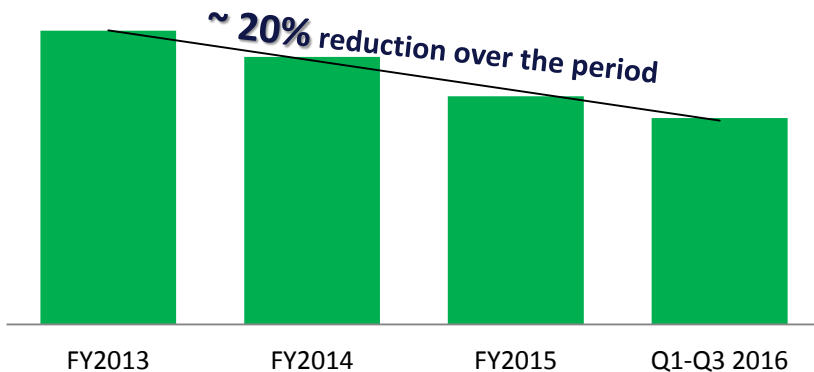
Excluding G&A and unallocated expenses

See Q3 2016 press release for a reconciliation of Adjusted operating income to operating income and Adjusted net income to net income.

Potash average realized full cost per tonne sold



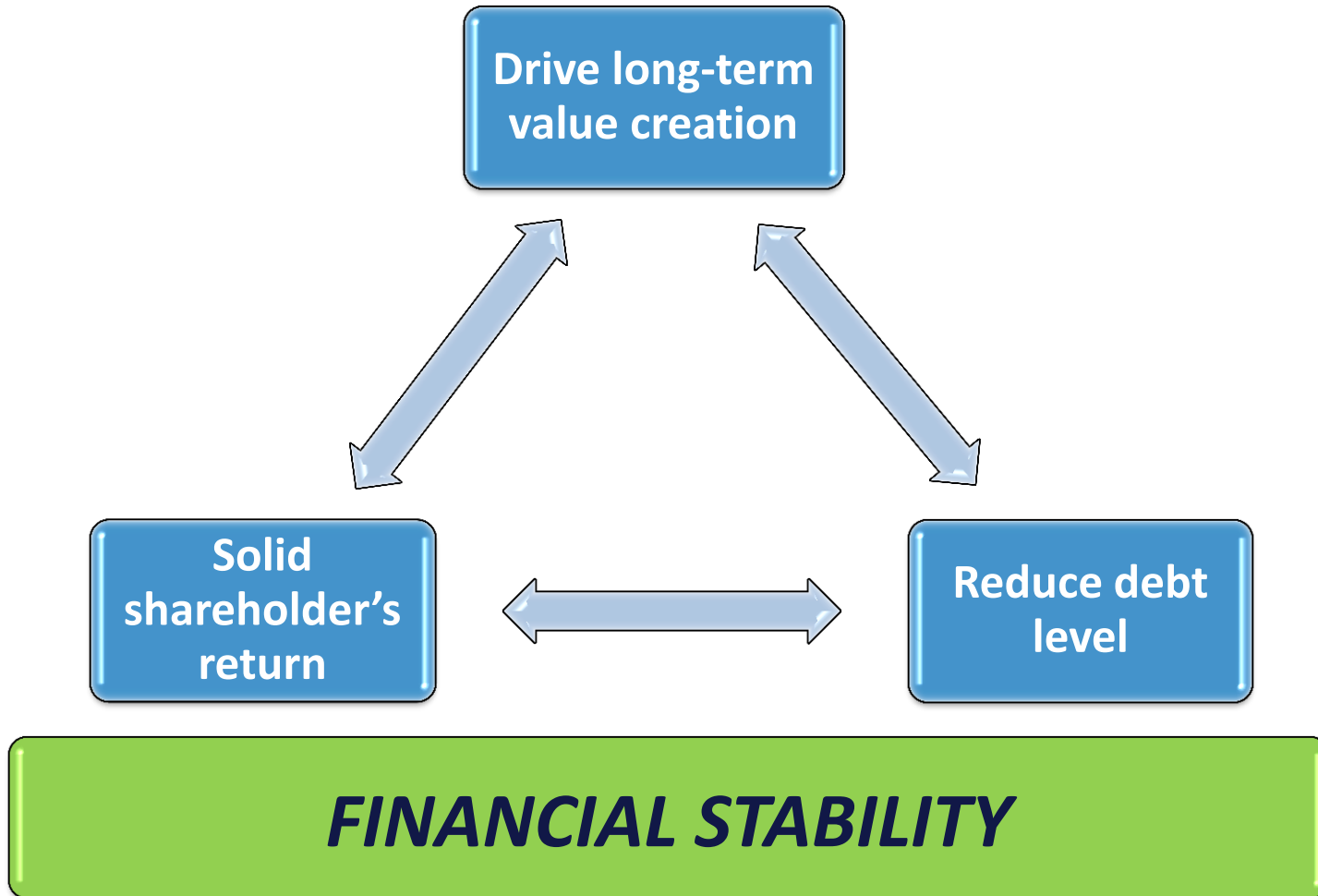
Green phosphoric Acid Cost \$/tonne FOB



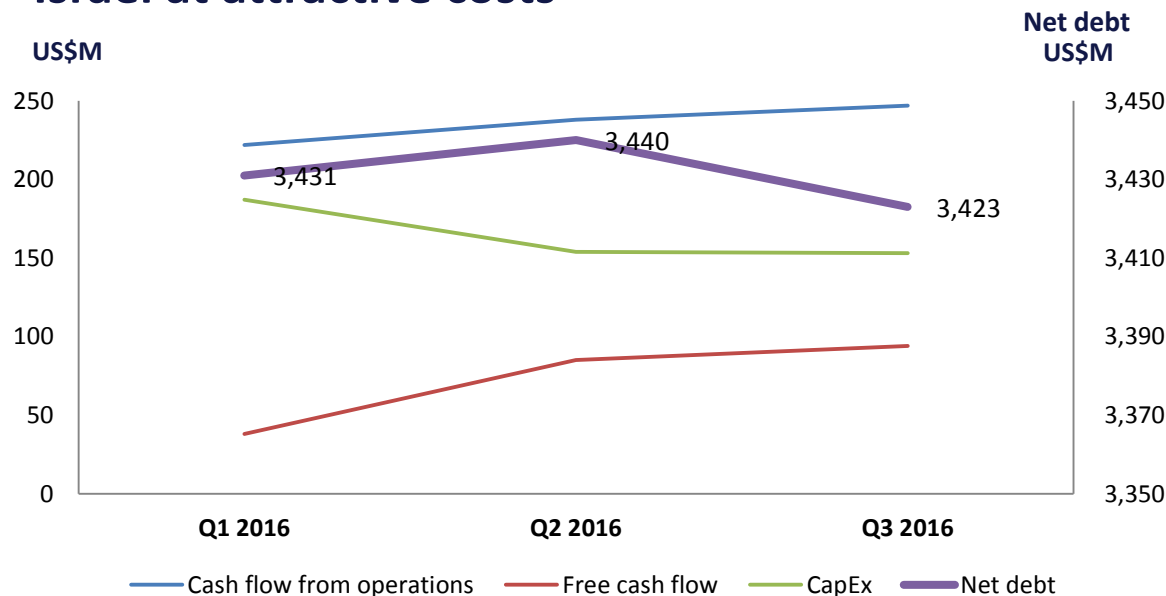
* Compared to 2013

\$400M annual efficiency gain contribution by 2016 year-end*





- ❑ Local rating maintained high level at ‘ilAA’ with stable outlook
- ❑ International rating downgraded one notch to ‘BBB-’ but remained investment-grade with stable outlook
- ❑ Strong Israeli rating is a major advantage, providing access to financing in Israel at attractive costs



**Available credit facilities*:
\$838 million**

A security rating is not a recommendation to buy, sell or hold securities. It may be subject to revision or withdrawal at any time by the assigning rating organization, and each rating should be evaluated independently of any other rating

* As of September 30, 2016

The background features several thick, curved lines in various colors including red, green, purple, brown, and teal, set against a light grey background with fine, parallel diagonal lines. A dark blue horizontal band runs across the middle of the image, containing the main text.

Committed to Responsible
Value Creation

Thank you

The background features a dark blue horizontal band across the center. Above and below this band are various curved, overlapping lines in colors such as red, green, purple, brown, and teal. The top-left and bottom-right corners have a light gray background with fine, parallel diagonal lines.

Appendices

Company Snapshot

- ICL is a leading global specialty minerals company that operates a unique integrated business model to fulfil essential needs in three key end markets: Agriculture, Engineered Materials and Processed Food
- Utilizes sophisticated processing and product formulation technologies to produce downstream / value-added products
- Operates low-cost, geographically advantaged assets
- ~55% of production and more than 95% of sales outside of Israel
- FY2015 dividend yield: 4.3% ⁽²⁾⁽³⁾

Key Statistics ⁽³⁾

US\$Bn		
Market Capitalization	5.7	
Net Debt	3.4	
Enterprise Value	9.1	
Main Shareholders	Israel Corp ⁽⁵⁾ 45.9%	
	PCS ⁽⁵⁾ 13.8%	
	3Q2016	3Q2015
Revenue	1.4	1.4
Adj. EBITDA	0.3	0.3
% Margin	21%	25%

1 Excluding G&A and unallocated expenses; may not sum to 100% due to rounding

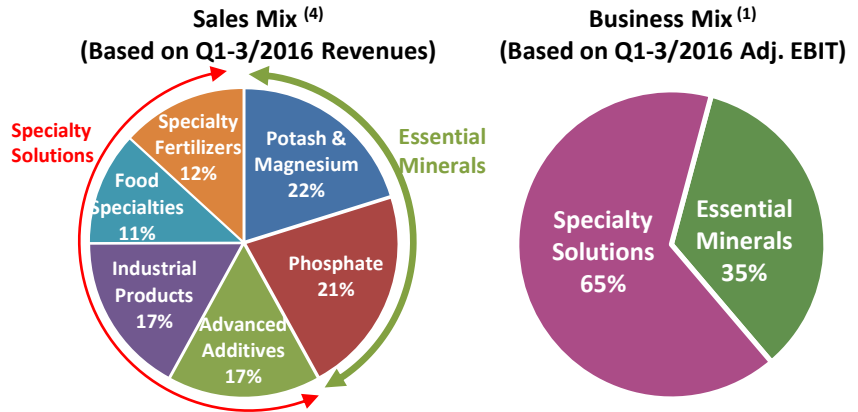
2 Dividend yield calculated as total dividends paid in 2015 divided by current market capitalization (December 31st, 2015)

3 Market data as of November 18, 2016; Net debt calculated as total debt less cash, cash equivalents and short term investments

4 Including inter-company sales

5 As of December 31, 2016

Our Business Mix



Our Business Divisions

- **Specialty Solutions division:** Includes Specialty Fertilizers, Food Specialties, Industrial Products and Advanced Additives business units. Its focus is on growth, product innovation and commercial excellence. Produces, markets and sells a broad range of downstream phosphate, magnesium, bromine and potassium-based additives for food, fire safety, and a broad range of industrial applications.
- **Essential Minerals division:** Includes the Potash & Magnesium and the Phosphate business units. Its focus is on efficiency, process innovation and operational excellence. Mines phosphate, potash and polysulphate[®] and produces bromine, magnesium and phosphorus compounds

Food Specialties

- Increase protein sales
- Growth through integrated formulations
- Increased innovation, new products
- Increase footprint in Emerging Markets

Advanced Additives

- Geographical expansion
- Expand through **differentiation**
- Become a lean and **reliable supplier**

Commercial Excellence

Industrial Products

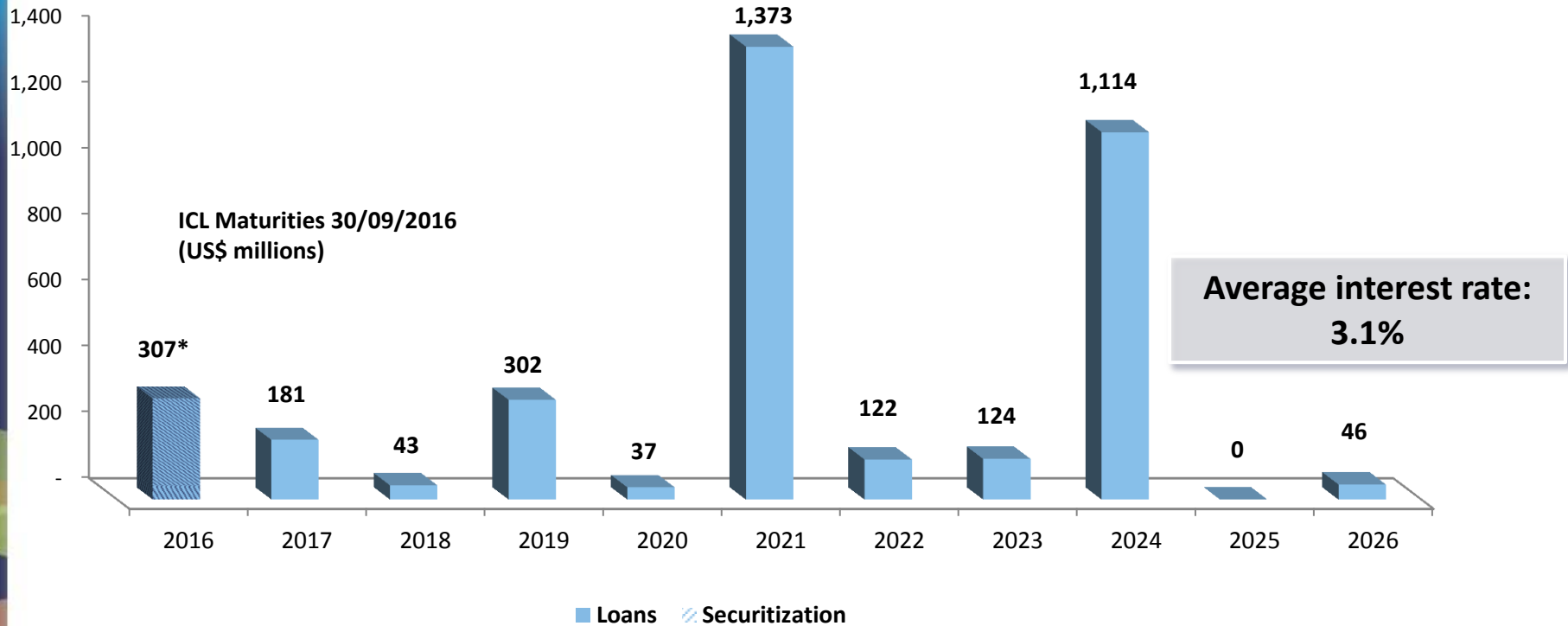
- Margin expansion through pricing strategy and cost reduction
- Innovation, R&D pipeline
- Advocacy

