



Growing Solutions



Becoming a global leader in specialty plant nutrition

Specialty Agriculture
Fruits, vegetables and arable crops

Ornamental Horticulture
Nursery stock, perennials, pot and bedding plants

Turf & Landscape
Golf courses, sports fields and landscape

2025 Sales



by Region

- 37% Europe
- 32% South America
- 13% Asia
- 10% North America
- 8% RoW

by US\$M



Core Markets and Products

Specialty Agriculture	Ornamental Horticulture	Turf & Landscape
Controlled Release Fertilizers (CRF)		
Water Soluble Fertilizers (WSF)	Slow Release Fertilizers	
Secondary and Micro Nutrients		
Biostimulants		Biostimulants
Biologicals	Growing Media	Grass Seeds
Liquid Fertilizers		Liquid Fertilizers
Straights (MAP / MKP / Pekacid)		
	Plant Protection Products	
Adjuvants Water Conservations Agents		



3,612
Employees



Sales to 110+
Countries

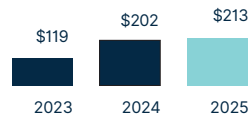


13
Innovation Centers

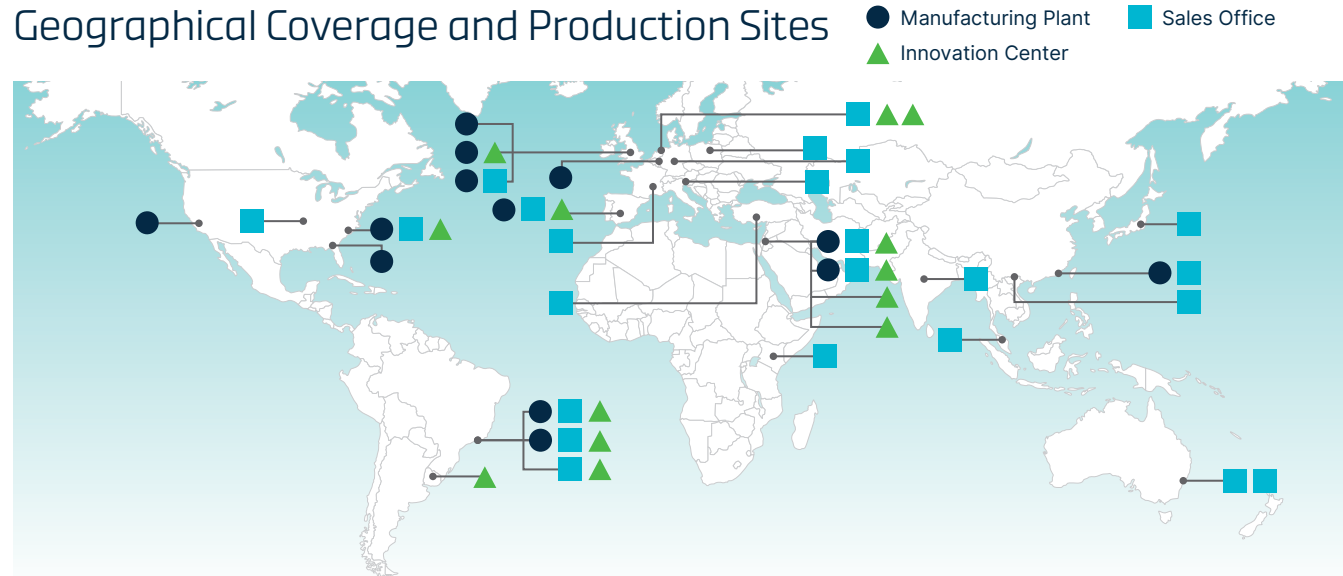


~650
Chartered Vessels

EBITDA US\$M



Geographical Coverage and Production Sites





Growing Solutions



Specialty Fertilizer Manufacturing Footprint ✓ Higher activity ✗ Lower activity

		Non-Specialty	WS-Straights	Modified Nutrient Availability	NPK Fertigation	Foliar	Turf	Coated NPK	Beyond Primary Nutrition	Organic	
		<<< COMMODITY					DIFFERENTIATED OFFERING >>>				
		✓	✓	✗	✓	✓	✓	✓	✓	✓	
Leaders		✓	✓	✓	✓	✓			✗	✗	
		✓	✓							✓	
		✓						✓	✗		
Medium Players		✗	✓		✓	✓		✓	✓		
		✓	✓	✓	✓	✓				✗	
Small Players						✓			✓		
			✓		✓	✓		✓	✓	✗	
					✓	✓			✓		
					✗	✗			✓		
				✗	✓	✓		✗	✓	✗	