

2Q 2025

**EARNINGS
PRESENTATION**

July 31, 2025



CAUTIONARY STATEMENT

Safe Harbor Statement

The Company, from time to time, may discuss forward-looking information. Except for the historical information contained in this presentation the matters set forth in this presentation include forward-looking statements. These statements can be identified by the fact that they do not relate strictly to historical or current facts. Forward-looking statements often use words such as “believe,” “expect,” “anticipate,” “intend,” “estimate,” “project,” “outlook,” “forecast,” “target,” “trend,” “plan,” “goal,” or other words of comparable meaning or future-tense or conditional verbs such as “may,” “will,” “should,” “would,” or “could.” These forward-looking statements are based on the current expectations and estimates by the Company’s management and are subject to various risks and uncertainties that may cause results to differ from management’s current expectations. Such factors include risks detailed from time-to-time in the Company’s SEC reports and filings. All forward-looking statements, if any, in this release represent the Company’s judgment as of the date of this release. The company disclaims any intent or obligation to update these forward-looking statements.

Other Disclaimers

In addition to the financial metrics presented in accordance with U.S. generally accepted accounting principles (“GAAP”), this presentation includes the following non-GAAP metrics: Adjusted earnings before interest, taxes, depreciation, and amortization (Adjusted EBITDA). Adjusted EBITDA is not a financial measure calculated and presented in accordance with U.S. generally accepted accounting principles (GAAP) and should not be considered as an alternative to net income (loss), operating income (loss) or any other financial measure so calculated and presented, nor as an alternative to cash flow from operating activities as a measure of liquidity. The items excluded from adjusted EBITDA are detailed in the reconciliation attached to this presentation. Other companies (including the Company’s competitors) may define adjusted EBITDA differently. We present non-GAAP measures when we believe that the additional information is useful and meaningful to investors. Non-GAAP financial measures do not have any standardized meaning and are therefore unlikely to be comparable to similar measures presented by other companies. The presentation of non-GAAP financial measures is not intended to be a substitute for, and should not be considered in isolation from, the financial measures reported in accordance with GAAP. We urge you not to rely on any single financial measure to evaluate our business.

KEY MESSAGES



The Company's adjusted EBITDA nearly doubles as compared to the year ago period.



Gross profit margin is at its highest level in five quarters.



Industry destocking was a slight headwind during the quarter, but this trend appears to largely have run its course.

The industry appears to be in the midst of a gradual recovery.



The Company's business transformation is driving results. Significant operations improvements have occurred, but the majority of the financial benefits will materialize in future periods.



The Company maintains 2025 EBITDA guidance of \$40 million to \$44 million and maintains revenue guidance of \$535 million - \$545 million.

SECOND QUARTER '25 VS. SECOND QUARTER '24

NET SALES	
2Q25	2Q24
\$129 million	\$128 million
Gross Profit Margin	
31%	29%

- The implementation of our SIOP process and improved manufacturing performance are the primary reasons for the increase in gross profit margin.