Br 35 Bromine

Specialty Fertilizers

- Geographical expansion
- R&D supported growth
- Enter the NOP market

Convenient Maturity Deployment and Ample Liquidity



Net debt*	~\$3.4B
Available liquidity	~\$1.0B

* Including approx. \$270 million securitizations

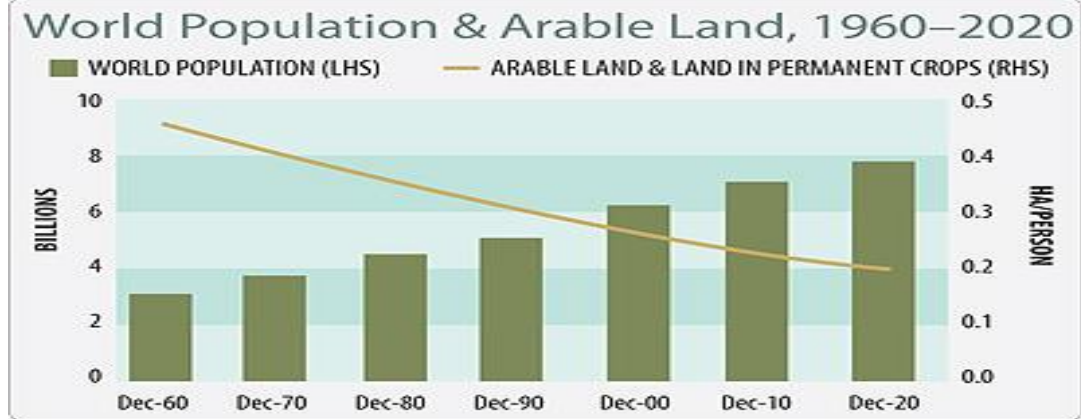
The background features several thick, curved lines in various colors including red, green, purple, brown, and teal. A dark blue horizontal band runs across the middle of the image, containing the text. The overall design is modern and abstract.

Essential Minerals Division

The background features several thick, curved lines in various colors including red, green, purple, brown, and teal. A dark blue horizontal band runs across the middle of the image, containing the text 'Market Data'. The background also has a subtle pattern of fine, light-colored diagonal lines.

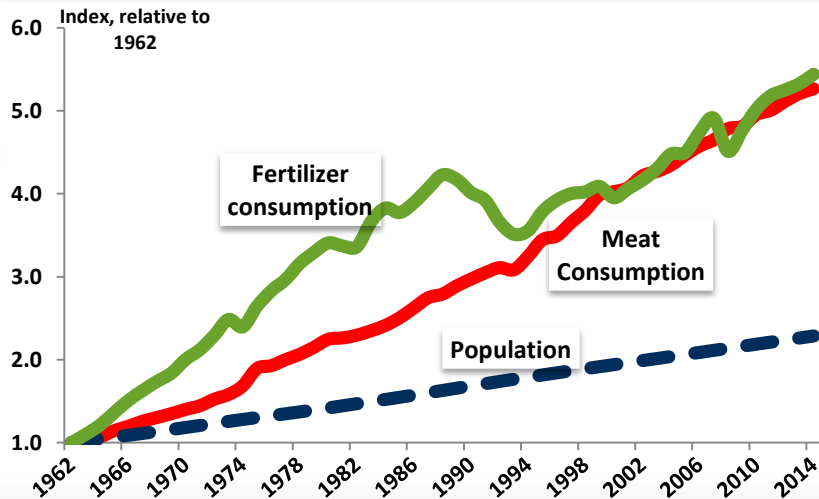
Market Data

Diminishing arable land per capita



Source: GS&PA Research, FAO

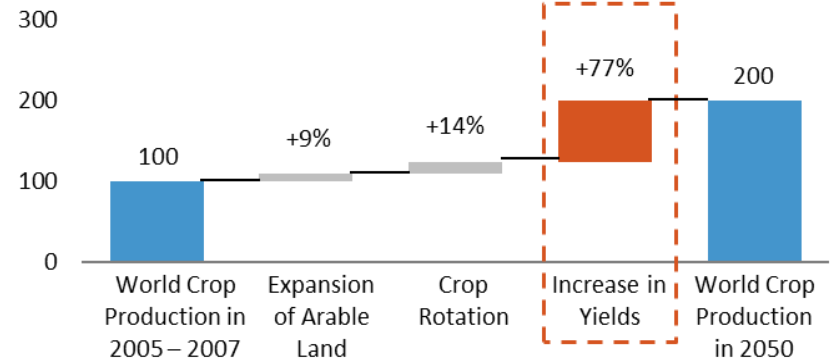
Population, Meat and Fertilizers [Base 1962]



Source: IFA, USDA, USA Census

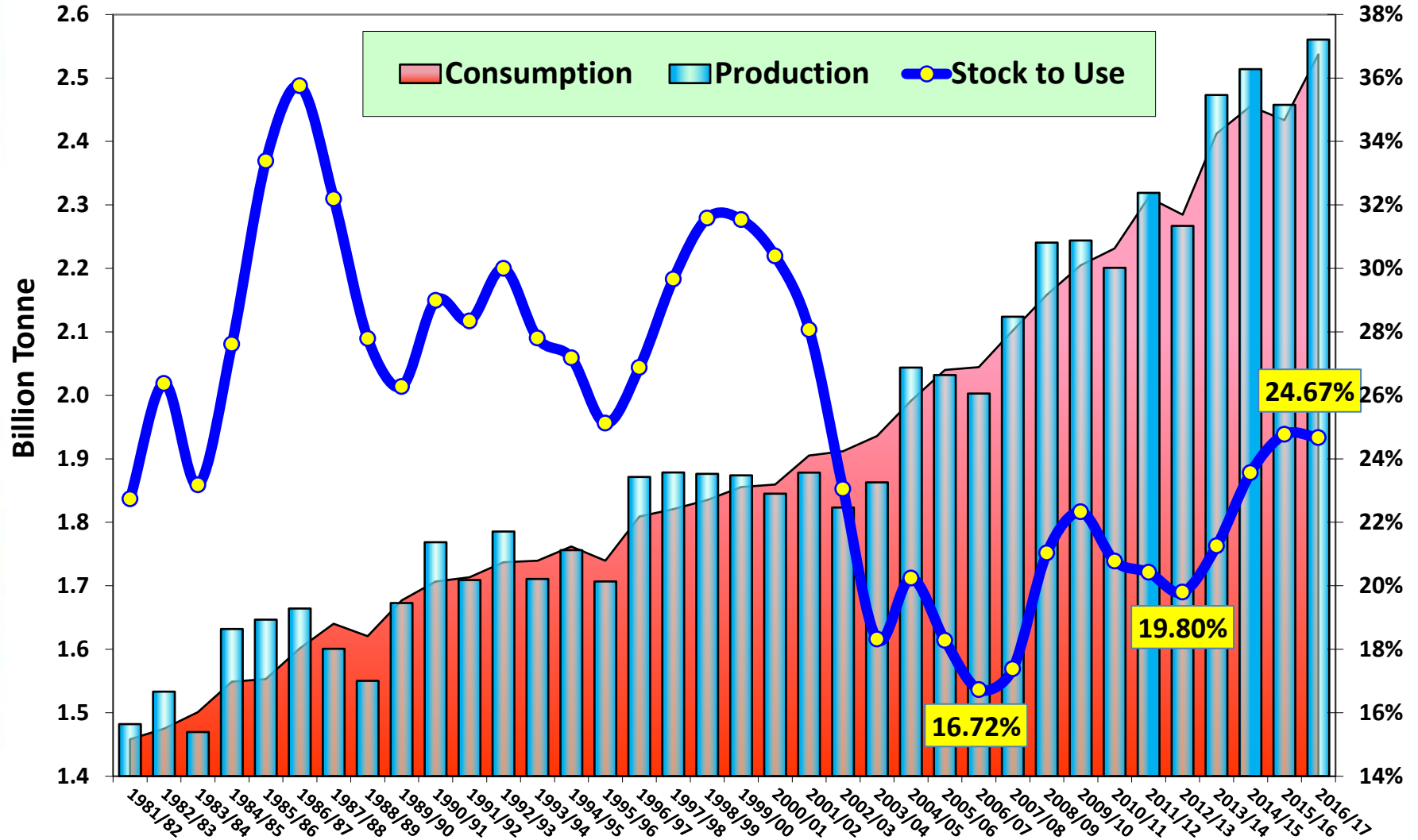
Yield Growth Required to Meet World's Food Needs

Grain Production (Indexed to 100)



Source: FAO

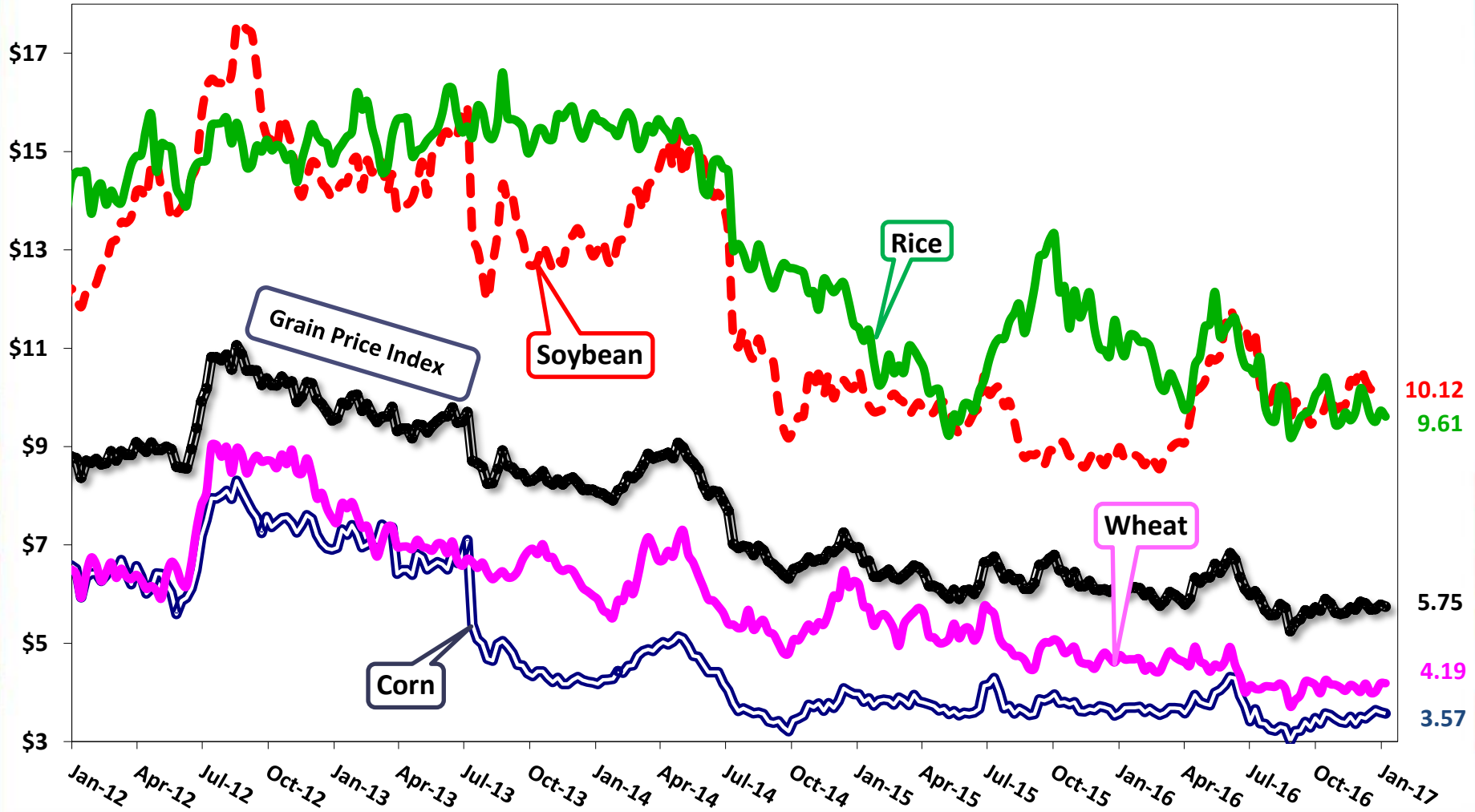
Sources: USDA, (Update Jan. 2017)



