PHOSAGRO®

AI: AGRO intelligence



2025 INTEGRATED ANNUAL REPORT

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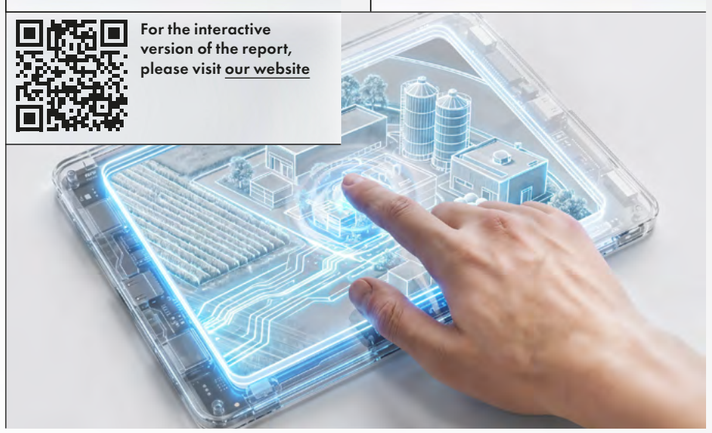
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Report on Compliance with the Principles and Recommendations of the Corporate Governance Code stand-alone document

About this Report

GRI 2-1, 2-2, 2-3

The Report was approved by the Board of Directors of PhosAgro on 23 April 2026 (Minutes w/o No. dated 24 April 2026).

It is our pleasure to welcome you to the 2025 Integrated Annual Report (the "Report") of PJSC PhosAgro (PhosAgro). PhosAgro is a vertically integrated Russian company and one of the world's leading producers of phosphate-based fertilizers.

The Company maintains an annual reporting cycle, with the previous Report released on 29 April 2025. The reporting period for the Company's consolidated financial statements is from 1 January to 31 December 2025.

The Report's theme is AI: Agronomical Intelligence

Artificial intelligence is reshaping the world at pace. AI-powered technologies and services are creating entirely new industries and opening up horizons that, until recently, seemed out of reach.

Mineral fertilizer production is no exception – and **our Company is firmly on course for AI transformation**, developing and deploying cutting-edge solutions while setting new standards for the industry.

These solutions automate processes and fundamentally rethink approaches to management, logistics, and data analysis. Applied within the production system, artificial intelligence can drive substantial output growth – potentially hundreds of thousands of additional tonnes of mineral fertilizers – **marking a further key step towards strengthening the country's food security**.

We are building an internal ecosystem of AI solutions – including those based on import-substituted information systems – to drive comprehensive transformation and raise efficiency. This enables us to create end-to-end digital production and company-wide business processes powered by AI, **materially strengthening our competitive position**.

A dedicated AI technology development unit is now in place. We are also clear that our key priority at this stage is to bring both managers and line employees into active engagement with AI. Alongside their regular responsibilities, these **employees are building AI competencies** – acting as clients for AI solutions, helping adapt new products and services to real production challenges, and learning to operate them effectively. We are taking it a step further and are about to roll out a **dedicated AI education programme** for our PhosAgro Schools.

All of these fascinating developments are covered in this Report.



Boundaries and standards

GRI 2-5, 2-14

This Report complies with the following requirements and recommendations:

- Bank of Russia's Regulation No. 714-P On Disclosure of Information by the Issuers of Issue-Grade Securities dated 27 March 2020;
- Bank of Russia's Letter No. 06–52/2463 On Corporate Governance Code dated 10 April 2014;
- Bank of Russia's Letter No. IN-06–28/102 On Disclosure in the Annual Report of a Public Joint-Stock Company of a Report on Compliance with the Principles and Recommendations of the Corporate Governance Code dated 27 December 2021;
- Bank of Russia's Information Letter No. IN-06-28/49 On Recommendations on Disclosure by Joint-Stock Companies of Non-Financial Information Pertaining to Their Activities dated 12 July 2021;
- Public Capital Standard for Business approved by Russian Government Resolution No. 2230 dated 30 December 2025;
- Listing Rules of the Moscow Exchange and the London Stock Exchange;
- AA 1000 and ISO 26000 standards;
- CDP standards;
- Integrated Reporting Framework recommended by the Integrated Reporting Committee;
- Reference Performance Indicators of the Russian Union of Industrialists and Entrepreneurs (RSPP), and the MOEX–RSPP Responsibility and Transparency, and Sustainability Vector indices;
- Social Charter of the Russian Business sponsored by the RSPP.

The Company takes into account Russian and international best practices for disclosing information on sustainable development, including IFRS S1 and IFRS S2 reporting standards issued by the International Sustainability Standards Board (ISSB).