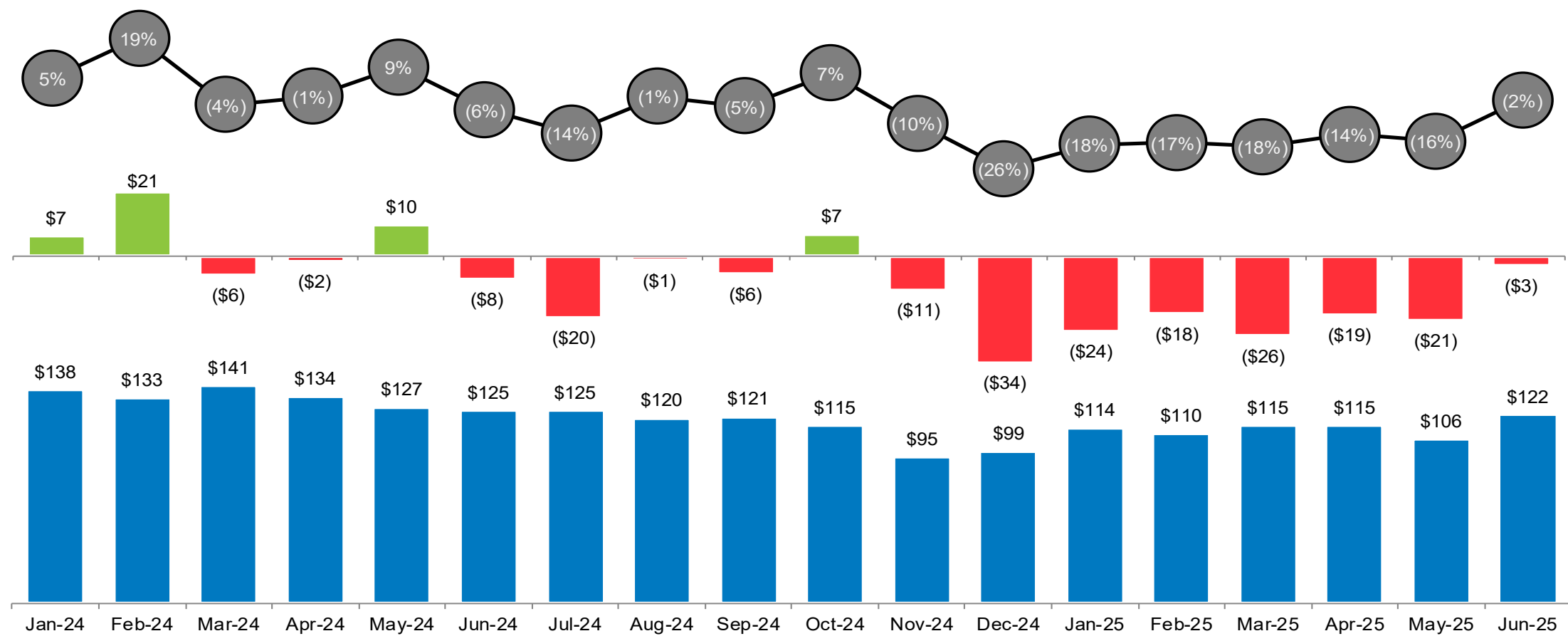
EBITDA	
2Q25	2Q24
\$11 million	\$6 million
EBITDA Margin	
9%	5%

- The Company continues to take costs out of its operational expense, and this has led to improved EBITDA margins.

DESTOCKING APPEARS TO HAVE RUN ITS COURSE

Values are in millions of \$'s

Customers' percentage inventory change vs. absolute inventory change vs. inventory
Customers have drawn down inventory to historically low levels



Q2 2025 REVENUE RESULTS

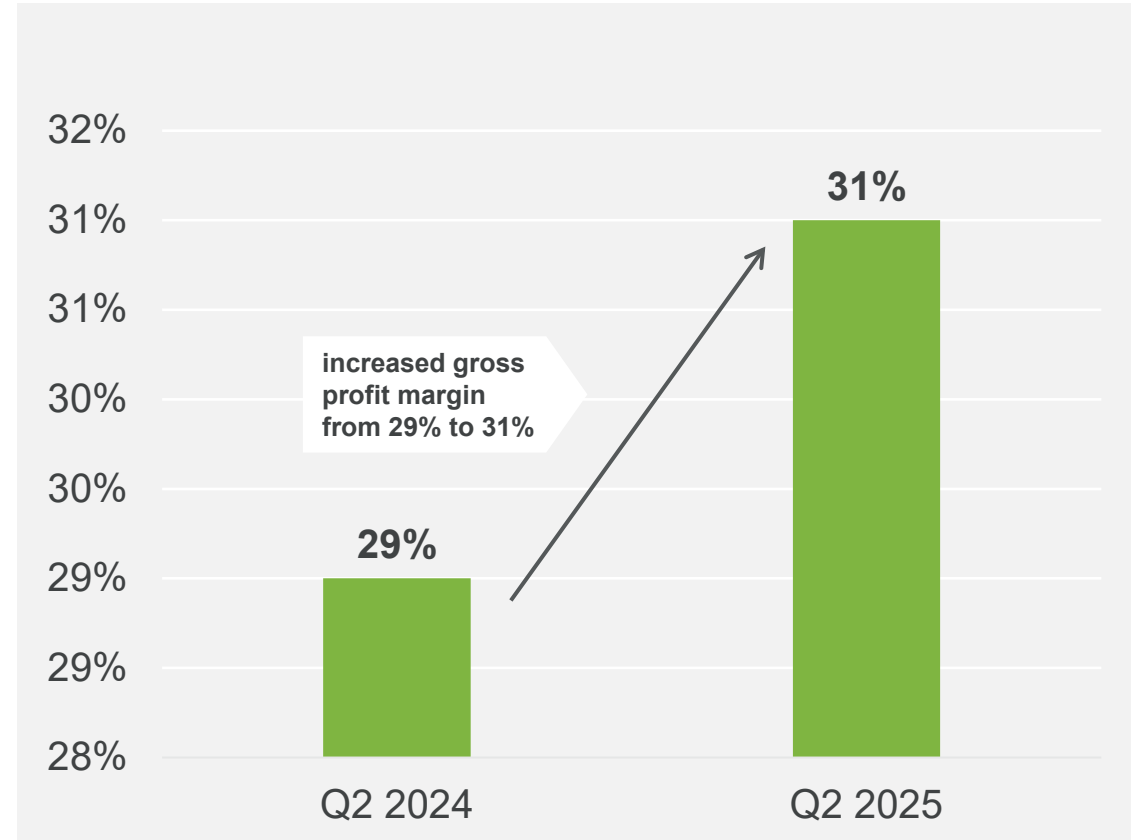
- A slowdown in customer destocking, coupled with improved corn and peanut acreage are the reasons for the increase in U.S. crop revenue. Some strength was partially offset by weakness in the cotton market.
- While sales were flat in the International business, margins were higher as we made the decision to focus on our most profitable customers.

