

BIG Accelerator Internal Innovation

Hila Koren Ph.D.
Head of BIG



ICL AT A GLANCE



+100

Years
of
experience



+12K

Employees
worldwide



#1

Leading
ESG
rankings



\$7B

Sales
TTM



\$1.5B

Adjusted
EBITDA
TTM



3.8%

Dividend
yield

WE INNOVATE, PRODUCE & SELL GLOBALLY



24

R&D
Centers



38

Production sites in
13 countries



64

Sales & Distribution
sites in over
30 countries



IMPACTING YOUR DAY-TO-DAY

ICL making an impact on your daily life in a variety of industries

Focusing on
Main Trends



Creating Impactful Solutions

for humanity's sustainability challenges, by leveraging
our unique resources and technological ingenuity.

Our Brand Mission

ICL Innovation Ecosystem (ICL DNA)

INTERNAL INNOVATION

Internal R&D

Business Domain
Innovation



BIG

Internal Innovation
Accelerator



Industry 4.0 Innovation

Internal Operational
Excellence



EXTERNAL INNOVATION

ICL OPEN

Innovation Space &
POC collaborations



ICL PLANET

Startup Hub &
Investments



Strategic
M&A

Growth Strategy



Empowering Our Future:
Fusing External and Internal Innovation



5.25
Years Since Launch

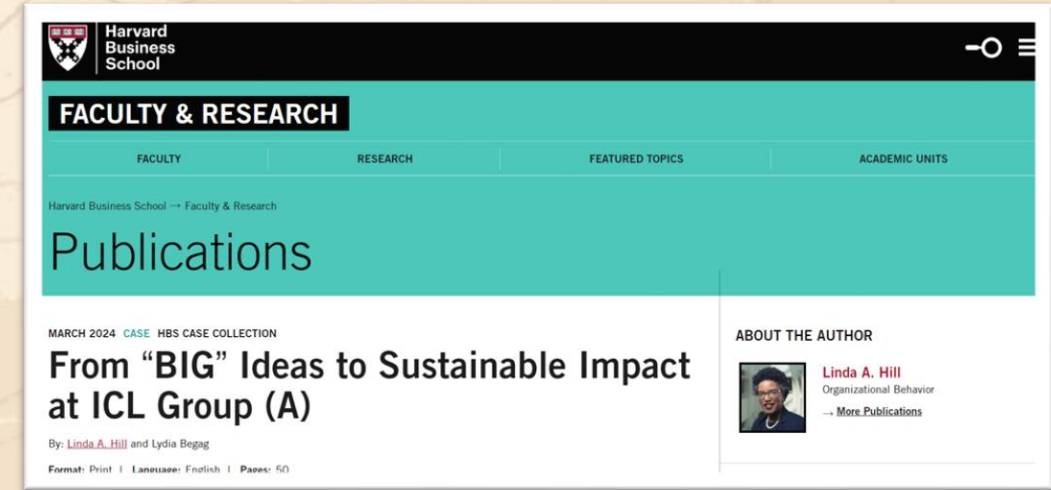
10K+
Submitted Ideas

400
Q. Average of ideas

3,541
Live Projects

2,792
Completed Projects

\$303mn
Annual Operating Income Contribution to Date⁽¹⁾



BIG Accelerator Program

Structured, managed, monitored innovation management process

Comprehensive innovation portfolio of Products, Optimization & Business Models

Open to all 10K+ employees globally

big | Evolutionary Process

In the BIGinning...