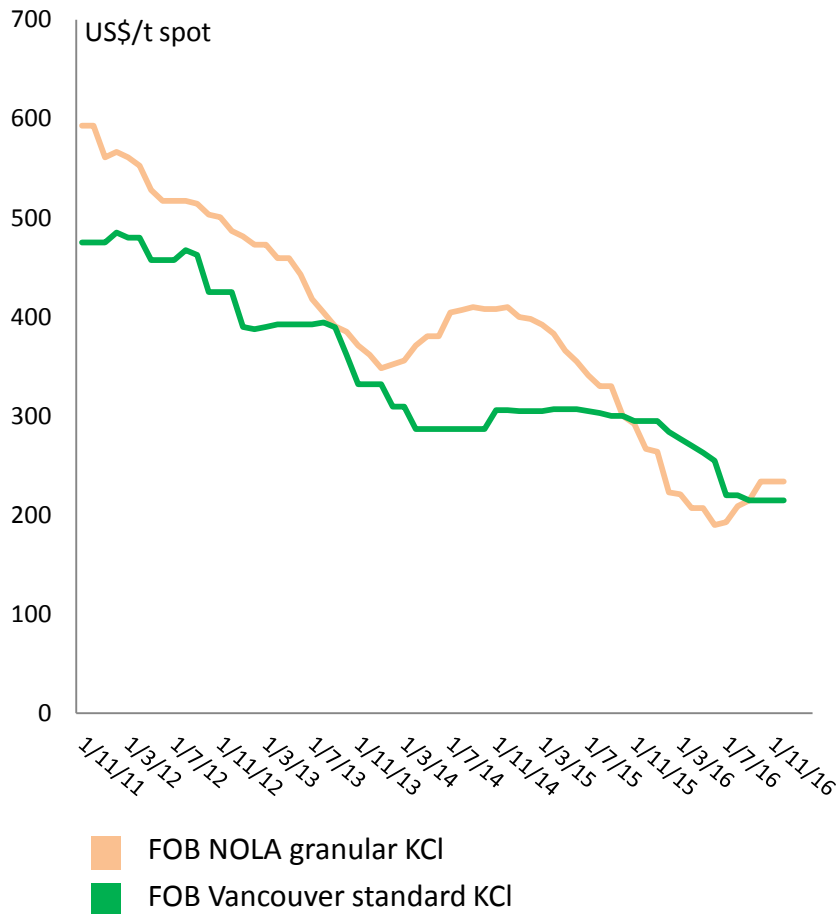
Grains and Pulses: Barley, Corn, Millet, Mixed Grain, Oats, Rice, Rye, Sorghum, Wheat

World Grain Price Futures (CBOT)

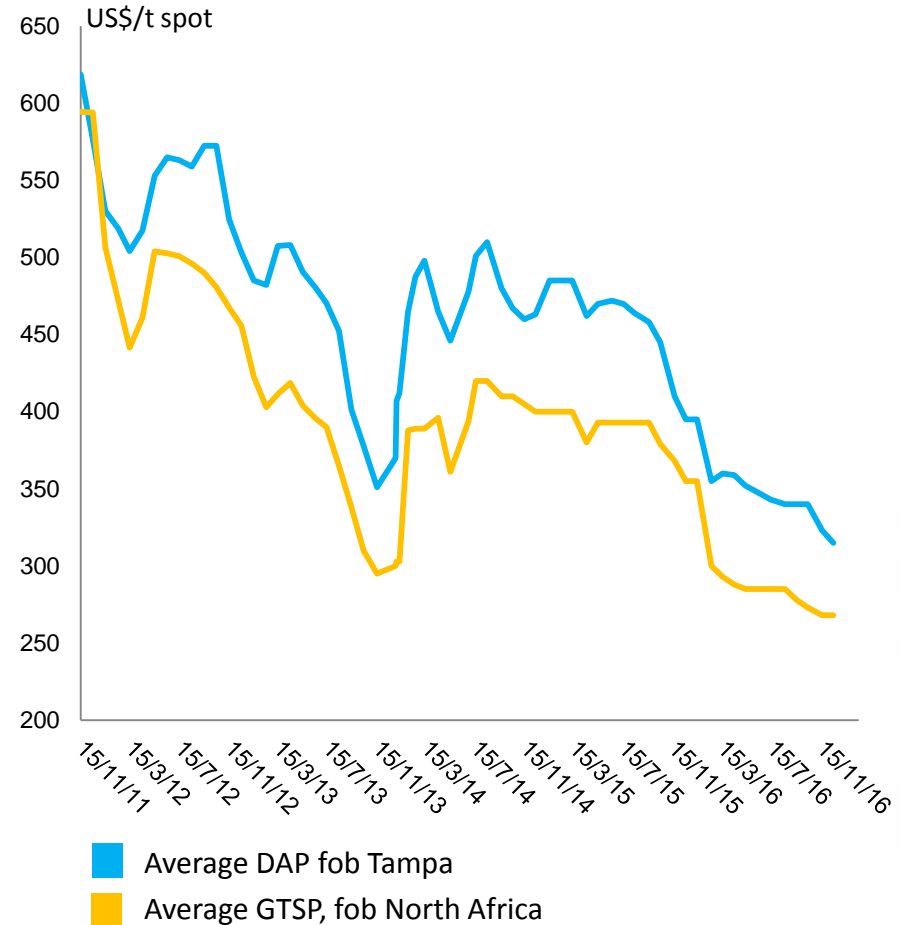
CHICAGO BOARD OF TRADE (CBOT) CROP PRICES [\$/bushel]



Potash Prices



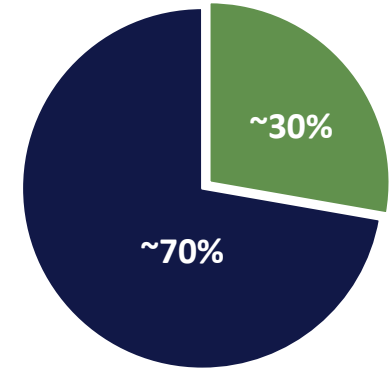
Phosphate Prices



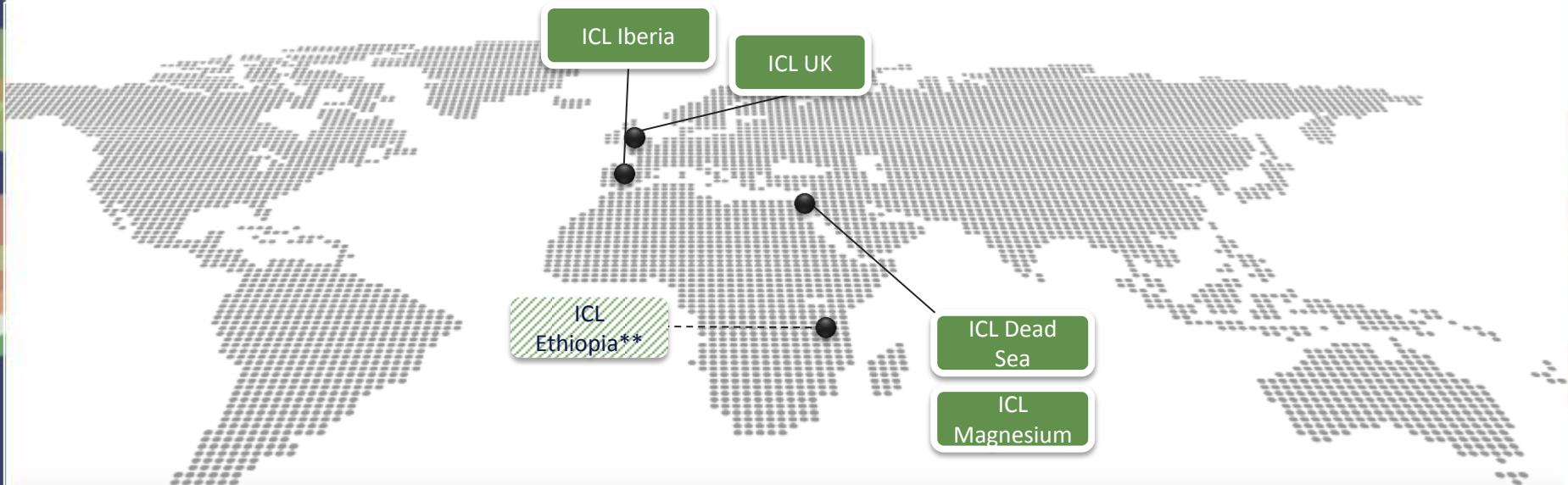
* Source: Fertilizer Week, prices as of December 15, 2016

The background features several thick, curved lines in various colors including red, green, purple, brown, and teal. A dark blue horizontal band runs across the middle of the image, containing the text. The overall design is modern and abstract.

Potash & Magnesium



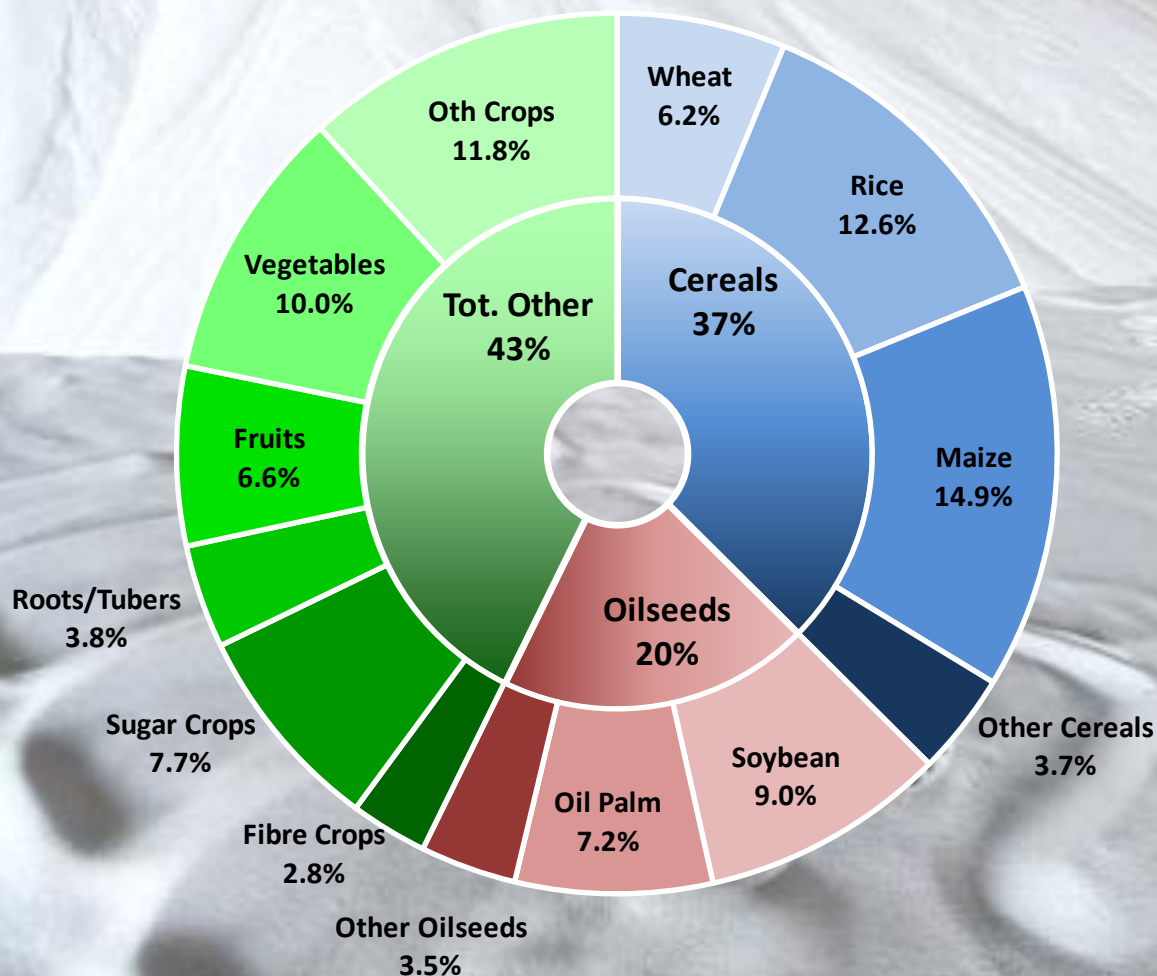
Potash & Magnesium 2015 Sales of total ICL sales*

