



Specialties leader  
advancing food  
security and  
enabling safe  
progress

**Food Specialties**

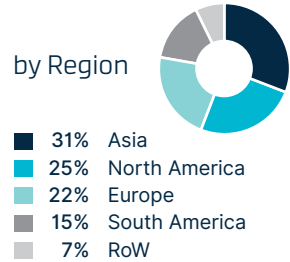
- Meat
- Dairy
- Bakery
- Alternative Proteins

**Advanced Additives**

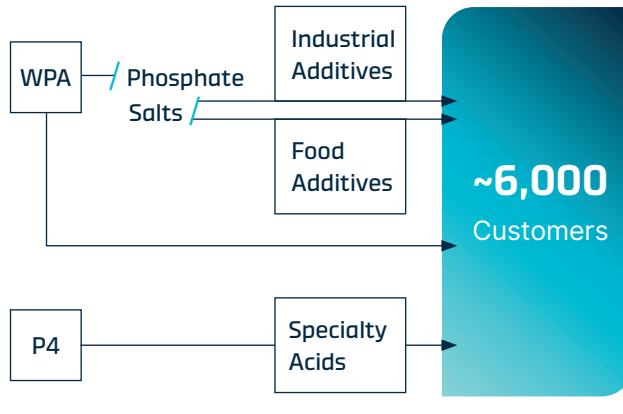
- Acid solutions
- Industrial
- Paints and Coatings