2019

Approval of concept

- Methodology & Structure

Preparation

- Branding
- Platform setup & design
- Definition of submission forms
- Appointment of BIG Champions & Initial training

2020

Launch

- Announcement
- Platform open for submissions
- Appointment of 'BIG Captains' & training
- **500 Participants**
- **First BIG Council Meeting**

2021

Ongoing Operation

- Quarterly closings cycles
- Platform upgrades and new performance indicators
- BIG Challenges
- Appointment of 'BIG Deputies'

2022

Expansion

- **1500 Participants**
- Special events & campaigns
- Extra'core'esrial tenant (CTO+)
- Sub-programs

2023 Onwards

Cultural Establishment

- **12k Participants**
- Yearly themes
- ILP Training
- 3 years celebration
- BI Dashboard
- HBR Case Study - 2024

The Mountain Allegory

Amateurs

Ideation

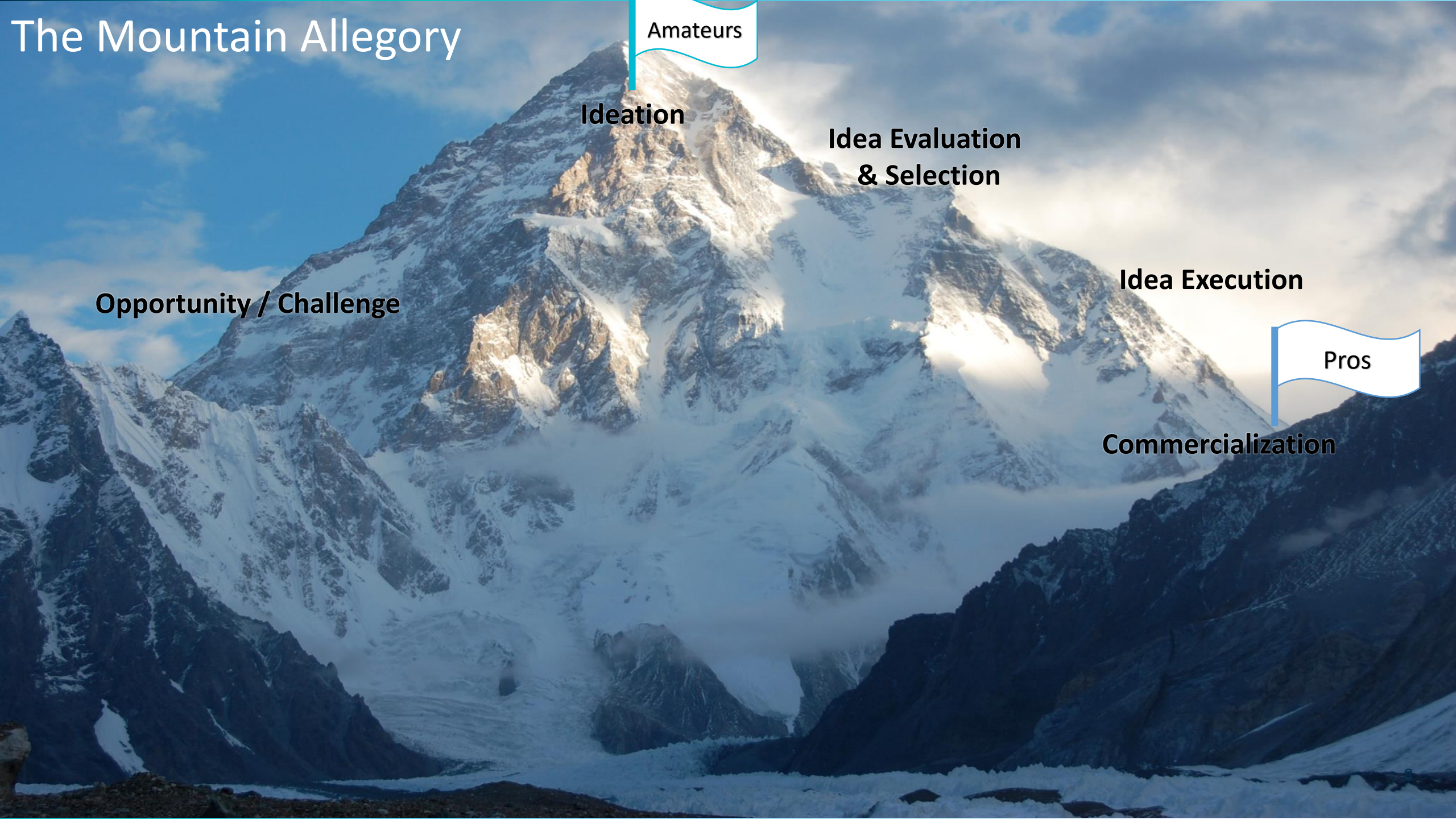
Idea Evaluation
& Selection

Idea Execution

Pros

Opportunity / Challenge

Commercialization



big | Key Program Objectives

Enhance Ideation

Accelerate Execution

Improve Collaboration

“Effective Innovation

means generating and executing new initiatives,

which **change** what we are **used to** do,

to what we **should** do, in order to create a meaningful

positive impact on our business”



**Leverage
existing
structures
&
processes**

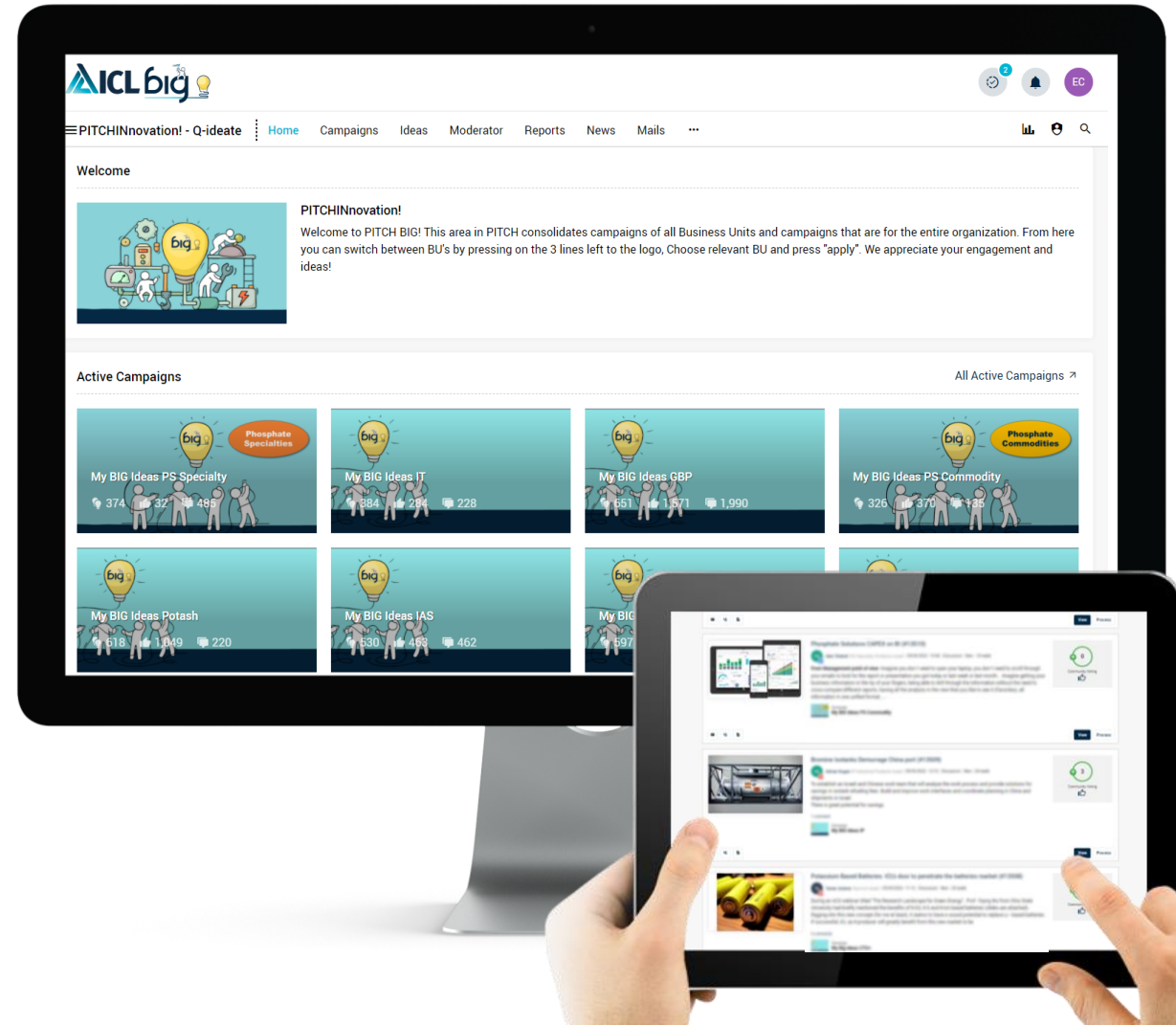
big | Alignment with organization structure & Routines

