

# Phosphate Solutions

Specialties leader  
advancing food  
security and  
enabling safe  
progress

## Food Specialties

- Meat
- Dairy
- Bakery
- Alternative Proteins

## Advanced Additives

- Acid solutions
- Industrial
- Paints and Coatings
- Battery Materials

## 2024 Sales

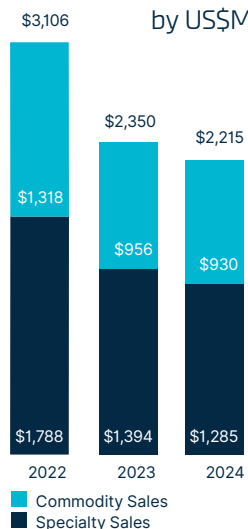
by Region



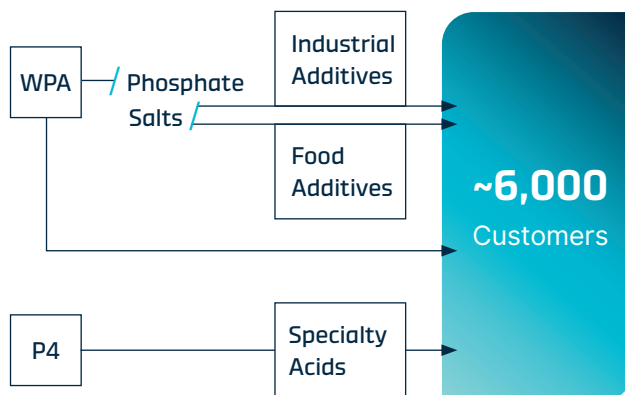
by SBU



by US\$M



## Specialties Value Chain



**~3,700**  
Employees



**10**  
Production Plants



**21**  
Sales Offices



**~190**  
Sales Employees