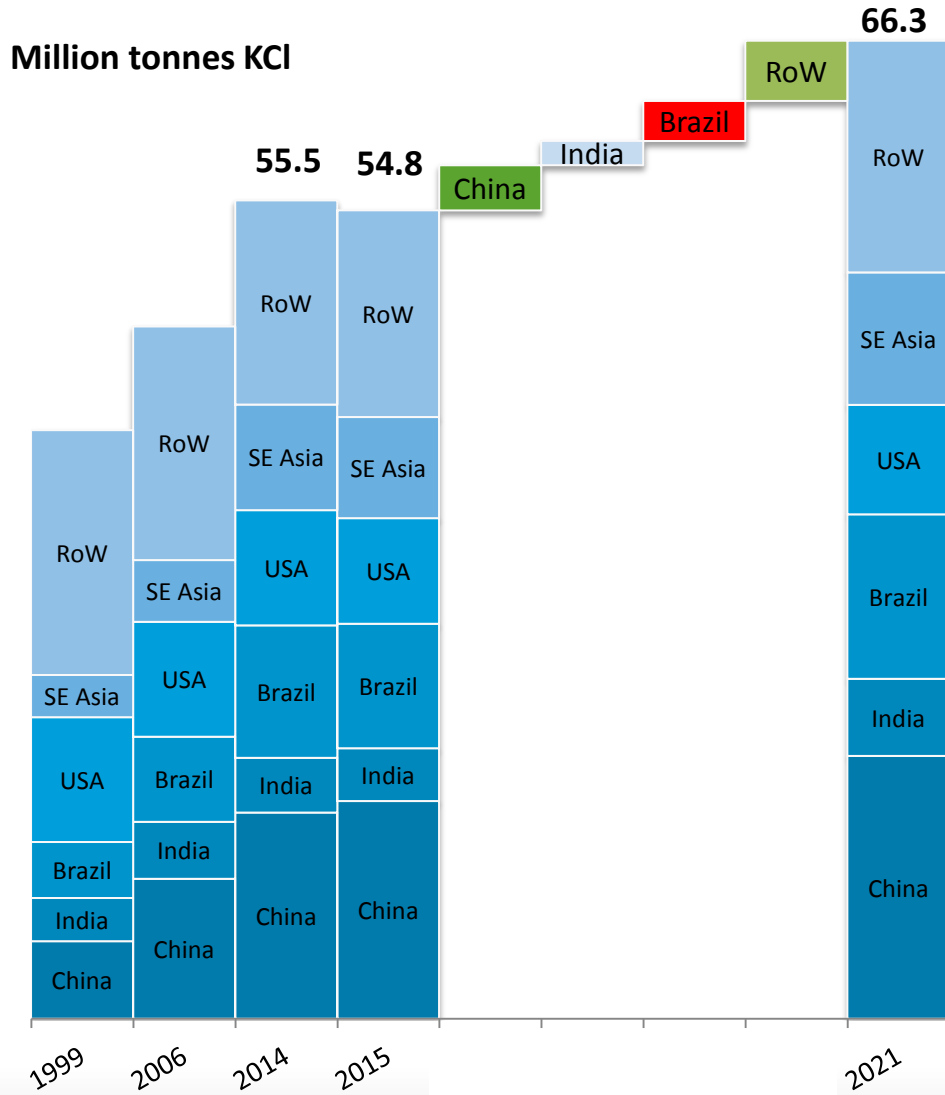


* Not including inter-segment sales

** Project terminated, mining license under negotiation

Potassium Fertilizer Global Use by Crop

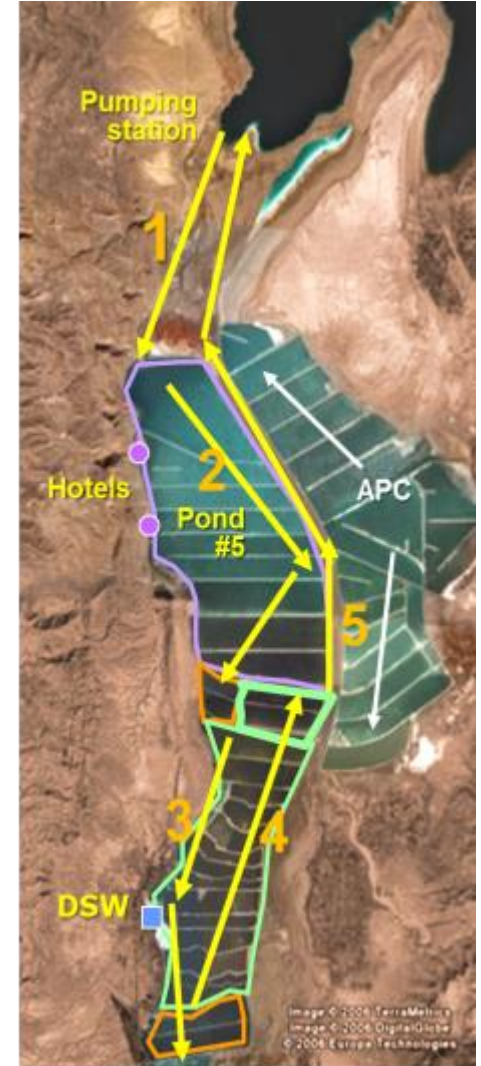




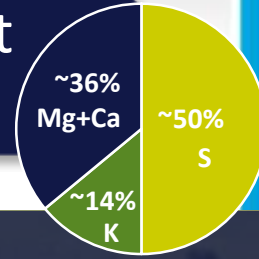
1999-2015 CAGR	2015-2021 Growth	2015-2021 CAGR
2.0%	11.5 Mt	3.23%
After 2020, annual growth rate returns to about 2%		



Pumping and evaporation process



Polysulphate™: A New Bulk Specialty Multi Ingredient Fertilizer Targeting 1 Million Tonnes By 2020



Readily available new natural fertilizer containing four nutrients

- ❑ Over 200 million tonnes resources in the ICL UK potash mine
- ❑ Low production cost allows attractive economics for farmers
- ❑ Environmentally friendly, no chemical processing or waste products, suitable for chloride sensitive crops and for organic agriculture
- ❑ Increased market acceptance: ~120k tonnes sold in 2015, ~210k tonnes estimated for 2016
- ❑ Polysulphate™ addresses new market niches and replaces more costly existing products
- ❑ Long term potential up to 3 million tonnes

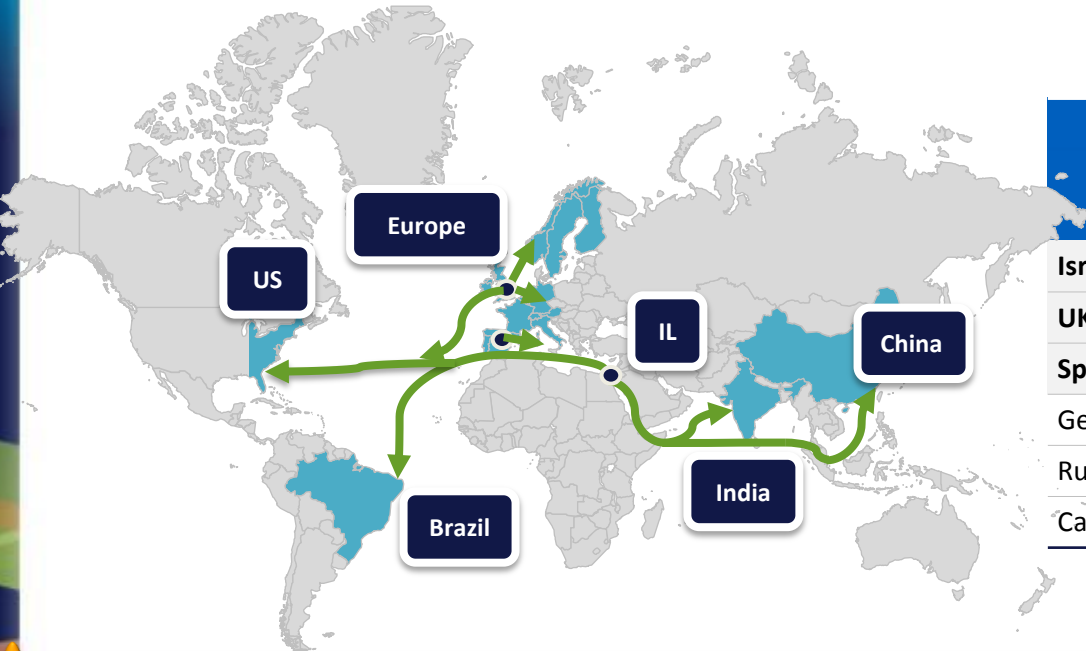
Polysulphate™ production plan
K Tonnes



Transition to Polysulphate™ - Improving cash contribution

- ❑ Operating income expected to double by 2020 vs. 2015
- ❑ Operating margins expected to increase to over 30% by 2020

Short mine-to-port distances and proximity to emerging markets



Country of Departure	Distance Mine-to-Port (km) ⁽¹⁾	Destination (Days)		
		China	India	Brazil
Israel	~200	23	11	22
UK	~30	34	22	20
Spain	~85	27	15	17
Germany	~350	34	23	20
Russia / Belarus	~600	39	27	25
Canada West Coast	~1,700	35	47	43

Shorter mine-to-port distances and shorter shipping routes to emerging markets results in lower costs both for land and maritime transportation, as well as faster time to markets

1 Israel based on average from Dead Sea to Port of Eilat and Ashdod; Germany based on Werra to Port of Hamburg and Bremerhaven; Canada based on Saskatchewan to Port of Vancouver; Russia based on Starobin to Port of Klaipeda; Spain based on Cabananas Mine to Port of Barcelona; UK based on Cleveland Potash, Saltburn-by-the-Sea to Teesport Commerce Park

2 Source: ICL estimates, Netpas

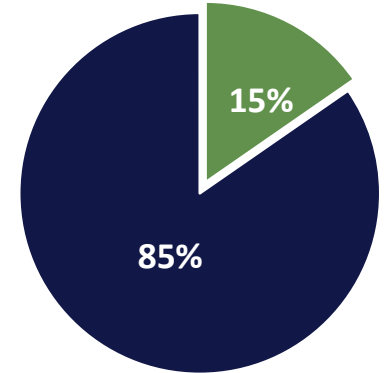
The background features a dark blue horizontal band across the center. Above and below this band are white areas with thin, light gray diagonal lines. Several thick, curved lines in various colors (red, green, purple, brown, teal) sweep across the composition, some overlapping the blue band.

Phosphate

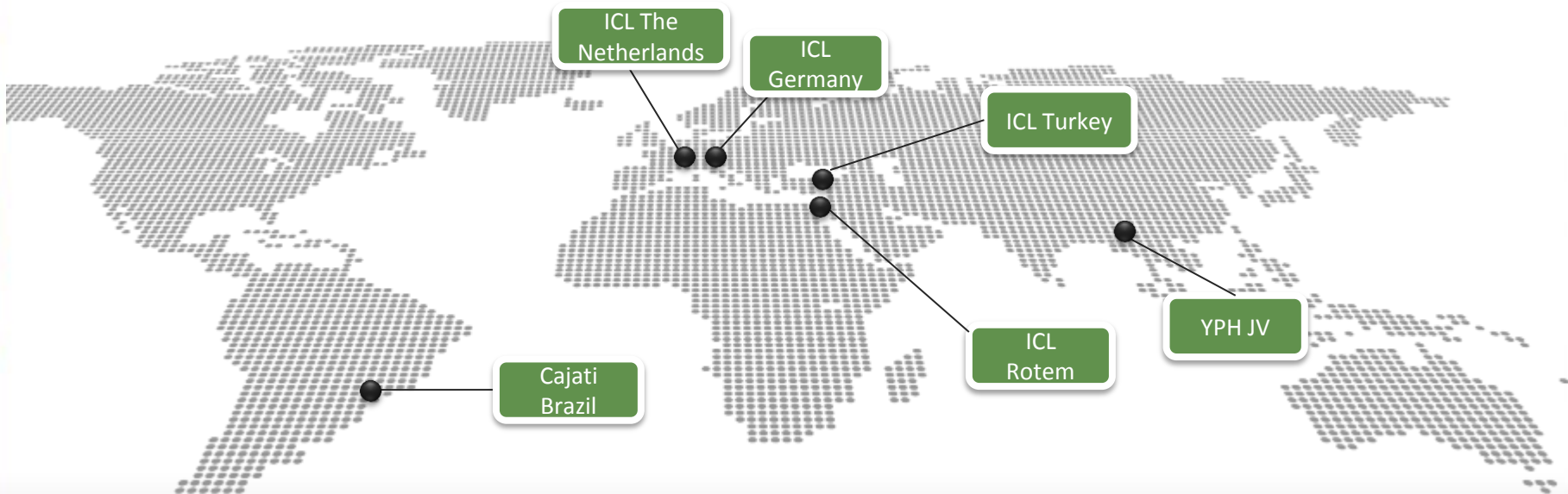
Phosphate Business Unit – the Source of Our Integrated Value Chain



P, PK, NPK, GTSP, GSSP, NPKs, Soluble MAP, Soluble MKP, Pekacid
WPA Food grade
MGA, WPA, FSA



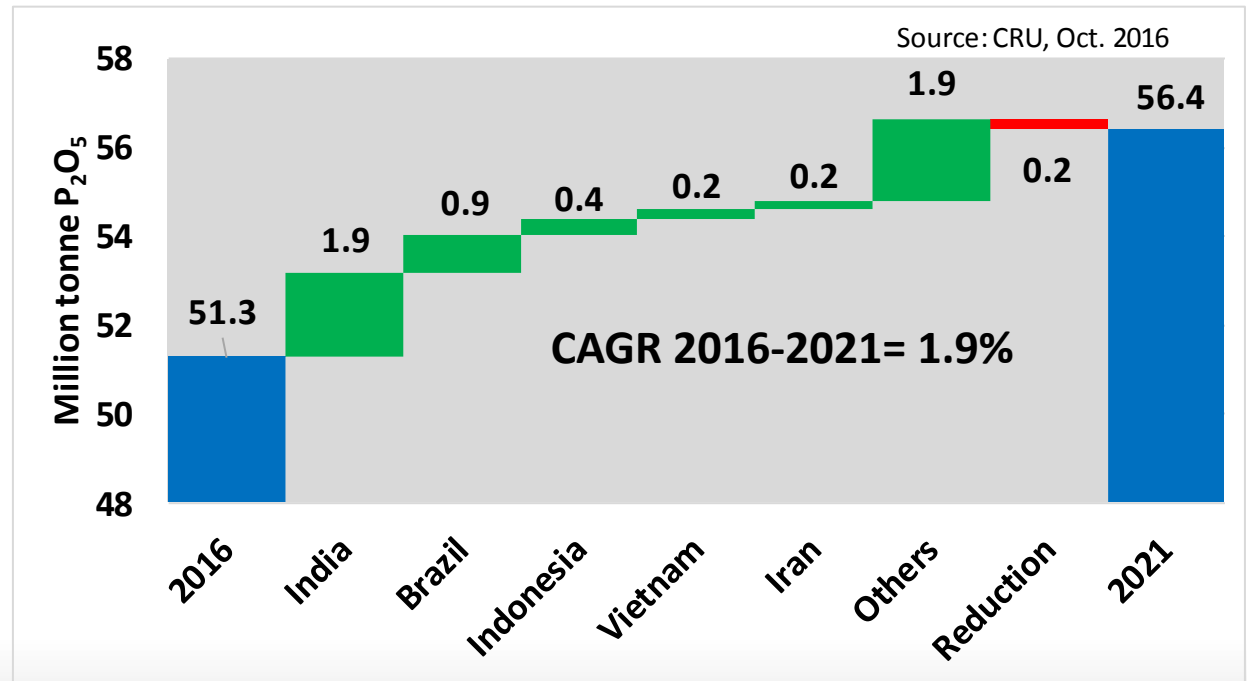
Phosphates 2015 Sales of total ICL sales*