PITCH BIG Ideation Platform

- Aligned with organizational structure
- Dedicated areas for each division/unit
- BIG Champion – Innovation Manager in each
- Quarterly competition between divisions

Routines

- Town Halls
- Communication
- Professional forums & meetings
- Yearly Competitions
- Periodic performance reports



big | create new!

Roles

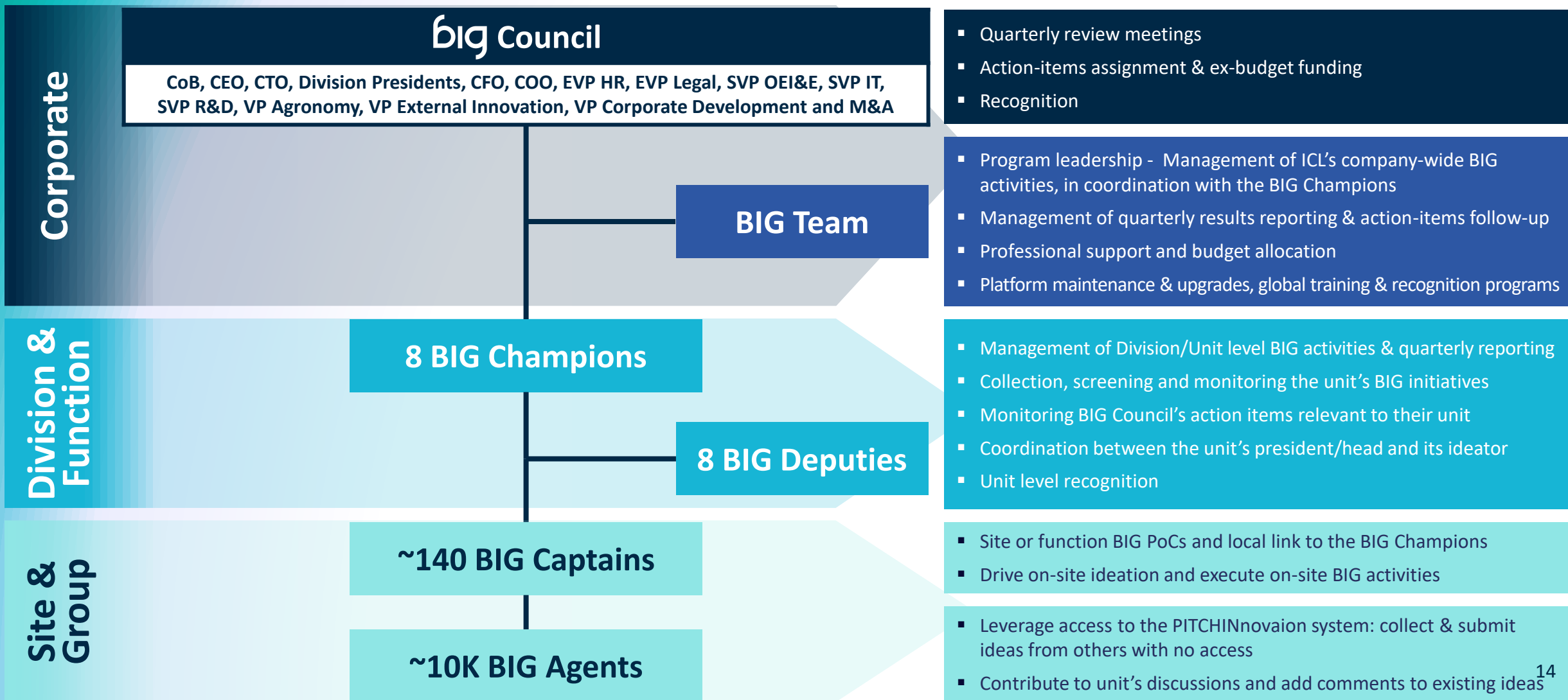
- BIG Champion – Innovation Managers
- BIG Deputies – analytics & quarter closure
- BIG Captains – innovation leaders on site