In 2025, the Company continued implementing its disclosure plan under IFRS S1 General Requirements for Disclosure of Sustainability-related Financial Information and IFRS S2 Climate-related Disclosures. The Additional Information section provides details on pilot disclosures made in the formats required by the standard. This information shall not be treated as the statement of compliance in accordance with para. 72 of IFRS S1.

In 2025, PhosAgro conducted a self-assessment of its 2024 Report against the criteria of the Integrated Reporting Committee. The assessment showed that more than 70% of the required criteria were addressed in the 2024 Integrated Report. In preparing the 2025 Report, we sought to strengthen our disclosure, for instance, by mapping risks and opportunities along the value chain and supplementing the market overview with an analysis of the macroeconomic environment. Our internal assessment now puts compliance with the required criteria at nearly 77%. PhosAgro has applied the principles of integrated reporting for several years and regards this format as an effective means of bringing financial and non-financial information together in a coherent whole.

The Company's Report was prepared in accordance with the GRI 2021 Standards (Core Option). Appropriate disclosure of qualitative and quantitative information prepared in accordance with the GRI Standards ("Selected Information") has been assured by Joint-Stock Company Technologies of Trust – Audit (Technologies of Trust – Audit JSC) in line with the International Standard on Assurance Engagements (ISAE) 3000 (Revised), Assurance Engagements Other than Audits or Reviews of Historical Financial Information. The independent assurance report and the GRI Content Index are available in the Additional Information section of this Report.

This Report provides insights into the performance of parent company PhosAgro and its subsidiaries (hereinafter jointly referred to as "PhosAgro Group", the "Group", or the "Company") across their operations for the year 2025, while also offering information on corporate governance and corporate responsibility. The key subsidiaries of the Group and PhosAgro's stake in these subsidiaries are presented in the Group's 2025 IFRS consolidated financial statements on p. 334.

Financial results in the Report were disclosed based on the IFRS consolidated financial statements of the Group for 2025 audited by Technologies of Trust – Audit JSC in accordance with the International Standards on Auditing.

The boundaries of the Group companies covered in this Report differ from those in consolidated financial statements when it comes to specific non-financial disclosures. To ensure compliance with the materiality principle, we determined such boundaries in a way that this Report describes all material aspects of PhosAgro Group.

The data disclosed in this Report includes information on:

- **Boundary 1**: PhosAgro and companies that are part of the group to which PhosAgro belongs (corresponds to the scope of disclosure in IFRS consolidated financial statements).
- **Boundary 2**: Apatit, including its branches and standalone business units.

For more information on specific disclosures and their boundaries used in this Report, see the GRI Content Index section **p. 393**

The AGROfuture begins

PhosAgro's AI transformation

The integration of artificial intelligence into business processes has become an integral part of the Company's development strategy.



AI technologies enable the automation of routine operations, the optimisation of production and business processes, the generation of accurate forecasts, informed management decisions, and the development of innovative products.

Key areas of AI solution development at the Company:

- Machine learning (ML)
- Generative AI
- Video analytics

Dedicated AI unit

- To scale and deploy new AI technologies across key business processes, the Company has established a dedicated division for developing artificial intelligence solutions.

In 2025, PhosAgro joined the AI Alliance Russia national association

For more information on the Company's AI transformation and the development and implementation of new solutions, please see the Information Technology section p. 134

[1] Large language model.
[2] Automated enterprise management system at the Company's Cherepovets facility.

Limitless possibilities

Key projects:

- **Diagnostics of AI Potential in PhosAgro Group**
  - In 2025, the Company launched a systematic audit of its AI maturity and potential. An analysis is underway across 16 business areas to prioritise AI projects.

  For more information, see p. 63
- **Predictive analytics**
  - Developed by the PhosAgro IT team and deployed at the apatite-nepheline beneficiation plants of Apatit's Kirovsk branch.
  - Predicts the operation and failures of complex process equipment.

  For more information, see p. 62
- **Integration of an advanced LLM[1] into AEMS[2]**
  - The GigaChat MAX large language model, developed by Sber, powers an intelligent assistant and a unified knowledge environment that brings together corporate knowledge, documentation, and live production metrics.

  For more information, see p. 62
- **Video analytics systems for enhancing workplace safety**