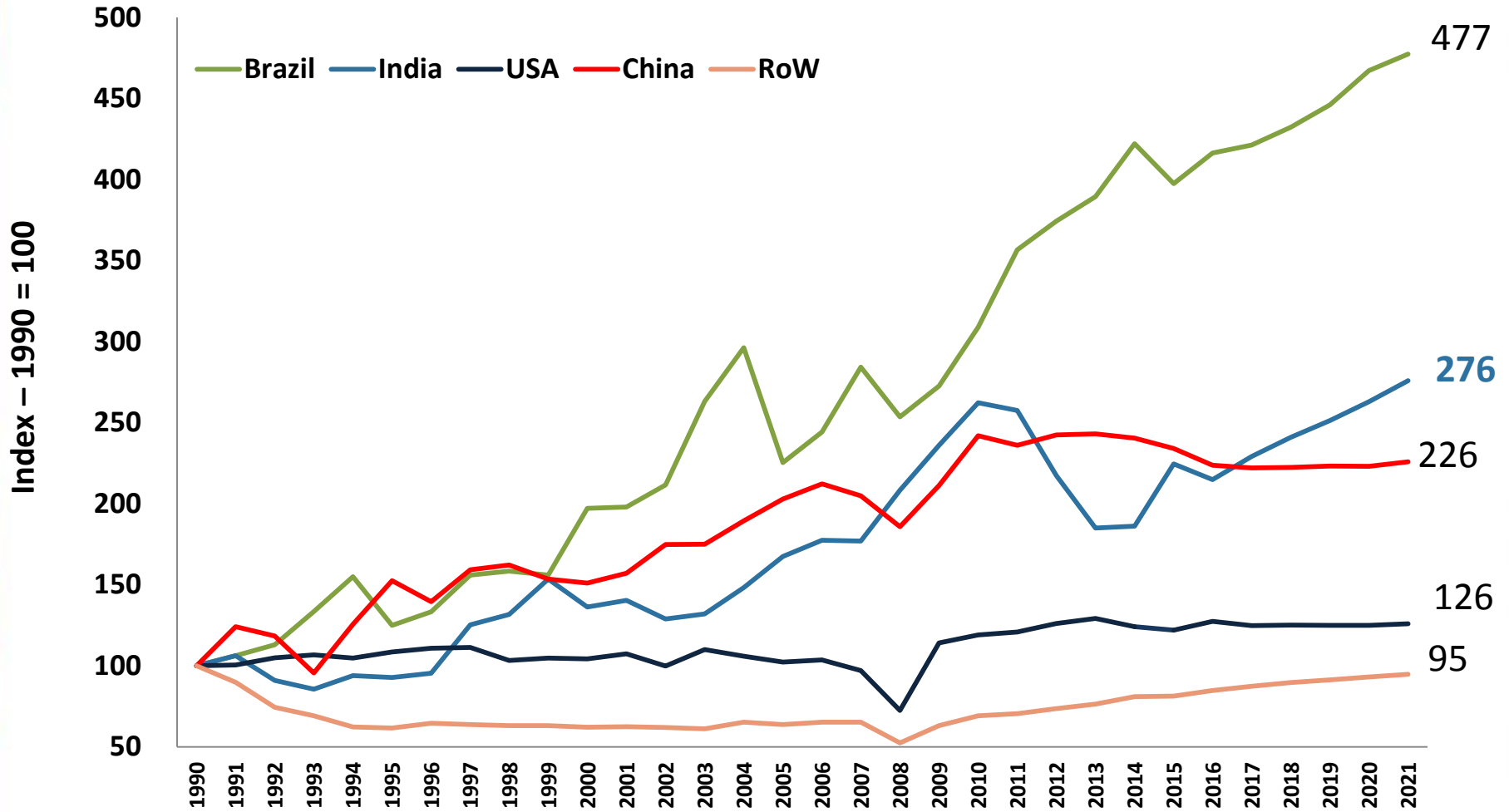
*Not including inter-segment sales

- We are active in the DAP, TSP, SSP and Phosphoric Acid
- We are supplying DAP through our YPH JV in China
- SSP marketing focuses mainly on Brazil
- We are the largest supplier of PK fertilizers in Europe
- TSP marketing focuses on Brazil, USA and Europe

Total World P₂O₅ Consumption Forecast



Total Phosphate (P₂O₅) Demand Growth Index

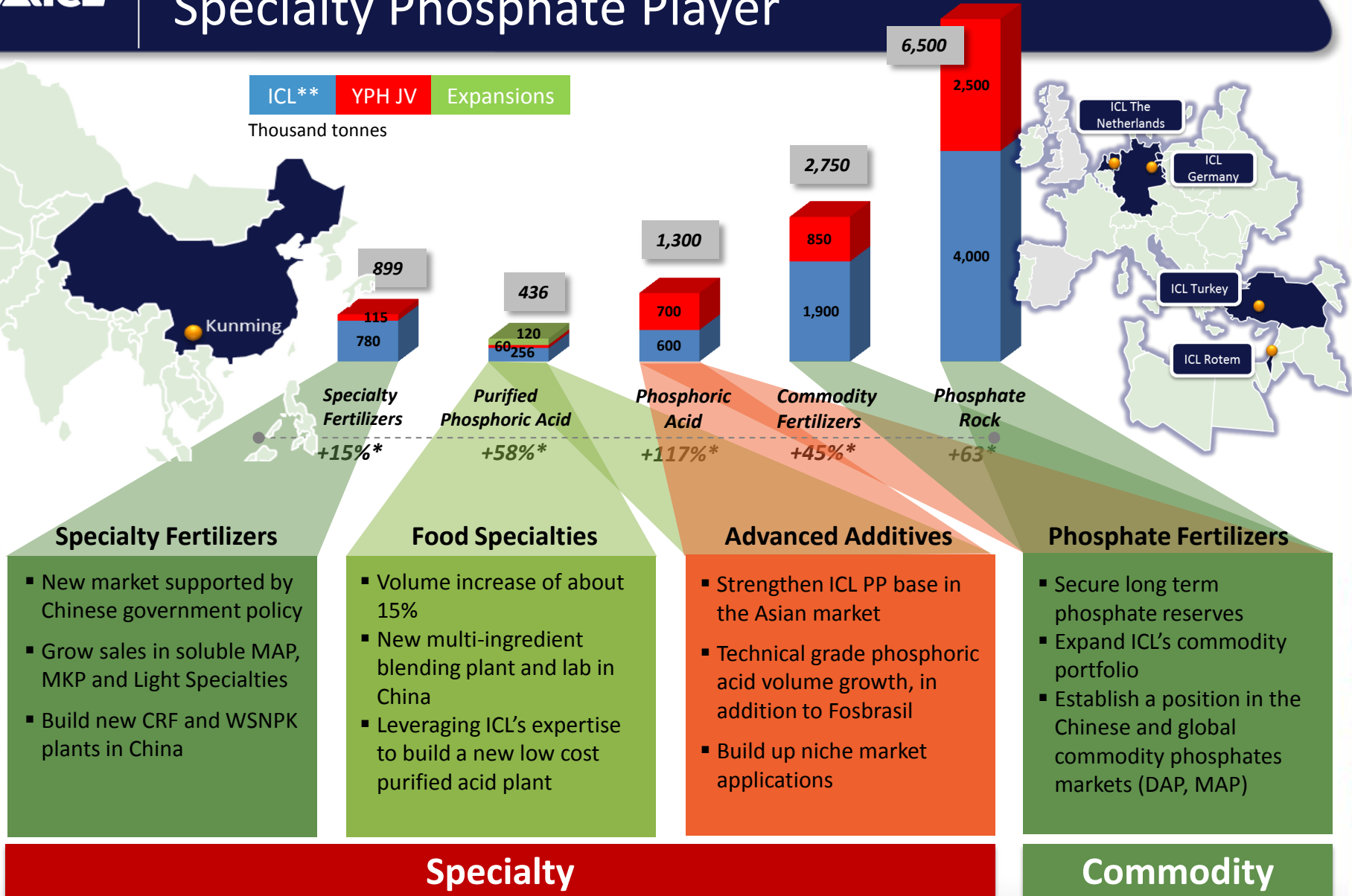


Ranking	Company	Phosphate rock capacity 2011 MT rock annual capacity	Capacity share %	Players with significant rock export
1	OCP	30	14	✓
2	Mosaic	16	7	
3	YTH	13	6	
4	PotashCorp	10	5	
5	Vale	9	4	
6	PhosAgro Apatit	9	4	✓
7	CPG (Tunisia)	9	4	✓
8	JPMC (Jordan)	7	3	✓
9	Simplot	6	3	
10	Wengfu	5	2	
11	Ma'aden	5	2	
12	Gecopham	4	2	✓
13	CF Industries	4	2	
14	Agrium	3	2	
15	* ICL	3	1	
	Other companies	85	39	
	Total	216		

* Without YPH rock capacity

Transforming Into The World's Leading Specialty Phosphate Player

ICL** YPH JV Expansions
 Thousand tonnes



- ### Specialty Fertilizers
- New market supported by Chinese government policy
 - Grow sales in soluble MAP, MKP and Light Specialties
 - Build new CRF and WSNPK plants in China

- ### Food Specialties
- Volume increase of about 15%
 - New multi-ingredient blending plant and lab in China
 - Leveraging ICL's expertise to build a new low cost purified acid plant

- ### Advanced Additives
- Strengthen ICL PP base in the Asian market
 - Technical grade phosphoric acid volume growth, in addition to Fosbrasil
 - Build up niche market applications

- ### Phosphate Fertilizers
- Secure long term phosphate reserves
 - Expand ICL's commodity portfolio
 - Establish a position in the Chinese and global commodity phosphates markets (DAP, MAP)

Specialty

Commodity

The background features several thick, curved lines in various colors including red, green, purple, brown, and teal. A dark blue horizontal band runs across the middle of the image, containing the text. The overall design is modern and abstract.

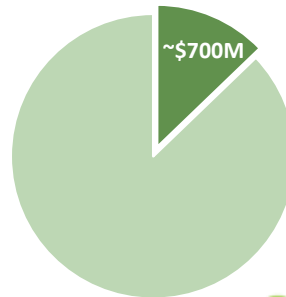
Specialty Solutions Division

The background features several thick, curved lines in various colors including red, green, purple, brown, and teal. A dark blue horizontal band runs across the middle of the image, containing the text. The overall design is modern and abstract.

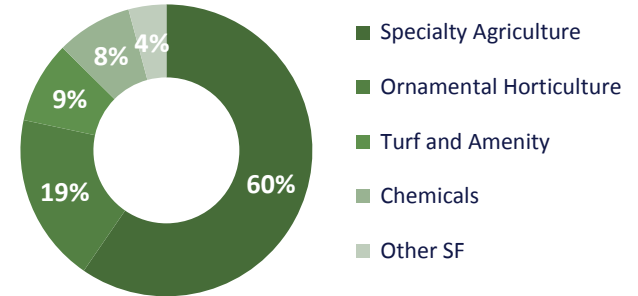
Specialty Fertilizers



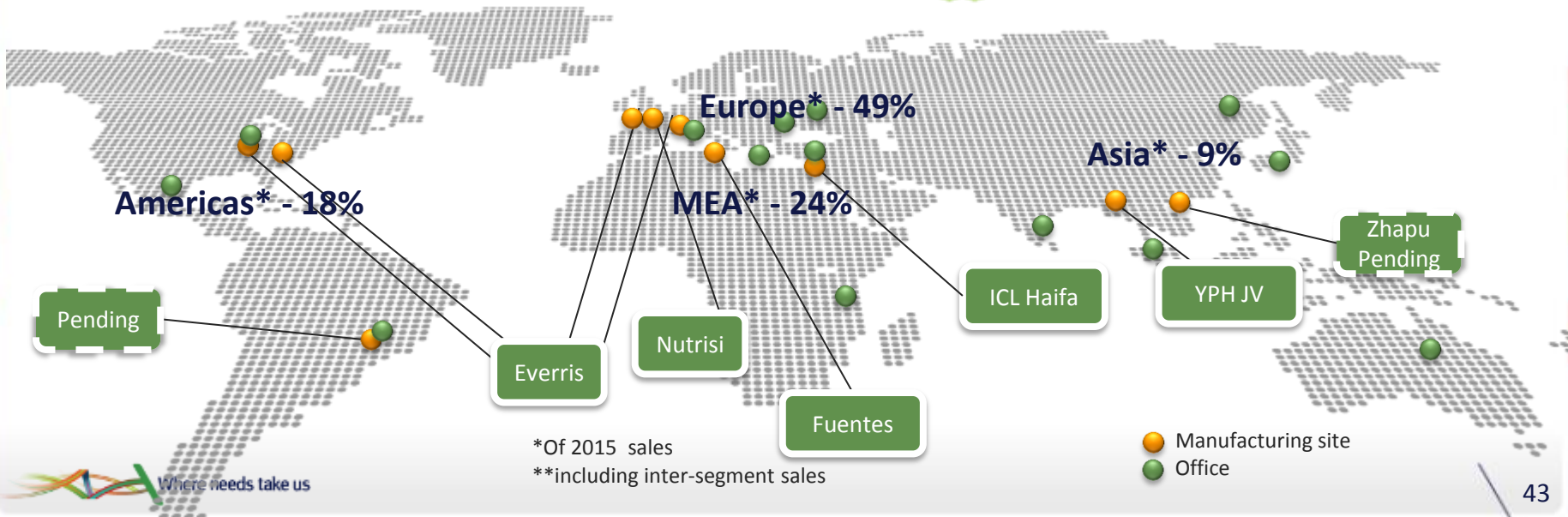
Specialty Fertilizers 2015
Sales of total ICL sales*