Routines

- Quarterly BIG Council meetings
- Quarterly competition between divisions
- Measurement mechanisms
- KPI's
- Recognition
- Trainings



big | Structure, Roles & Responsibilities



Top Management Buy – in & overall engagement

Deliver value to all
stakeholders



big | The PITCHInnovation Ideation Strategy

Combine Campaign Types

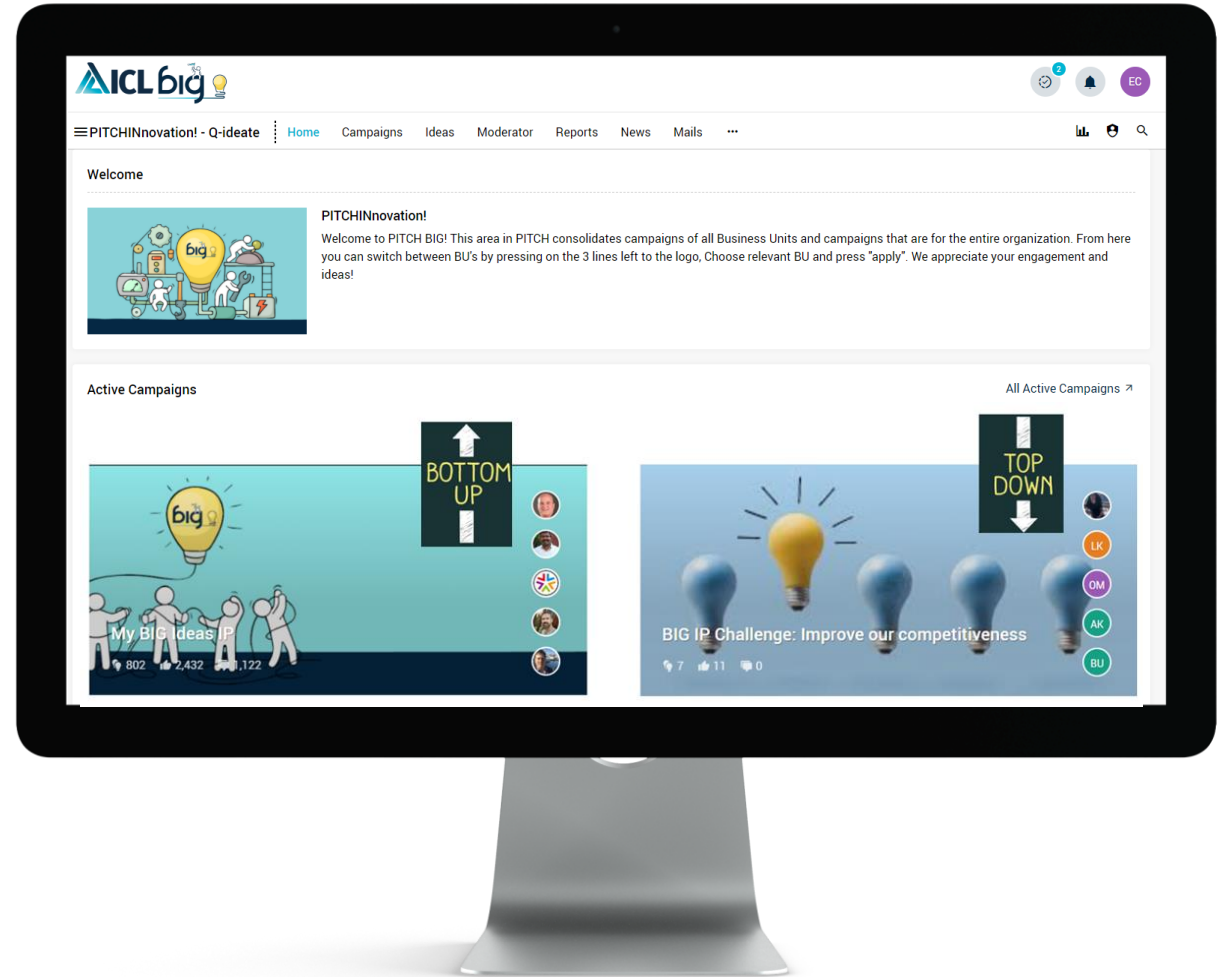
- Bottom-Up Campaigns
- Top-Down Campaigns (2X/Y) per BU

