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## Grupa Azoty publishes Strategy 2030

**Grupa Azoty has published its Strategy 2030, setting out ambitious financial and operational targets. Over the coming years, the Group aims to achieve revenues of PLN 17–18 billion and EBITDA in the range of PLN 1.9–2.0 billion, translating into an EBITDA margin above 10%. A key element of the strategy is maintaining financial discipline, expressed by a net debt-to-EBITDA ratio below 2.5x. Between 2025 and 2030, the Group plans to allocate PLN 3–4 billion to investments, including those financed through external sources.**

Under the new strategy, Grupa Azoty is implementing an updated structure of business segments, covering strategic areas such as fertilizers (the Group's core business), chemical logistics, defense-related chemicals (a new area of activity), and advanced chemistry.

On the operational level, the Group intends to strengthen its position as the second-largest fertilizer producer in the European Union and exceed 50% market share in Poland's fertilizer market. The logistics segment is expected to handle an annual volume exceeding 3 million tonnes of chemicals, including imported ammonia. The strategy also includes a plan to reduce the Group's carbon footprint by 9% by 2030 relative to 2024 levels.

### Strategic Priorities

*'Under the adopted strategy, we are focusing on what Grupa Azoty does best – the production and sale of fertilizers for agriculture. Around this core business we are building a stable organization capable of competing effectively and ensuring food security for Poland and the wider region. We are continuously developing our portfolio of specialized fertilizer products and expanding our sales channels, combining modern technology with precise responses to market expectations,' said Andrzej Skolmowski, President of the Management Board of Grupa Azoty. 'At the same time, we are creating new sources of value and reinforcing our resilience to changes in the economic environment. The raw material and product logistics segment is gaining strategic importance by securing supply chain stability, while the newly established defense chemistry segment responds to growing demand and the goal of strengthening Poland's defense sector self-sufficiency,' he added.*

The Advanced Chemistry Segment, encompassing the OXO and engineering plastics businesses (excluding the Polyolefins project), will be developed in partnership with industry investors.

To increase financial discipline and agility in responding to market conditions, Grupa Azoty will undertake a transformation of its operating model. The goal is to create an organizationally integrated and operationally efficient Group. Actions will focus on integration and consolidation of processes and ownership structures. Strategic functions and corporate standards will be defined at the Group headquarters level, while production activities will remain within business segments, supported by centralized shared services.

## **Azoty Business Program**

Grupa Azoty is implementing a comprehensive restructuring program – AZOTY BUSINESS – through 2027, in response to both internal and external challenges. So far, the Group has reduced operating costs by PLN 300 million, toward the target of PLN 1 billion by 2027. The headcount has been optimized by 1,800 positions – from 15,700 at the end of December 2023 to 13,900 at the end of June 2025.

Proceeds from the sale of non-core assets reached PLN 53 million in 2025, with the Group planning to continue this process to achieve approximately PLN 250 million over the program's lifetime.

Total savings from the closure of five unprofitable production units in the first half of 2025 are expected to reach PLN 50 million by 2027. The company continues to focus on efficient capital allocation, directing investment only to high-return areas. Oversight of this process is supported by the newly established CAPEX Control Tower initiative. The CAPEX plan for 2025–2027 has been revised downward by 50%.

*'We are consistently improving the profitability of our business by executing an ambitious recovery plan focused on systematically enhancing operational, cost, and investment efficiency. We are transforming Grupa Azoty's operating model into an integrated and efficient structure based on four specialized business segments, enabling full realization of synergies,' summarized Andrzej Skolmowski.*

[Strategy until 2030 PDF \(1.77 MB\)](#)