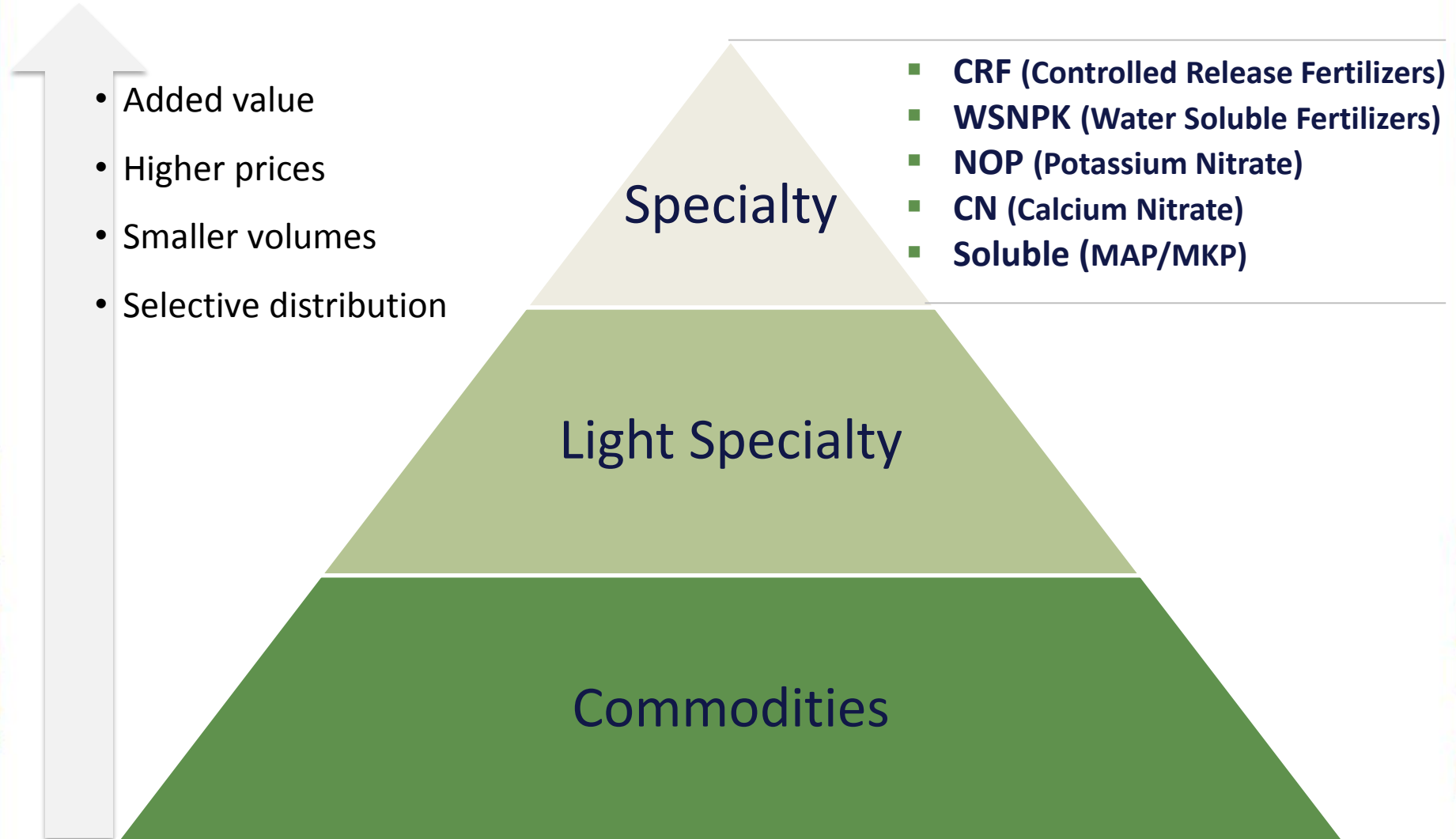


Revenue by product (2015)



~1,000 Employees
Worldwide





Supply chain

- Back integrated
- Access to high quality raw material
- Efficient supply chain (high synergies)



Production process-technology adding value



Market position

- Highly professional Agronomic Sales team
- Integrated and tailored service
- Full product portfolio
- Distributor loyalty
- Strong Branding

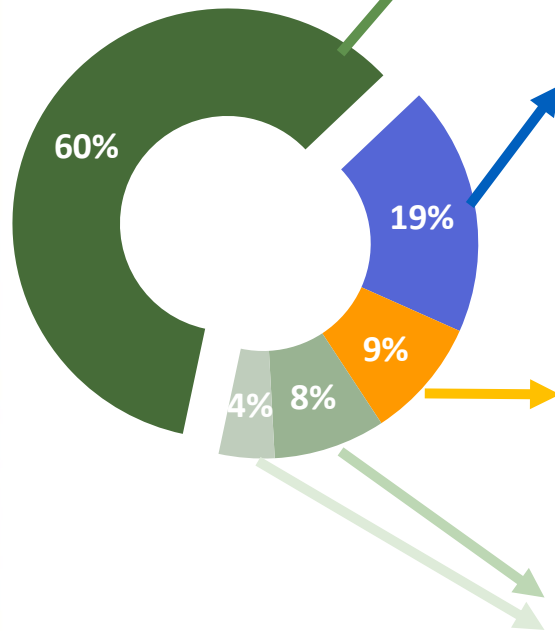


R&D - innovate the next generation

- Controlled release fertilizers – low cost production technology
- Environmentally friendly coatings
- Fertigation and foliar solubles
- Enhanced nutrients and water efficiency



Revenue by product markets SF (2015)



Specialty Agriculture

Specialty Inputs for food crops

Agromaster™ **Solinure® GT**



Ornamental Horticulture (OH)

Container Nursery & Greenhouse

Csmocote® **Peters® Professional**



Turf & Amenity

Sportsfields, Golf and Landscape.

Sierrablen® **Greenmaster® Pro-Lite®**



Others – Trading / Chemicals

Various industries (examples: caustic soda, Liquid ammonia)



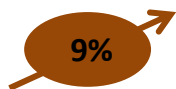
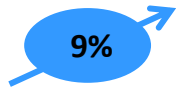
Global trends to drive 6-7% annual growth

- ❑ Regulatory pressure
 - Zero growth in nutrient use from 2020
 - EU Nitrate Directive
- ❑ Environmental trends
- ❑ New grower practices

Market segments

	Market Growth
Specialty Agriculture	5-6%
Ornamental Horticulture	1-2%
Professional Turf	0%

Market growth (CAGR)



Product line

Foliar

Solubles /Fertigation

Controlled Release Fertilizers



Strategic initiatives

R&D supported growth

Geographic expansion

Cost Position in MAP/MKP

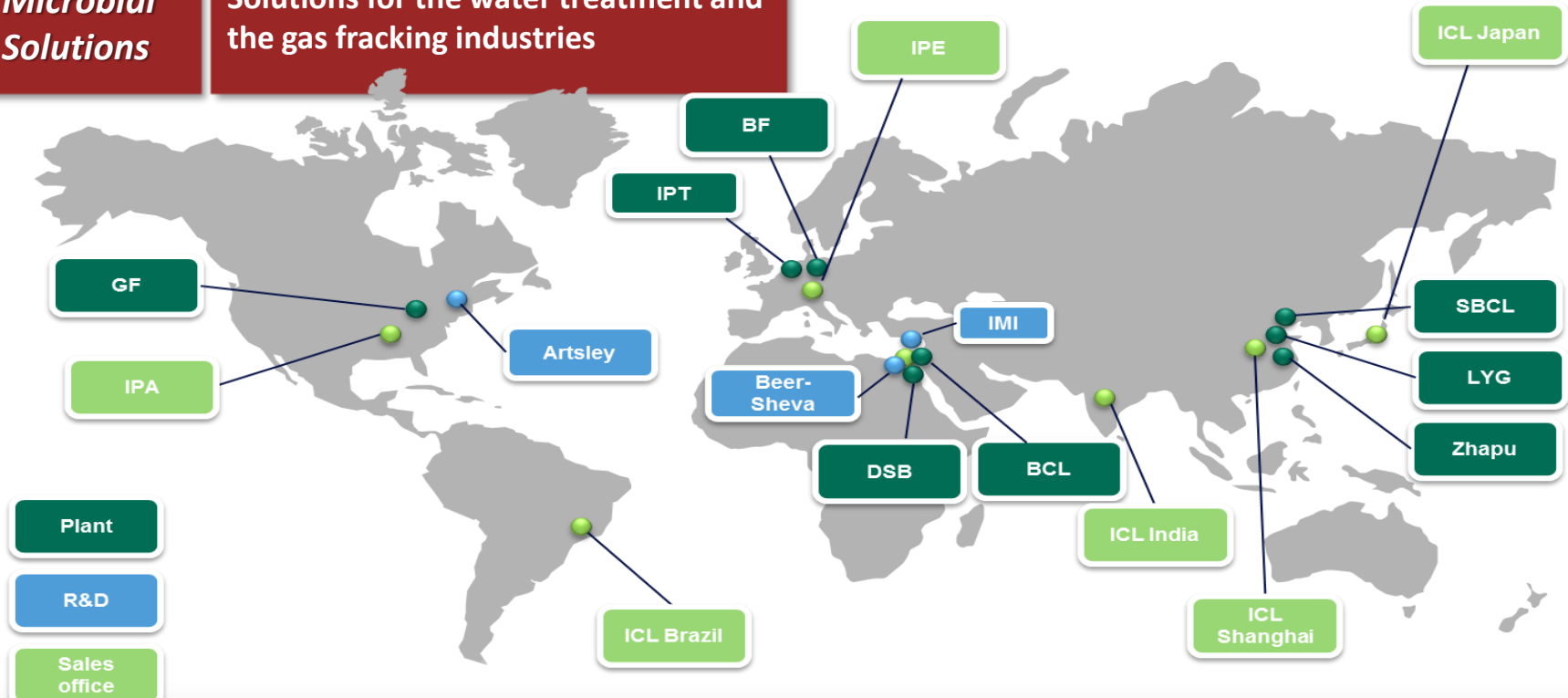
NOP Plant

Water Soluble NPKs in China

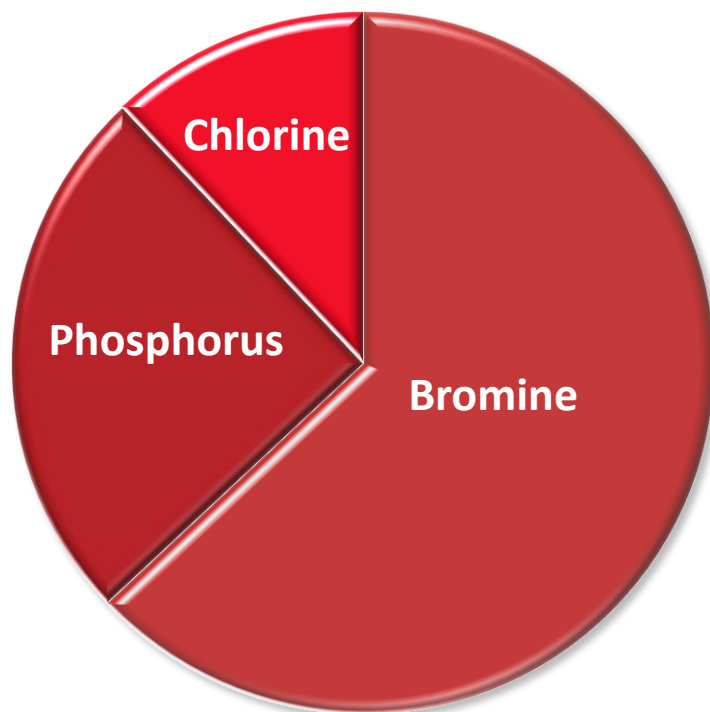
The background features a dark blue horizontal band across the center. Above and below this band are several thick, curved lines in various colors: red, green, purple, brown, and teal. The background also has a subtle pattern of fine, light-colored diagonal lines.