Bottom – Up Campaigns

- Open Topic (Products, Optimization & BM's)
- Continuously open for submission
- Managed on a quarterly basis
- Audience: all BIG Agents

Top –Down Campaigns

- Strategic Topic defined by management
- Time framed
- Audience: designated
- Kick-off lecture



big | The BIG Index

Simplified measurement method

- Routinely monitor performance
- Set effective goals
- Facilitate healthy competition

Keep Score with Money

- **Using typical “financial” metrics**
 - Operating Income, Cost, TTM (“Time to Money”), Time Outlook Factor, Probability (risk vs. time, budget, spec.)
- **Credit for ideas and non-financial initiatives**
- **Uniform measuring system as the basis for...**
 - Corporate and unit-level performance targets (KPIs)
 - Competition between units for best progress



big | The BIG Index

Derivative Metrics



big Index

What's our overall progress?

Engagement Rate

- *What is the level of our employees' activity on the PITCH platform (unique visitors, visits, votes, comments, etc.)?*

Ideation Level

- *How many ideas are we actually receiving?*

Review Rate

- *Are we reviewing the ideas we receive in a timely manner?*
- *Should we push for more ideas?*

Quality Rate

- *How valuable and potentially feasible are the ideas we receive?*
- *Should we launch dedicated campaigns to improve idea quality?*

Expiration Rate

- *Are we able to meet the idea feasibility testing periods we committed to?*
- *Can we handle more ideas at the moment, and should we hold off on challenges?*

Conversion Rate

- *Is our ability to convert good ideas into projects (i.e., complete feasibility testing, build a business case, approve and fund a project) improving?*

Execution/OTP Rate

- *Is the development of our project portfolio on-track, delayed or accelerated?*



