



Welcome to Barcelona

W2V

VISION TO VALUE

GLOBAL LEADERSHIP SUMMIT 2026

Phibro[®]

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1 Greetings

Dear Phibro Leaders,

It is a great honor to welcome you to the Phibro Global Leadership Summit, a milestone moment in our company's history and a powerful opportunity for us to connect, reflect, and accelerate our shared ambitions.

We selected Barcelona as the host city for this Summit because it provides an inspiring environment at a global crossroads, one that embodies creativity, transformation, and resilience. These values mirror the journey we are on as One Phibro and set the tone for the conversations and commitments we will shape together.

Over the next several days, we will focus on what truly enables us to turn Vision into Value (V2V) strengthening our operational excellence, elevating customer centricity, investing in our people and culture, fostering innovation, and reinforcing global collaboration. As we deepen our discussions, we also encourage everyone to understand and embrace the key investments we are making to build and enhance the capabilities that fuel innovation, drive efficiency, and strengthen meaningful, sustainable relationships with our customers.

This Summit is also a celebration of the progress we have collectively built. Your leadership, resilience, and passion are the driving forces behind Phibro's momentum. As we move toward the next chapter of our transformation, each of you plays a vital role in shaping the path forward and amplifying the impact we deliver to our customers and communities around the world.

Relationships we establish and strengthen will enable cross-functional collaboration, helping us drive excellence, spur innovation, and better meet our customers needs.

We wish you an inspiring, meaningful, and unforgettable week.

Sincerely,

Phibro Executive Committee

Jack · Dani · Larry · Glenn · Jonathan

2 Schedule Overview

Monday, January 5 – Arrivals & Opening Reception

- Arrivals and hotel check-in throughout the day
- Evening reception to welcome participants
- Interactive activity begins

Tuesday, January 6 – Kickoff & Regional Commercial Highlights

- Summit kickoff and business overview
- Regional commercial presentations and panel discussions
- Cross-regional breakout sessions
- People & culture

Wednesday, January 7 – Operational Excellence & Organizational Enablers

- Presentations & panels with Operations, Supply Chain, Finance & Procurement, Legal
- Phibro Forward review
- Technology group & AI in action
- Team building activity

Thursday, January 8 – Innovation & Customer Centricity

- Top growth priorities & customer needs
- Innovation to support growth areas
- Regional & functional breakouts
- Wrap-up & celebration

Friday, January 9 – Departures

3 Travel Reminders & Attire

Please be very careful with your personal belongings, as Barcelona is known for its pick-pockets, especially in touristic areas.

Flights: *Josep Tarradellas Barcelona–El Prat Airport (BCN) sits about 12 km southwest of the center, and it connects to destinations worldwide. Budget flights often land in Girona or Reus, these airports are further out and more difficult to get to.*

Transportation: *Will be organized and provided for you to and from the hotel and airport. Instructions will be available in the app closer to the event.*

Credit Cards: *Accepted at most businesses, however, consider exchanging a small amount of money to Euros for tips and incidentals. This is best accomplished at the airport exchange counter prior to departure for the hotel.*

Taxi Cabs: *Best option for traveling from the hotel to the city center. From the city center, you may take one of the many public transportation offerings.*

Meeting Attire: *Business casual is the dress code for this event, no jeans.*



4 Weather Forecasts

- *Temperatures will stay mild for winter, ranging between **44–54°F (6–12°C)**.*
 - *Rain is possible but not very likely; overall, expect cool, partly cloudy days.*
 - *Sunrise around **8:17 AM**, sunset near **5:39 PM**.*
- Pack **warm layers and a light rain jacket**, as evenings will feel chilly and there's a chance of showers.*



5 Getting to Know Barcelona

Barcelona is known for its vibrant culture, stunning architecture, and dynamic economy that blends tradition with innovation. The city's economy is diverse, combining strong industrial and technological sectors with a thriving service industry and a deep-rooted agricultural tradition in the surrounding regions. Its culture, shaped by Catalan and Spanish influences, has given rise to a rich artistic heritage and world-renowned culinary traditions — from tapas and paella to Catalan specialties like crema catalana and calçots.

Barcelona stands as a symbol of creativity and progress, where history and modernity coexist harmoniously. Its Mediterranean spirit, combined with a commitment to sustainability and innovation, makes it a leading hub for business and culture in Europe.

Location: Barcelona, Spain

Capital: Madrid

Languages: Catalan, Spanish

Currency: Euro €, currently trading at approximately 1 EUR, 1.15 USD

Population: Approximately 1.7 million people (as of latest data)

Time Zone: GMT +1

Electricity: 230V, 50Hz (types F and C plugs)

6 Famous Attractions

Architecture



Sagrada Família: A breathtaking basilica designed by Antoni Gaudí, blending Gothic and Art Nouveau styles. Work on this monumental basilica began in 1882 and continues today, making it the largest unfinished Catholic church in the world.

Parc Güell: A Gaudí-designed park with colorful mosaics, flowing benches, and nature-inspired architecture. It became a public park in 1926 and now offers panoramic views of Barcelona as a UNESCO World Heritage Site.

The Arc de Triomf: A stunning red-brick gateway built for Barcelona's 1888 Universal Exhibition, located right across from the Parc de la Ciutadella.

Casa Batlló and Casa Milà: These are two of Gaudí's architectural masterpieces in Barcelona, showcasing his distinctive organic forms and imaginative design. They are both located along Passeig de Gràcia.