Industrial Products

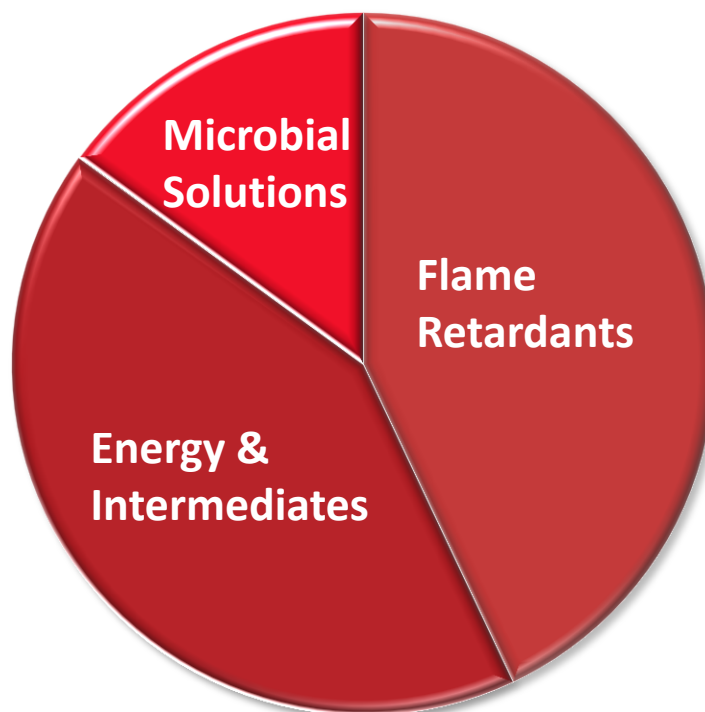
Flame Retardants	Bromine and Phosphorus based flame retardants
Industrial Solutions	Elemental Bromine, Mercury emission control, clear brine fluids, HBr
Microbial Solutions	Solutions for the water treatment and the gas fracking industries



Chemistries

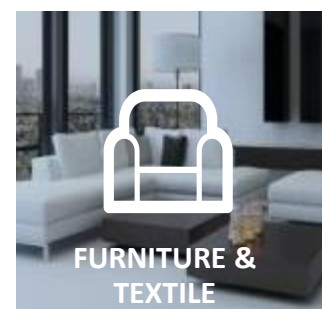
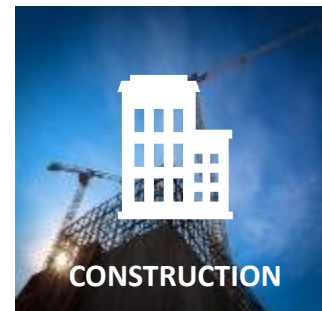
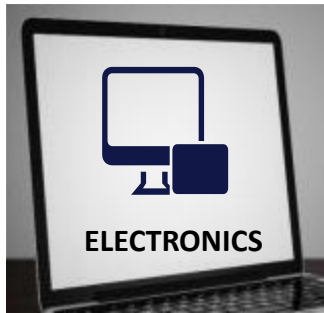
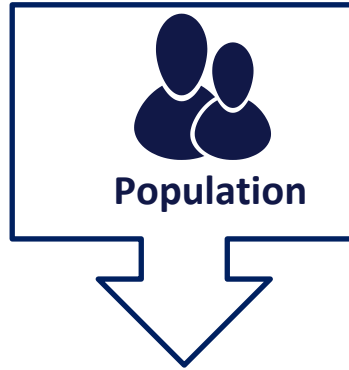


Key Markets

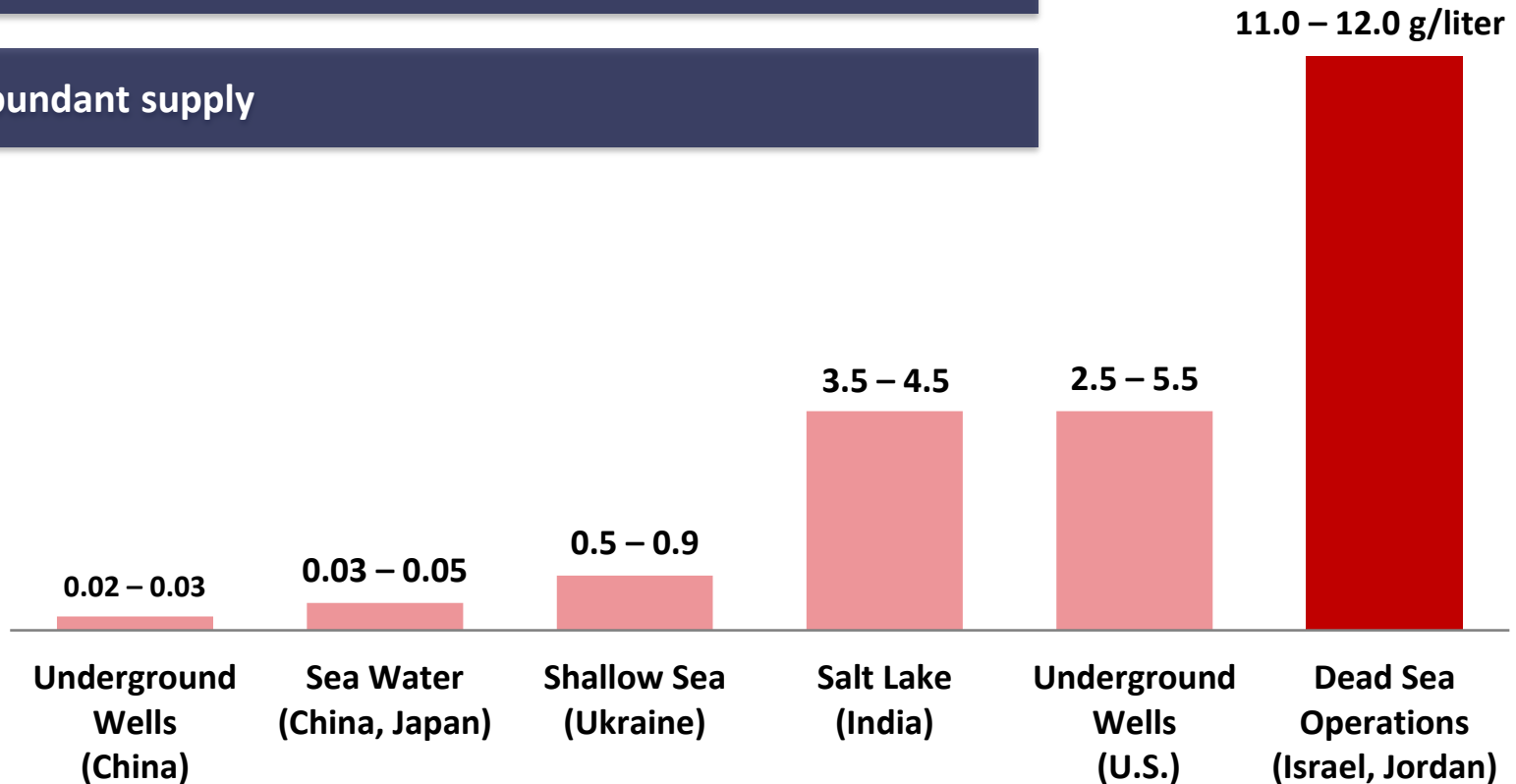


Back Integration to Customer Solutions

Global Trends Supporting Our Business



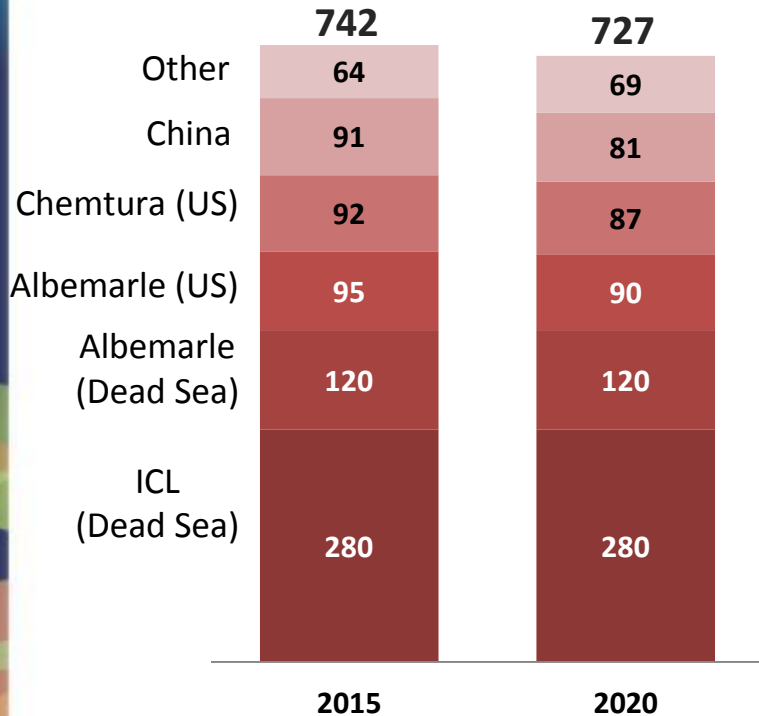
- The Dead Sea provides the highest concentration of Bromine
- Cost is related to concentration
- Abundant supply



Source: ICL estimates, MarketsandMarkets

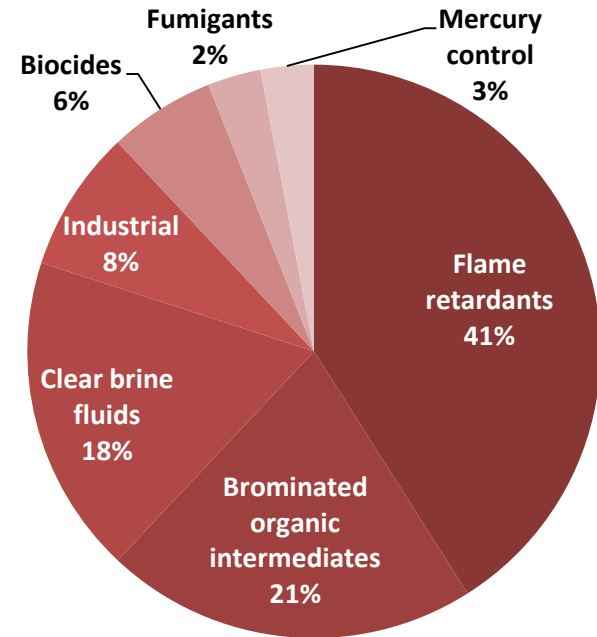
ICL holds the largest capacity

Global Bromine Capacity, by producer



Bromine demand by industry - 2015

Market utilization rates: ~75%

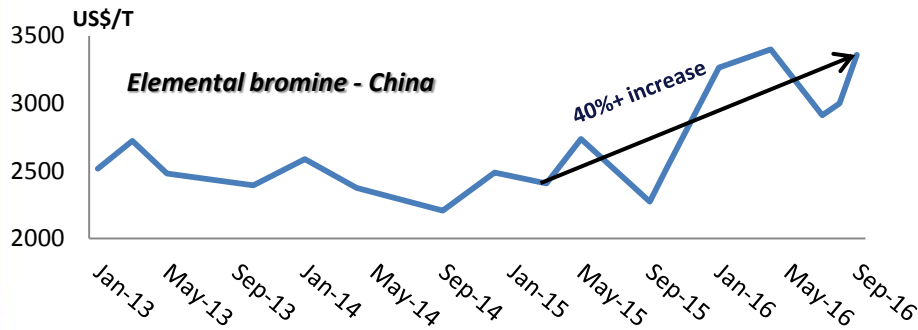


Source: ICL estimates, MarketsandMarkets

Industrial Products' 4 Pillars Strategy: Q1-3/2016 vs 2014

Grow the core business

- Organic growth
- Margin expansion
- Portfolio management
- \$28M price contribution despite raw material deflation**
- Clearon divestment**



Cost reduction

- Operational excellence
- Reduction of total costs
- Cash management
- ~\$20M in savings**
- Over 30% CapEx reduction**
- Reduce working capital as a percentage of sales**

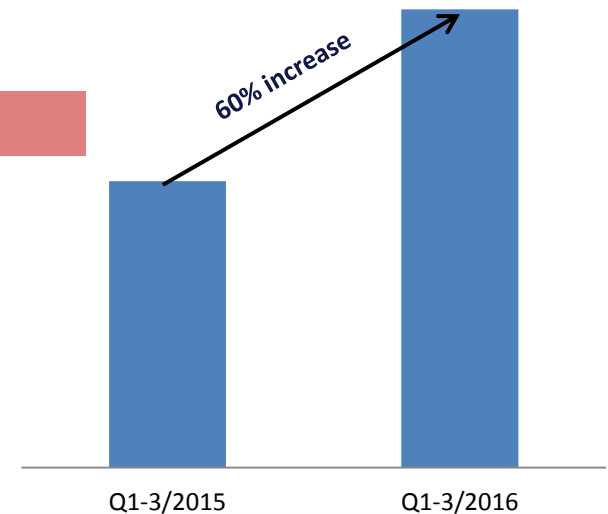
Advocacy

- Flame Retardants Standards
- SAFR™
- Merquel® in China/EU
- Protect & improve product image
- No products banned, new standards in process in China**

Grow the core business

- New solutions focused on un-met needs
- Increased pipeline NPV
- Outside technical and business collaborations
- Significant contribution to operating income from new products: FR-122P, 1410**

New products sales



The background features several thick, curved lines in various colors including red, green, purple, brown, and teal. A dark blue horizontal band runs across the middle of the image, containing the text. The overall aesthetic is modern and abstract.