Yearly Themes – aligned with CEO focus



Worldwide engagement

KPI – 15% of new participants

BIG Ideation platform open to all 12K Employees

Translated to 5 Languages

BIG Captains globally

ILP Training



Game Changing Ideas

KPI – 15 Game changing ideas per BU

Strategic Innovation

Ideation Labs

BIG Talks - inspiration



Execution & Results

Mature Program
Down streaming innovation efforts from Ideation to Execution

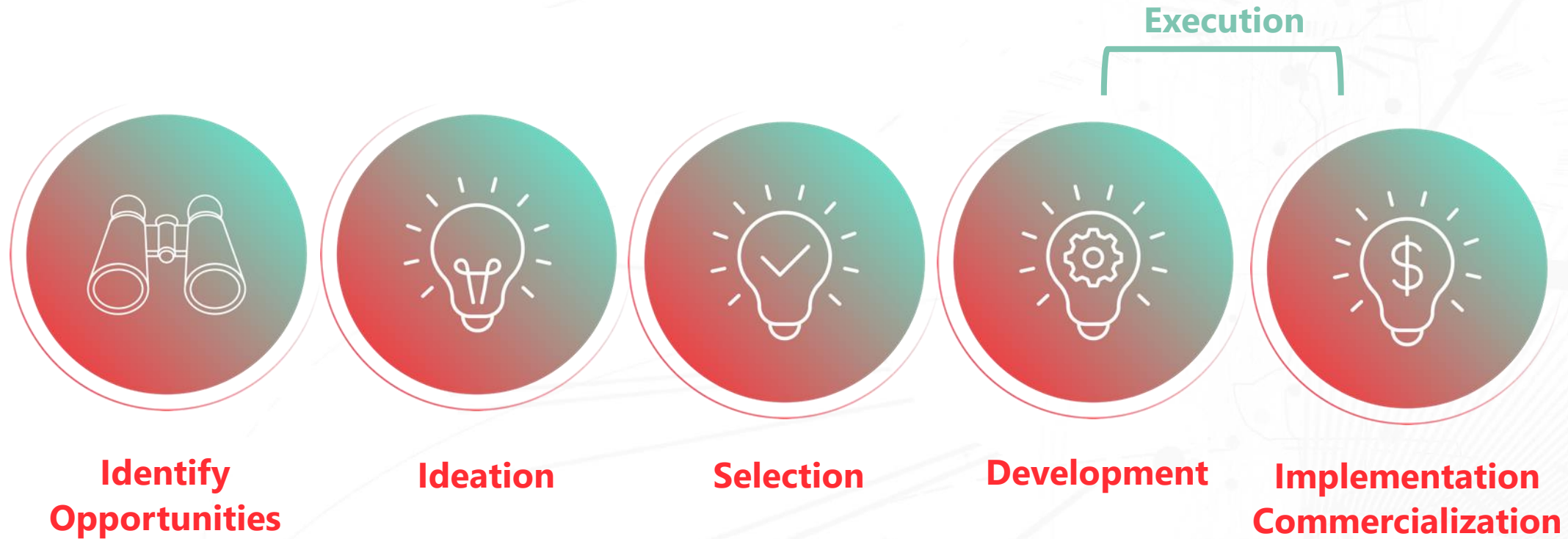
KPI -Monitoring **Realized value**

Execution related training



Driving Results





AI in PITCH BIG

Labs: Workshops & Lectures
Follow up on realized value

REACTOR
Game-Changing Innovation for Winning Growth!



big2025

PS-C

Number	Driver's Name	Idea Lane	Fi Lane	Project lane	Imple mentalion lane
#25035					
#20437					
#24821					
#19157					
#16738					
#22774					
#18486					
#19716					
#20229					
#24076					

FINIS

big2025

PS-C

0557061037

DATE תאריך 90-7162/3458

PAID TO \$

FOR (PROJECT TITLE & NUMBER) עבודת (שם הפרויקט והמספר)

SIGNATURE חתימה

NAME & PLANT שם ומפעל

123456789: :982468100: :1234:




ICL

big | Recognition is at the Core of BIG

Structured Corporate-Level Recognition Plan

Approach

- Focus on recognition rather than on monetary rewards
- Recognize creativity, engagement & efforts
- Reward exceptional results

BIG Winners – ICL level

- Best Performing **BIG Unit** (Quarterly & Annual)
- Top Contributing **BIG Captain** (Quarterly)



BIG Winners Categories

- Most Innovative **BIG Idea** (Quarterly & Annual)
- Best Managed **BIG Project** (Quarterly & Annual)
- Best Implemented **BIG Project** (Quarterly & Annual)
- BIG Genie



big | Business Innovation for Growth Accelerator Program

ROI-P



BIG Innovation Leadership Program (ILP)

Are you aspiring to become an innovation leader? We invite you to participate in the BIG Innovation Leadership Program (ILP). Graduates will be granted an "Innovation Leader" certificate from Lahav Executive Education of Tel Aviv University.

