

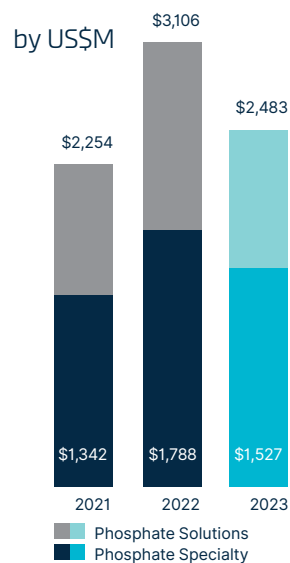
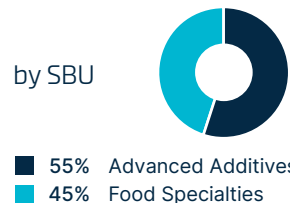
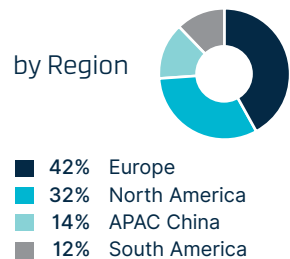
Leading global specialty phosphate player leveraging broad expertise across new markets, to drive growth

- Advanced Additives**
- Acids
  - Industrial
  - Paints and Coatings
  - Battery Materials

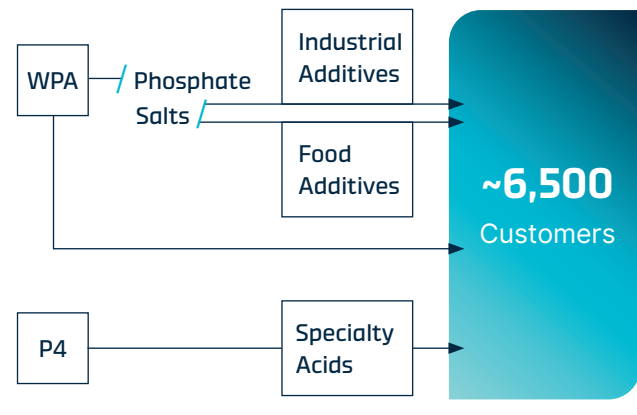
- Food Specialties**
- Meat
  - Dairy
  - Bakery
  - Alternative Proteins