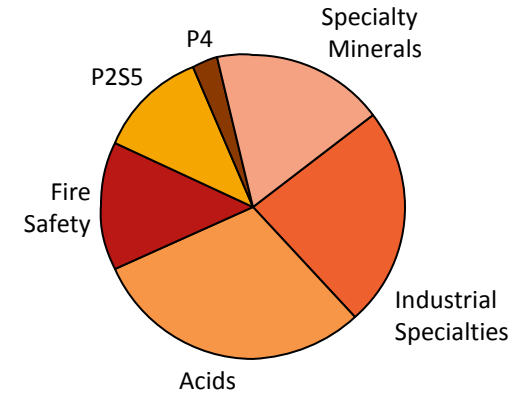
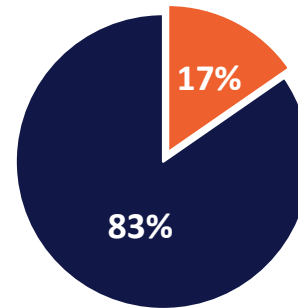
Advanced Additives

Advanced Additives – Vast Global Footprint and Backward Integration

The only global supplier of phosphate salts, phosphoric acid, P2S5, phosphate-based flame retardants, and Specialty Minerals

Strategy focusing on 3 key drivers:

- ✓ Geographic expansion
- ✓ Product differentiation
- ✓ Cost optimization/"Lean & Reliable"



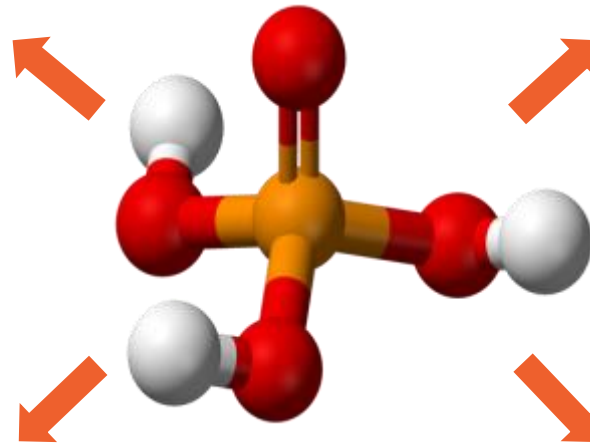
2015 Sales of total ICL sales*

2015 Sales by Business line



*Not including inter-segment sales

Advanced Additives – A Stable Portfolio With Broad Applications





- **Technical Phosphates & Related Specialties; Industrial, Food and Specialty Phosphoric Acids**
- **Key Applications: Metal treatment, water treatment, cleaners, oral care, cola drinks, asphalt modification, others**
- **Example Customers & Distributors:**
 - P&G, Henkel, Colgate, Coca-Cola, Pepsi, Chemetall
 - Univar, Brenntag

Specialty Minerals



- Magnesium, Potassium, Calcium, Carnalite and Sodium salts
- Key Applications: Deicing, Nutrition, Pharma, Specialty Steel, Fuel Additives, Rubber, others
- Example Customers & Distributors:
 - Pfizer, Bayer, BASF, Cargill Salt and GSK
 - Brenntag Specialties, Barrington and Scotwood (bagged $MgCl_2$ for US deicing market)

P & C



- Specialty phosphates and blends, selected organic chemistry
- Key Applications: Corrosion Inhibition, Flash Rust Inhibitors, Tannic Stain Inhibitors
- Example Customers & Distributors:
 - Sherwin Williams, Behr Paint
 - Specialty Distributors based on mutual exclusivity

Phosphorus pentasulfide (P2S5) is an essential ingredient for modern lubricants



- ICL is the only global manufacturer
- High barriers to entry
- Key customers: Chevron, Lubrizol, Afton and Infineum
- Additional sales into insecticide market



Fire Safety Products



Class A Fire



- ICL provides products and services that help prevent, control, and suppress fires
- World-wide reputation
- A strong market position

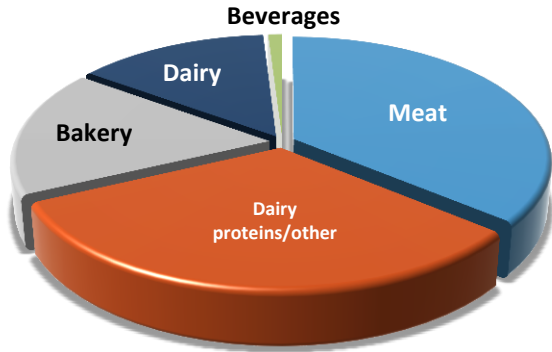
Class B Fire



- 2014 acquisition of Auxquimia: specialists in the Class B Foam for oil, refinery and chemical industry
- Complete and broad portfolio
- Own testing facilities
- Fluorine free product innovations

The background features a dark blue horizontal band across the center. Above and below this band are various curved, overlapping lines in colors such as red, green, purple, brown, and teal. The top-left and bottom-right corners have a light gray background with fine, parallel diagonal lines.

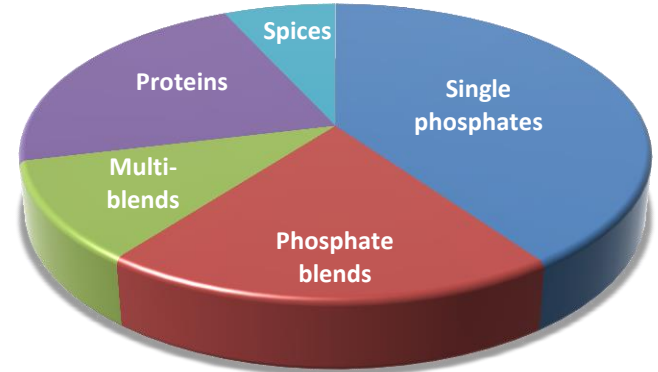
Food Specialties



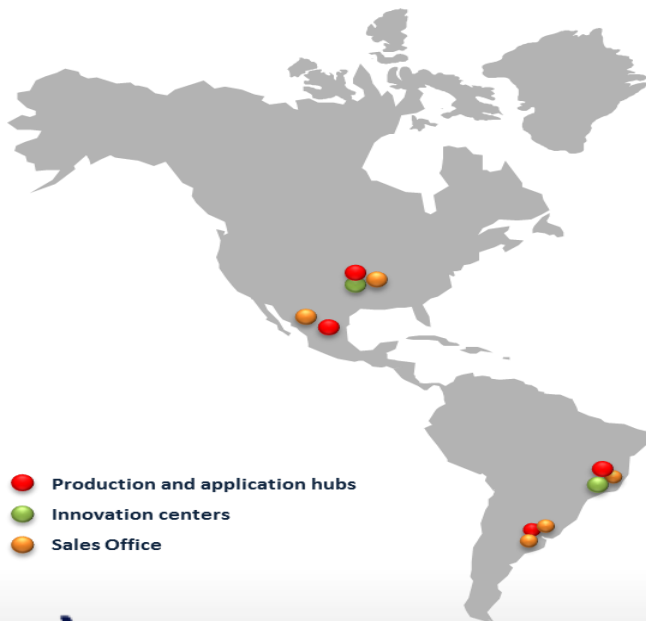
2015 main market breakdown



~900 Employees
Worldwide



2015 main business line breakdown



- Production and application hubs
- Innovation centers
- Sales Office

Food Specialties



Phosphates



Soy / Pea Protein



Starches, Fibers & Hydrocolloids



Milk Proteins



BAKERY AND CEREALS



DAIRY



MEAT, POULTRY, SEAFOOD



BEVERAGES



Rovitaris MultiCompounds

**“Extra”
without meat**
The vegetarian bestseller

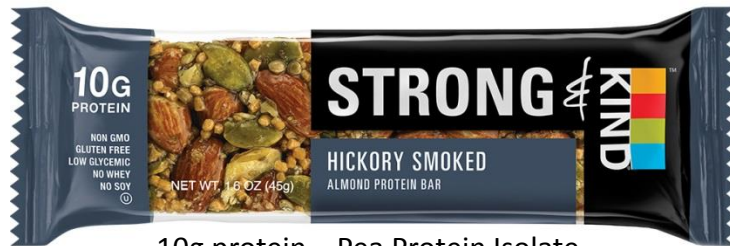


HIGH PROTEIN APPLICATION IN DAIRY & BEVERAGE

Image source: Brand Channel.com



10g protein – SPI



10g protein – Pea Protein Isolate



10g protein – Designer Whey Protein Blend of WPC, SPI, MPC



20g protein – Muscle Brownie Protein Blend (WPC, SPI, Wheat Isolate)



20g protein – whey & milk protein



Protein PLUS™ Vanilla Bean



Protein PLUS™ Coffee



Protein PLUS™ Chocolate



Peach Parfait



Strawberry Parfait

Each 8-oz serving from Bolthouse Farms contains 16 grams of protein and at least 9 vitamins and minerals (Protein PLUS Vanilla has 20 vitamins and minerals).

Concept for high protein breakfast replacer



Contains sodium phosphates & sodium polyphosphate



4g protein – WPC, MPC

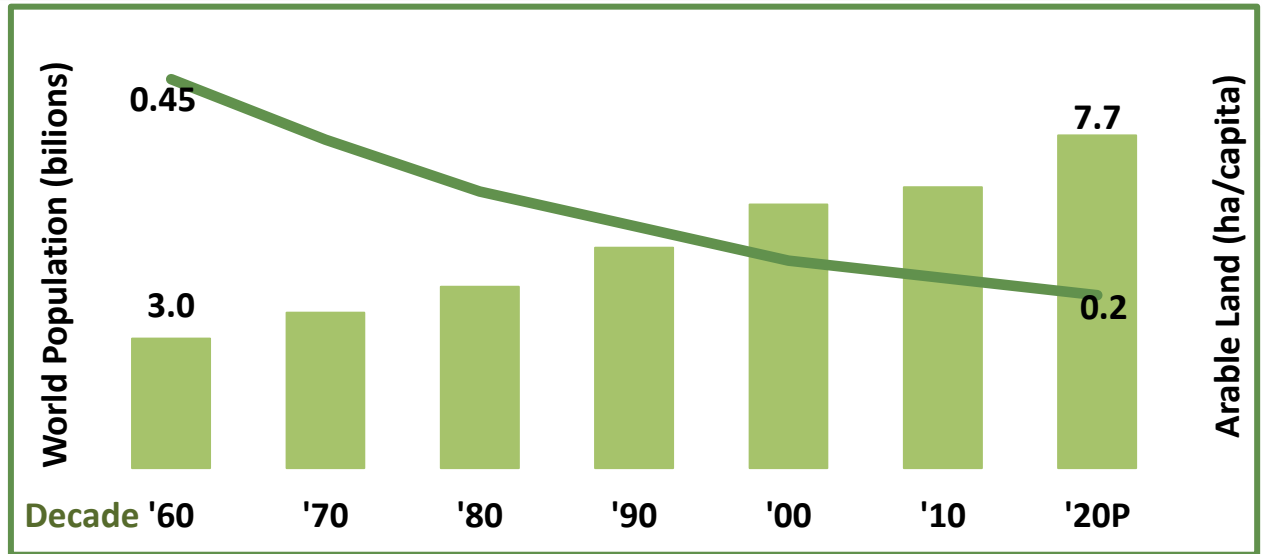


Contains WPC & sodium polyphosphate

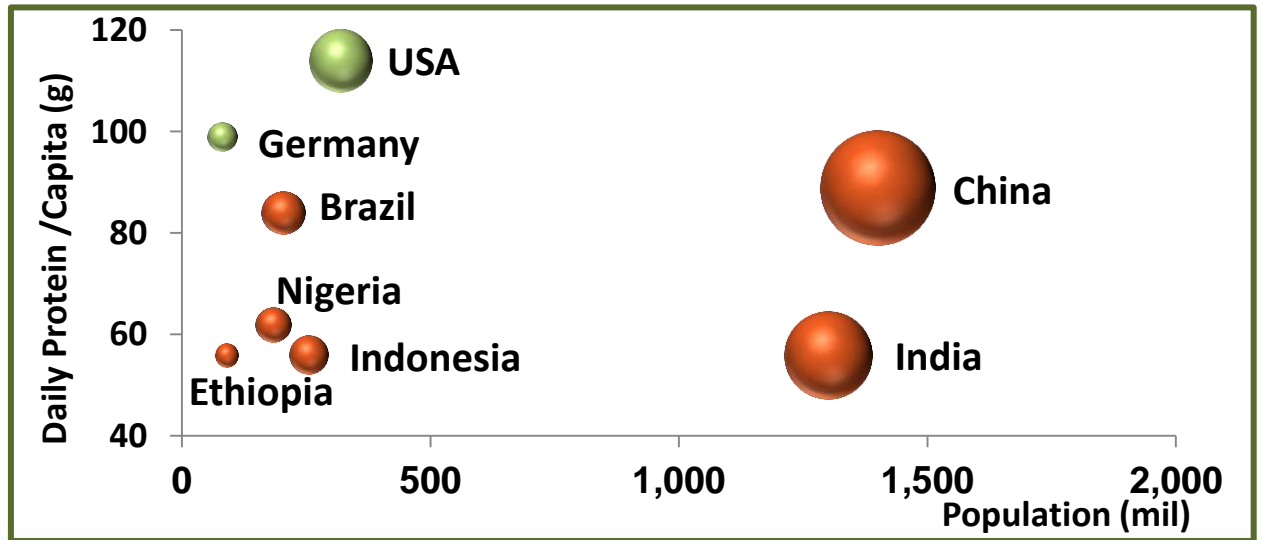


Contains WPC & sodium phosphates

The world population grows, and the arable land per capita decreases



Upside potential for protein consumption per capita



ICL Food Specialties: New Blended Solutions Driving Growth

Expertize That Inspires

Business growth is driven by

Growing share of protein in eating behavior of consumers in emerging markets

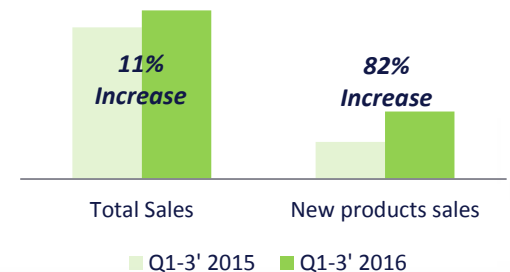
Trend for healthier food (taste & consistent nutritional value) in mature markets

Growing demand for unprocessed and non—allergenic food

Strong growth in Dairy Proteins and blended solutions, portfolio shifts more towards value ingredients

Expanding product offering via R&D and CAPEX, focusing on protein formulations, to complement our phosphate products

Total and new products sales continuous increase



1) Phosphate, whey protein, soy protein, pea protein, soluble fiber, modified starches
 2) Other Proteins, fibers and hydrocolloids, emulsifiers

The background features several thick, curved lines in various colors including red, green, purple, brown, and teal. A dark blue horizontal band runs across the middle of the image, containing the text "Thank you". The background also has a subtle pattern of fine, light-colored lines in some areas.

Thank you