This unique experience, accredited by one of the best regarded academic institutes, will provide you with a profound understanding of the latest innovation management frameworks, as well as a real-life experience necessary for mastering Innovation Leadership – a critical competency for those seeking to develop their careers in today's fast-evolving business world.

ILP is tailor-made for ICL, the program will expose you to the theories, tools, skills, and know-how of what it takes to lead an innovation process. The Lahav faculty will teach innovation management theories, and ICL executives will complement with lectures, case studies, and workshops.

To promise worldwide reach, 2 cohorts are planned for 2024 – ILP 3: February - May 9-12:30AM (IL Time Zone) for APAC, Israel & Europe. ILP 4: May – August 3-6:30PM (IL Time Zone) – US, Brazil, Israel & Europe. Both consist of 13 weekly live online sessions in English on Wednesdays. Participants are expected to dedicate another 3-4 weekly hours for self-paced learning and practice. Participation requires the direct manager's approval.

The program comprises three modules:

- The BIG Picture: Strategy in the era of "The New Normal", ICL's Growth Strategy, and everything you need to know about the BIG Accelerator Program and how the various ICL units are promoting innovation.
- Portfolio Management: Practical tools and methods for managing the entire idea lifecycle from ideation to screening, evaluation, and execution, as well as managing a complete portfolio of innovative ideas.
- Driving Innovation: The building blocks of an innovation culture and ongoing engagement of all stakeholders involved – ways you can make an impact with tools such as recognition plans, promotional events, and storytelling.

Following the program, graduates will take an active part in the BIG team - with vast opportunities to stand out, grow as leaders, drive change and make a difference in ICL.

If you seek to enhance and grow your career at ICL, are passionate about making an impact, and are curious and enthusiastic - ILP is the right program for you!

The ILP Applications Process:

Step 1

Submit your application form and manager's approval by January 11th, 2024

[Application Form](#) [ILP Application Form](#)

Step 2

Personal interviews (January 14-25th)

Step 3

Admission committee & acceptance announcement by February 5th

For more information contact Miri Grenberg Miri.Grenberg@icil-group.com | +972-524-708438

This is to certify that

Andreia Trandafir

Successfully Completed the
Innovation Leadership Program (ILP)

May - August 2023
The program comprised of 56 academic hours

Udi Aharoni
CEO
Lahav Executive Education
Collier School of Management, Tel-Aviv University

Hila Koren
Senior Manager, ICL Internal Innovation Accelerator (BIG)

Eduard Croitoru
VP, ICL Corporate Initiatives
Head of ICL Internal Innovation Accelerator (BIG)

Ideation Labs:

1. Artificial Intelligence (AI)
2. Biomimicry
3. Creative Thinking
4. Futures Thinking

Sept. 5th
15:00 ILT

Join via
Microsoft Teams

JOIN US

An inspiring lecture

by Shai Albaranes
VP Innovation & Ventures | Orbia



Culture change

Changing what we are

USED TO DO

to what we

SHOULD DO

to create a

POSITIVE IMPACT



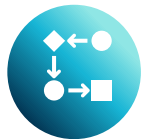
Top management sponsorship & engagement

providing guidance, funding and recognition



Threshold-free ideation

promoting company-wide bottom-up impact



Fully structured process

measured and monitored in every step from ideation to execution



Personal growth booster

through exposure and recognition, as well as learning & development opportunities



Culture eats strategy for lunch - *Be Patient! Bring Value!*



The potential for innovation is there

*Given the right conditions it will
flourish!*