# Phosphate Specialties

## 2023 Sales



## Specialties Value Chain



**~1,400**  
Employees



**13**  
Production Plants



**16**  
Sales Offices



**~140**  
Sales Employees

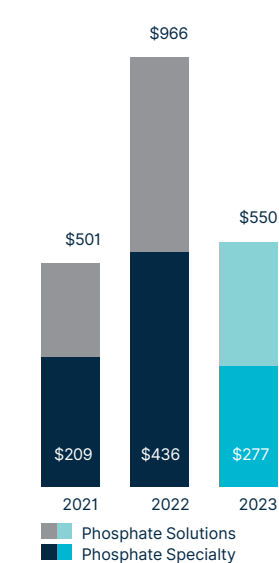


**7**  
Innovation Centers

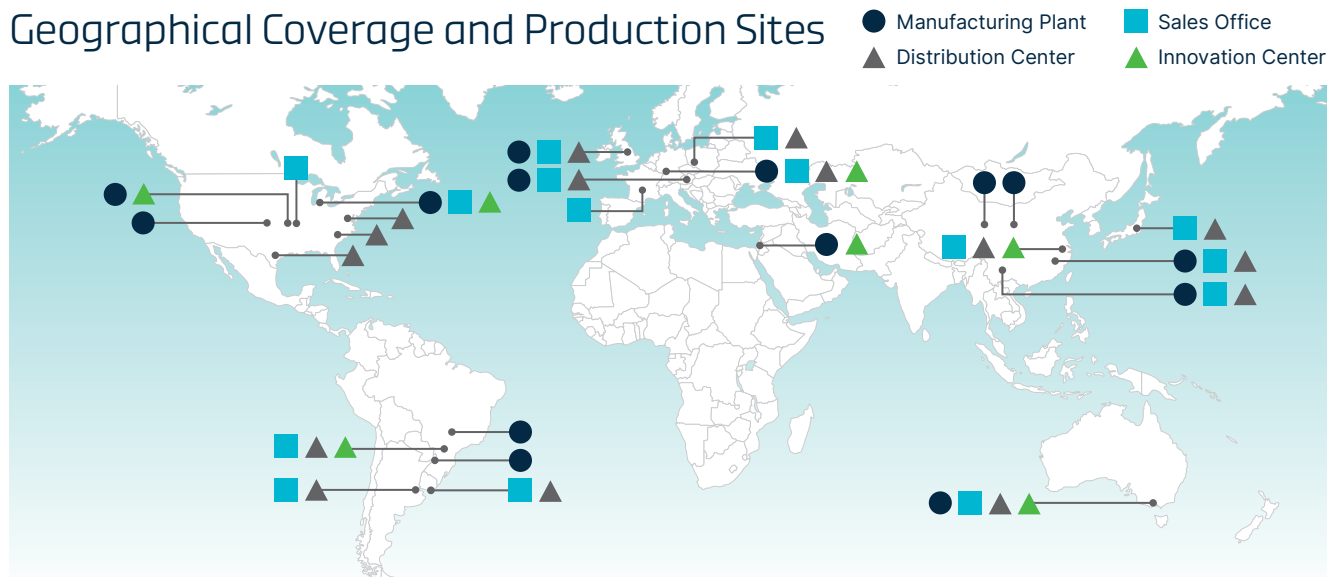


**~4,000**  
SKUs

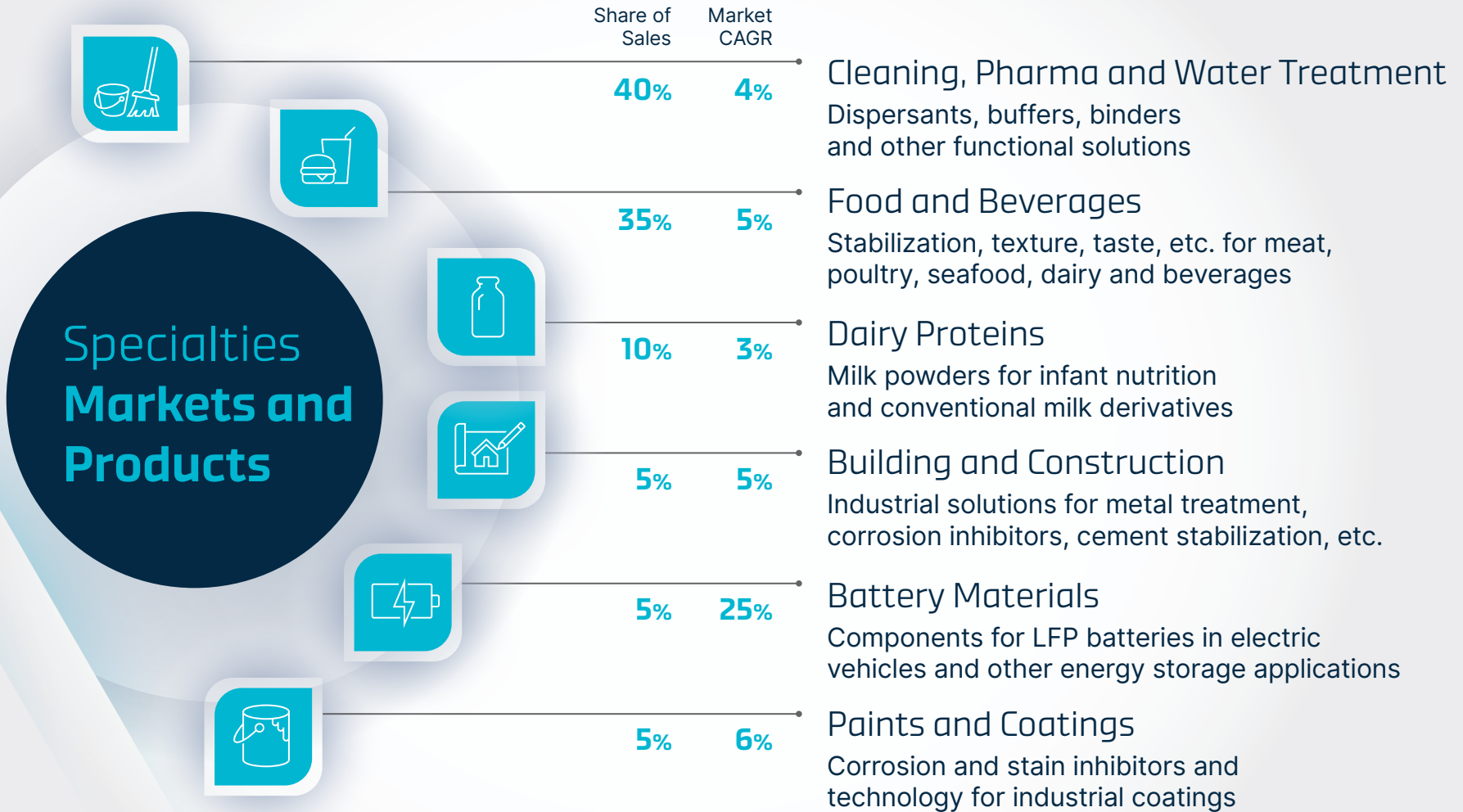
## EBITDA US\$M



## Geographical Coverage and Production Sites



# Phosphate Specialties



Market CAGR represents five-year growth rate through 2023, using internal estimates.