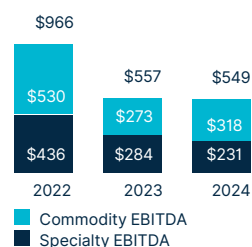


**7**  
Innovation Centers

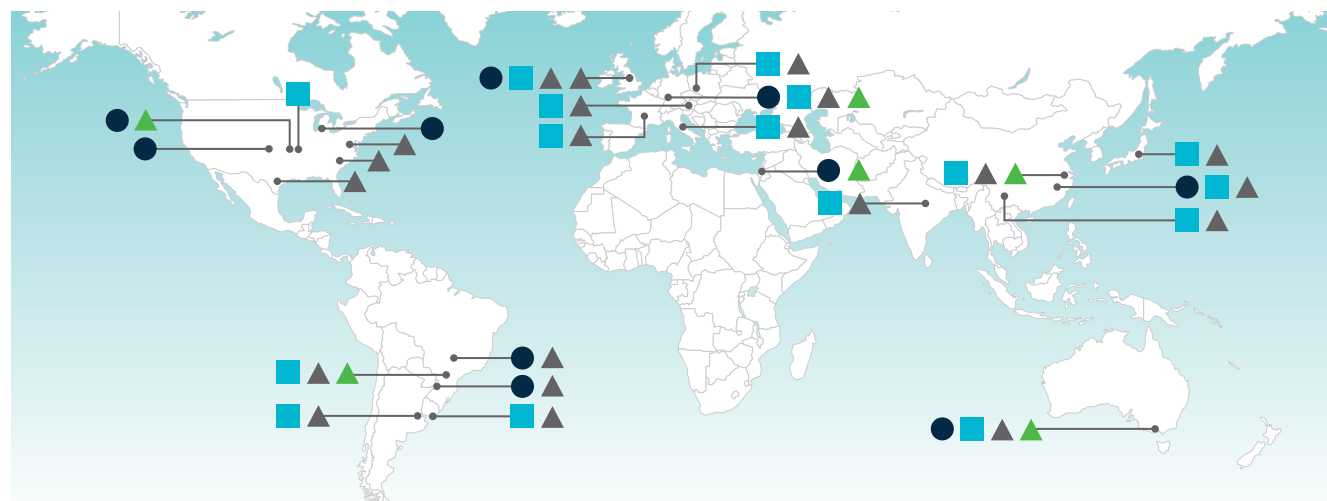


**~3,500**  
SKUs

## EBITDA US\$M



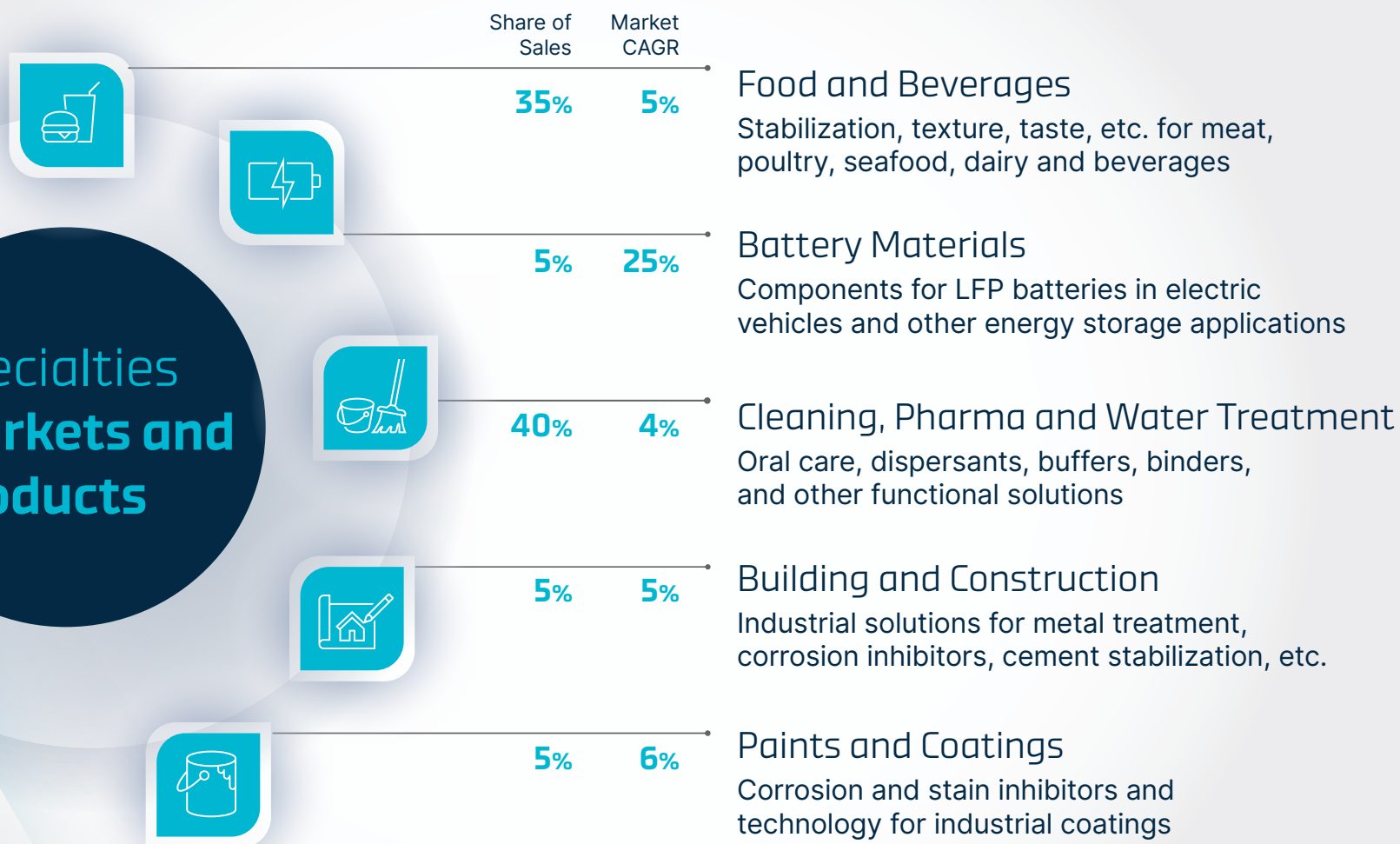
## Geographical Coverage and Production Sites





## Phosphate Solutions

### Specialties Markets and Products



Market CAGR represents five-year growth rate through 2024, using internal estimates.

In 2024, ICL moved its Prolactal business from Phosphate Solutions to Other. As a result, historical segment data has been restated.