Jamón Museum: Offers guided tastings that celebrate Spain's iconic Iberian ham.

La Mercè Festival: The city's annual celebration featuring parades, fireworks, traditional Catalan dances, and human towers known as castells.

Football (Soccer): Barcelona is home to FC Barcelona, one of the most successful football clubs in the world, with legendary players like Lionel Messi and Lamine Yamal, shaping its history.



Gastronomy:

Barcelona's cuisine is as diverse and vibrant as its culture, reflecting a blend of Catalan and Spanish traditions with Mediterranean influences. Staples include fresh seafood, olive oil, tomatoes, and seasonal vegetables. Meat dishes, such as pork and lamb, are popular, alongside iconic specialties like paella, tapas, and sweet treats like crema catalana. The city also offers a wide range of vegetarian and vegan dishes.

Compared to other countries, Barcelona's dining culture embraces later dining hours. Most restaurants serve lunch from 1:30 PM to 3 PM and dinner from 8 PM, continuing into late evening.



7 Religion

Barcelona is predominantly Roman Catholic, reflecting Spain's deep historical ties to Christianity. However, the city is increasingly diverse, with growing communities of Protestants, Muslims, Jews, and practitioners of other faiths. In addition, secularism is widespread, and many residents identify as non-religious. This cultural and religious diversity contributes to Barcelona's cosmopolitan character and vibrant social fabric.

La Sagrada Familia, Barcelona



8 Livestock & Landscape

Barcelona plays a vital role in Spain's agricultural and livestock sectors, as well as in the broader European market. Key aspects include:

- **Pork and Poultry:** Catalonia is Spain's leading pork producer and an important player in poultry production, serving both domestic and international markets.
- **Crops and Feed:** Catalonia produces cereals, corn, and other crops essential for animal feed, complemented by vineyards and olive groves that define its agricultural landscape.
- **Sustainable Practices:** There is an increasing emphasis on sustainability, animal welfare, and environmentally friendly farming methods, aligning with EU standards and global trends.



This strong agricultural and food industry presence shapes much of Catalonia's rural landscape and influences its cuisine and culture. Barcelona and Catalonia are home to major food companies that play significant roles both in the domestic and international markets. Key food companies in Spain and Catalonia include:

- **Grupo Vall Companys:** One of Spain's largest agri-food groups, specializing in pork, poultry, and feed production.
- **BonÀrea Agrupa:** A major Catalan cooperative focused on meat processing, dairy, and animal feed.
- **Grupo Borges:** Known worldwide for olive oil, nuts, and Mediterranean food products.
- **Codorníu Raventós:** A historic Catalan company and one of the leading producers of cava (sparkling wine).
- **Damm:** A prominent brewery based in Barcelona, famous for Estrella Damm beer and other beverages.
- **La Fageda:** A unique Catalan cooperative producing high-quality dairy products with a strong social mission.

These companies represent a substantial portion of Spain's food industry, covering a wide range of products from meat and beverages to dairy and Mediterranean specialties. They play a crucial role in shaping the culinary identity of Barcelona and Catalonia and have a growing impact on the global food market.

Key Industries

Agriculture: Catalonia is a leading agricultural region in Spain, known for high-quality pork production, dairy, wine, olive oil, and fresh produce such as fruits and vegetables.

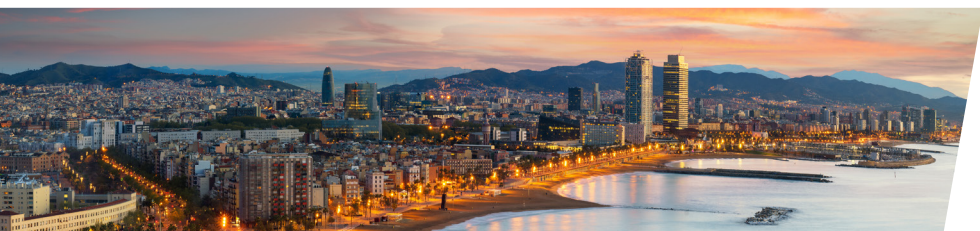
Industry & Manufacturing: Barcelona is a major industrial hub, specializing in chemicals, pharmaceuticals, food processing, and textiles.

Energy: Spain is a European leader in renewable energy, particularly wind and solar power, with Catalonia contributing significantly to sustainable energy initiatives.

Automotive: Catalonia is home to a strong automotive sector, including manufacturing plants for major international car brands and a growing focus on electric mobility and innovation.

Technology & Innovation: Barcelona is recognized as one of Europe's top tech hubs, fostering startups and research in biotechnology, information and communications technology, and smart city solutions.

Tourism: Renowned as a leading destination for international travelers, the city benefits from its rich cultural heritage, iconic landmarks, and robust infrastructure, including a large port and a well-connected airport. In 2024, over 11.71 million tourists visited the city.



9 *Contact Person Information*

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Emergency services: The general emergency number in Spain is 112 and covers police, fire and medical emergencies.

Hotel: *SLS Barcelona*

Address: *Port Forum, Carrer de la Pau, 2, 08930 Barcelona.*

Phone number: *+34 932 53 74 74*

May each moment be filled with new experiences and fond memories.

Safe travels, and may your journey be as rewarding as the destination itself.

-The Phibro Team

#TeamPhibro

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