In \$M	2025	2024	Change	Change %
U.S. Crop	\$52,674	\$52,289	\$385	1%
U.S. Non-Crop	19,585	19,011	574	2%
Total U.S.	72,259	71,300	959	1%
International	57,054	56,909	145	0%
Total Net Sales	129,313	128,209	1,104	1%

We generated revenue growth, despite an industry that continues to deal with inventory destocking

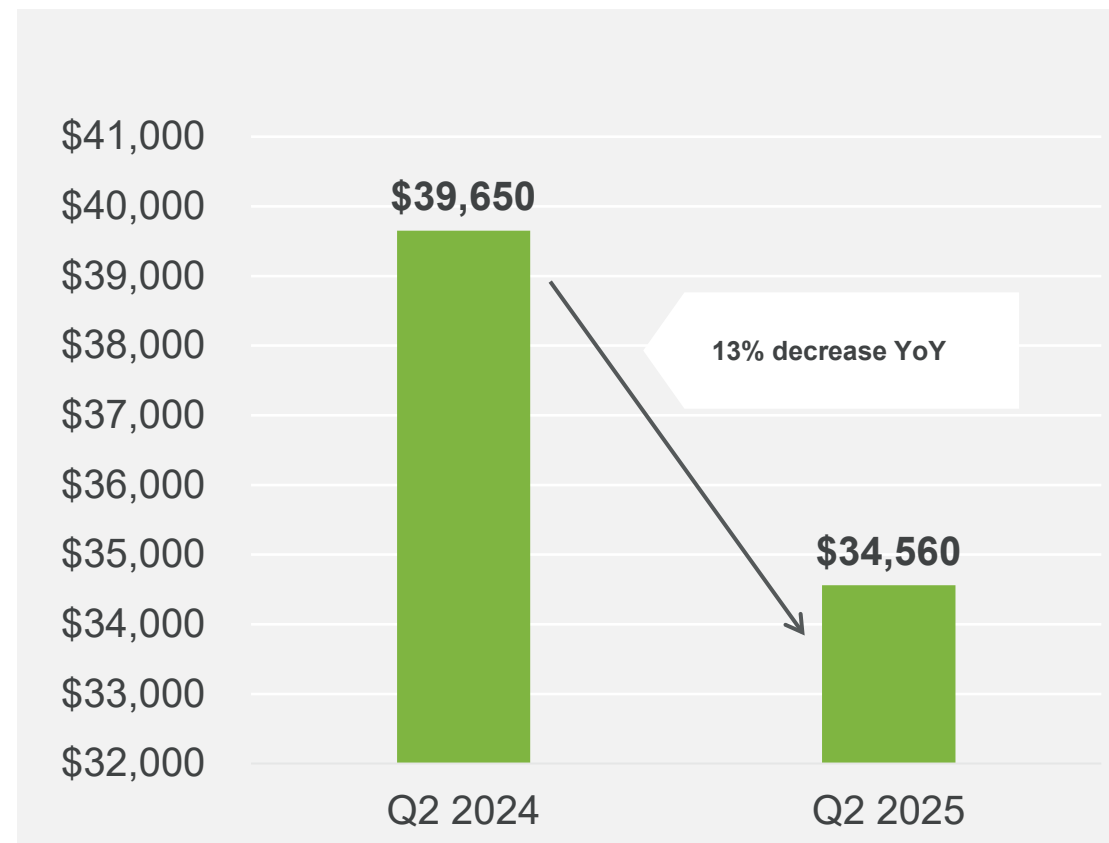
IMPROVING GROSS PROFIT MARGIN

- A portion of the gross profit margin improvement was due to improved manufacturing performance, as well as our improved Sales, Inventory, and Operations Planning (SIOP) is beginning to yield results.
- The Company remains in the early stages of implementing its SIOP plan, but enhanced data is positively impacting results. Expect to see further improvement in gross profit, inventory and working capital over the coming quarters as this plan is optimized throughout the company.



