

# News Release

Barberà del Vallès, June 2026

## **KAO Brings the Genba Principle to Fertilizer Production**

Barberà del Vallès, June 2026 – At KAO, we believe that the best solutions are developed where challenges actually occur. Guided by KAO's commitment, we work side-by-side with fertilizer producers, visiting their plants and operations to understand their processes, challenges and performance objectives on-site.

This philosophy is represented by KAO's *Genba* principle.

The fertilizer industry faces demanding operational conditions where issues such as **caking, dust generation, moisture absorption, handling difficulties, storage stability and product quality preservation** can directly impact productivity, logistics efficiency, customer satisfaction and profitability. Understanding these challenges requires more than data and reports—it requires being present on site (*Genba*).

Through regular customer visits, KAO specialists observe every stage of the fertilizer manufacturing process, from production and storage to transportation. By engaging directly with operational teams, we identify root causes of product quality issues and uncover opportunities for improvement that may not be easily identified.

This Genba-based approach allows us to develop, together with KAO's 40-years R&D experts, a complete understanding of each customer's specific conditions, including:

- Tailor-made fertilizer coating additives characteristics
- Storage and warehouse environments
- Climatic and humidity influences
- Handling and transportation requirements
- Customer-measurable quality expectations

Being on site with our customers, KAO recommends and optimizes long-term value solutions that address critical industry challenges, including:

**Anti-Caking Solutions:** Preventing solid fertilizer from agglomerating during storage and transportation, ensuring better flowability and maintaining product quality until application.

## Kao Chemicals Europe, S.L.

**Anti-Dusting Technologies:** Reducing dust generation during handling and logistics operations, improving workplace safety, minimizing product losses and enhancing environmental performance.

**Moisture Protection Coatings:** Providing effective barriers against moisture uptake, preserving fertilizer integrity and helping maintain product performance under varying storage and climatic conditions.

Every customer visit is an opportunity to learn. Insights gained directly from fertilizer plants often become the foundation for new developments, product enhancements and innovative approaches that help customers overcome evolving operational challenges.

Through *Genba*, KAO continuously transforms customer feedback and operational observations into practical solutions that contribute to improved efficiency, product quality, sustainability and business performance.

At KAO, we do not simply supply additives; we build partnerships based on understanding. Through our *Genba* principle, **KAO delivers more than anti-caking, anti-dusting and moisture protection technologies. We deliver solutions designed around the real challenges of fertilizer production and supply chains, helping our customers achieve operational excellence.**