# Phosphate Solutions

## 2025 Sales



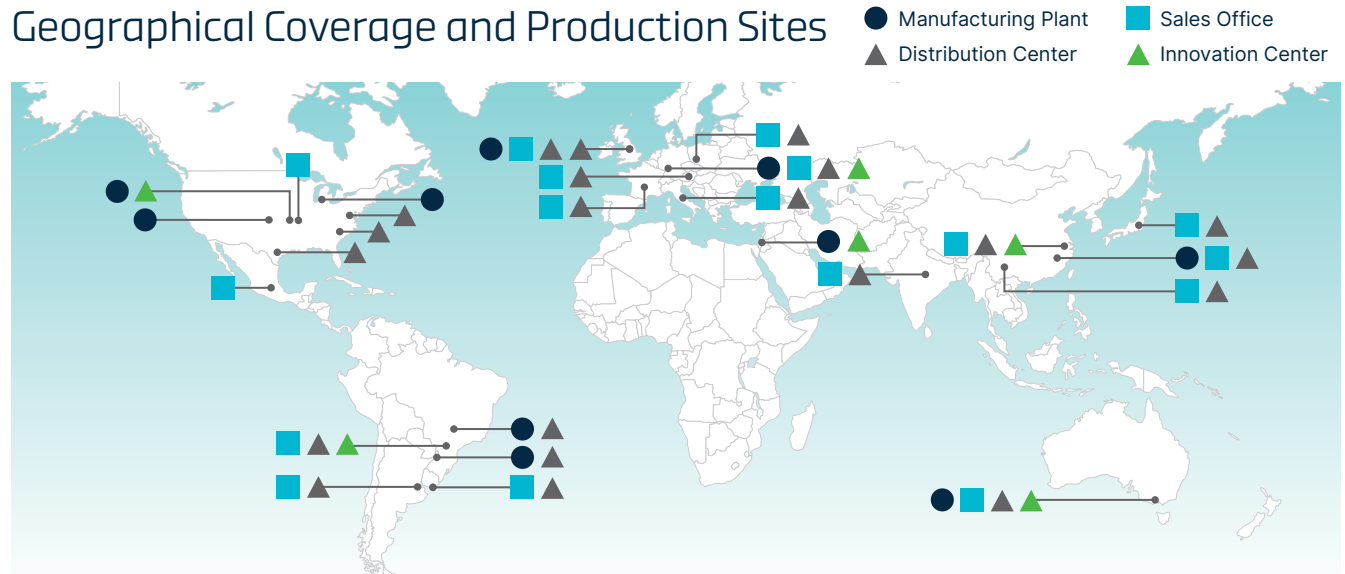
## Specialties Value Chain



## EBITDA US\$M



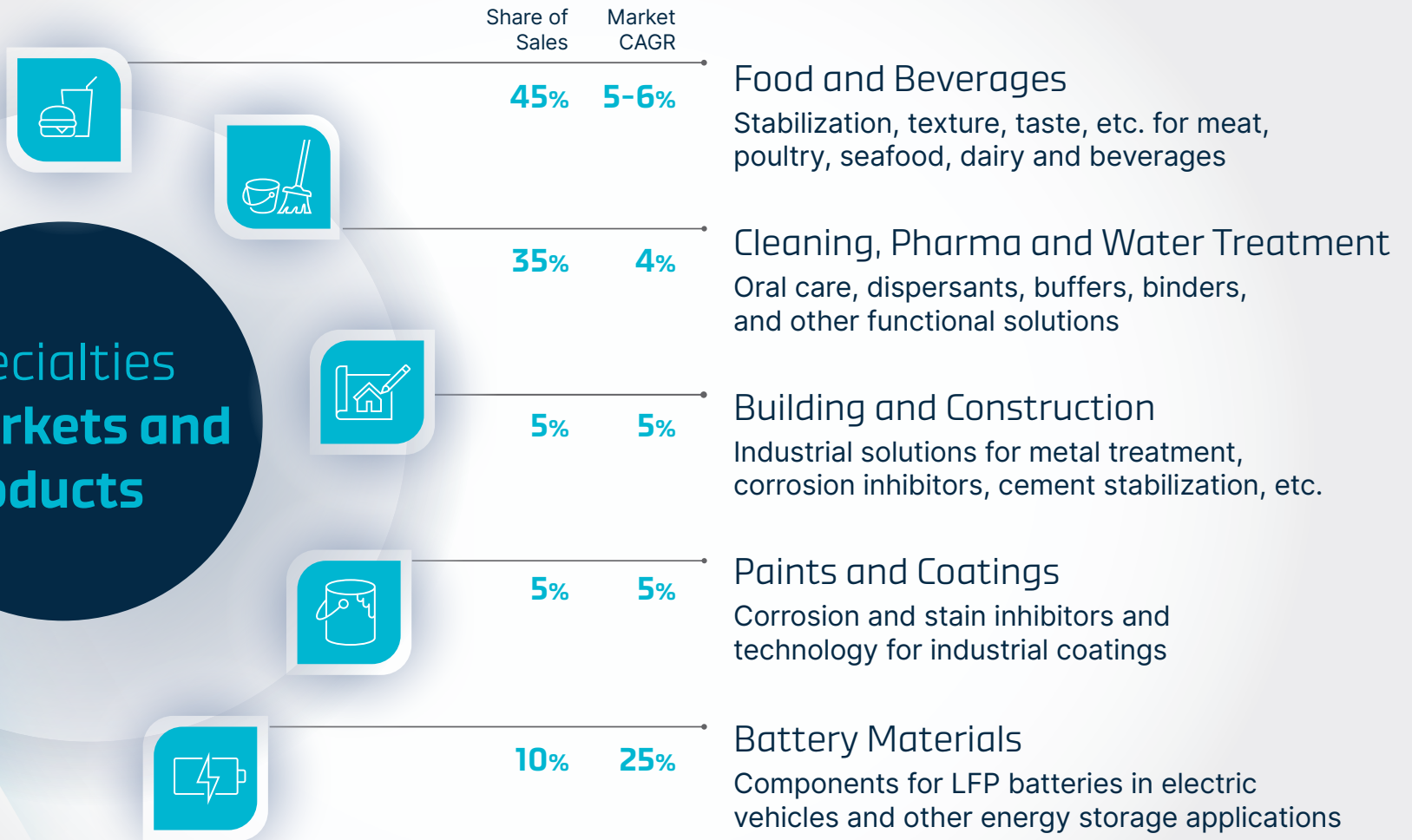
## Geographical Coverage and Production Sites





## Phosphate Solutions

### Specialties Markets and Products



Market CAGR represents five-year growth rate through 2025, using internal estimates.

In 2025, ICL moved its ProLactal business from Phosphate Solutions to Other. As a result, historical segment data has been restated.