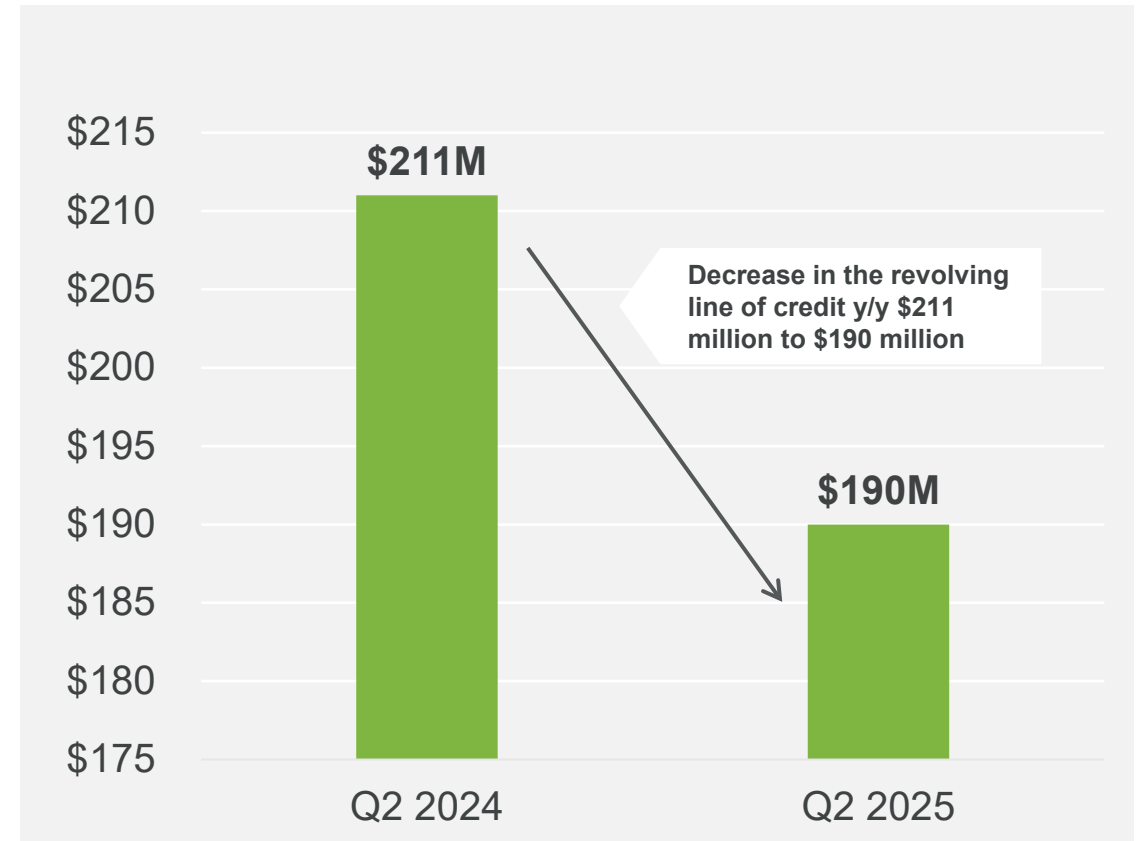
SIMPLIFY, PRIORITIZE AND DELIVER

- The Company cut 13% from its operating expense as compared to last year.
- Selling, general and administrative cost decreased by \$2 million versus last year.
- Research, product development and regulatory decreased by \$3 million versus last year.
- Transformation expenses, which are not included in adjusted EBITDA figures, decreased by almost \$6 million versus last year.
- Management anticipates further operating expense reductions are likely.



UTILIZING LESS DEBT TO OPERATE THE COMPANY

- Given all of the streamlining that has occurred, the Company is operating more efficiently than it has in the past. This is leading to less need for debt to operate the company.
- With \$40 - \$44 million of EBITDA and \$5 - \$6 million of capex expected in 2025, the Company will generate reasonably strong free cash flow.
- The Company expects to allocate virtually all of its free cash flow to paying down debt.



THANK YOU

Q&A