  For more information, see p. 192
- **Corporate GPT chat**

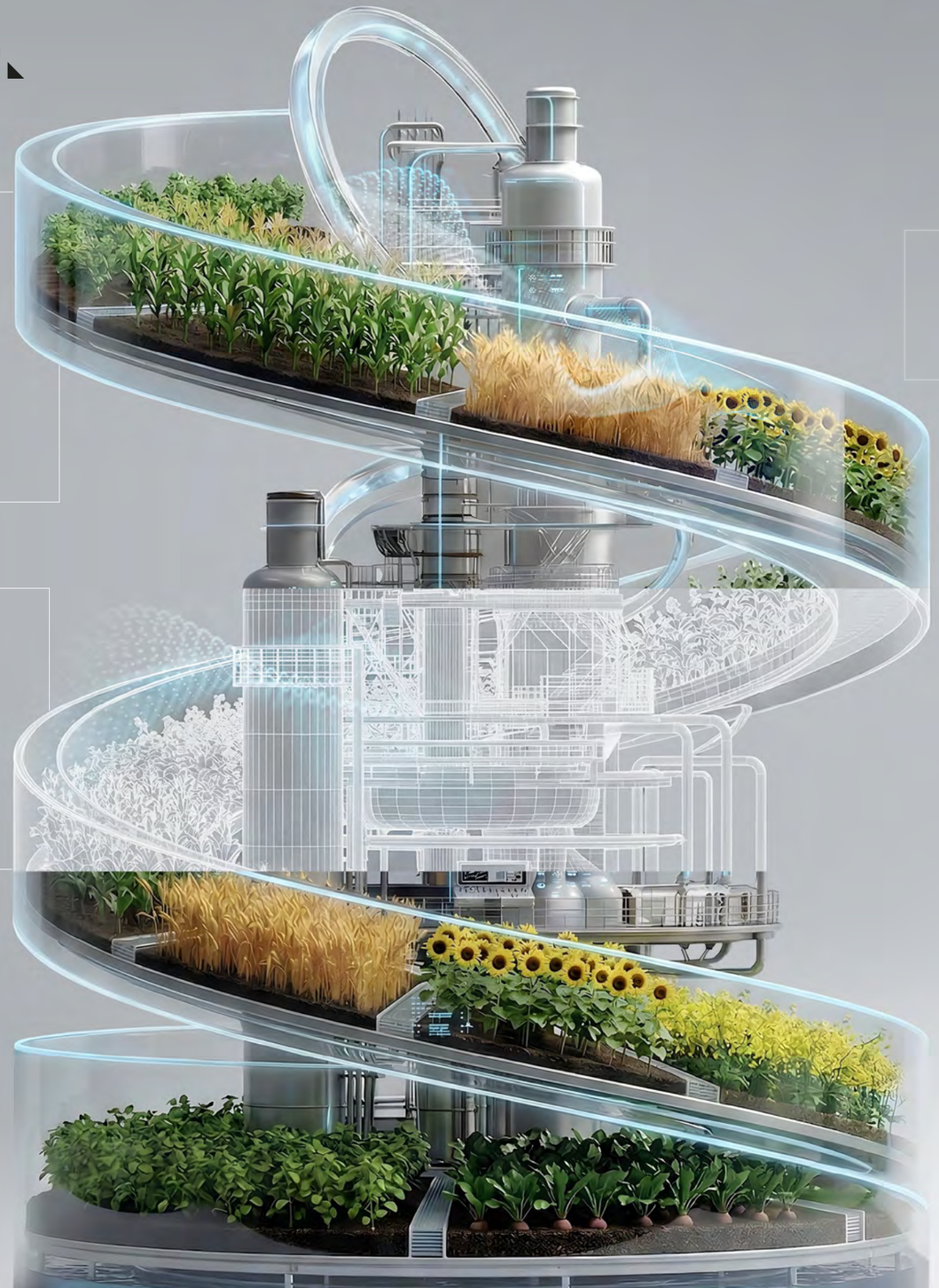
  For more information, see p. 163
- **AI assistants for business functions**

  For more information, see p. 164



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RUB **44 bln**

allocated to upgrading and expanding the facility's capacities

The Balakovo production site is undergoing the final upgrade stage as part of **PhosAgro Group's investment programme**. After the technical revamp, the facility will increase its mineral fertilizer output, thus strengthening support for Russian farmers.

↗ ~1 mt growth

up to **3.5 mt**

targeted production of mineral fertilizers after the programme is completed

Value creation cycle

- R&D developments
- Mining
- **Production**
- Transportation and logistics
- Sales
- Application and service
- Stakeholder values

Our mission and values

As one of the world's leading mineral fertilizer producers, PhosAgro assumes a special responsibility for global food security.

We offer mineral fertilizers with improved characteristics[1], supply them, and train farmers in their most efficient and responsible application.



[1] PhosAgro Group's mineral fertilisers have been certified by the Russian Quality Agency, allowing them to carry the Green One conformity label that confirms their enhanced properties.

Our mission

Caring for Earth fertility for prosperous lives

Our values

Leadership
Our goals are ambitious as we strive for professional excellence and continuous self-improvement.

Safety
We promote and share a safety culture within the Company to ensure safe working conditions.

Teamwork
As a strong team players, we look to ensure smooth cooperation of all our business units.

Reliability
We always honour our obligations and are a reliable partner.

Ethics
We support human integrity, fostering moral standards and ethics, spiritual values, dedication at work, and respect for family values.

Improvement and innovation
Improvement and innovation. Development is ongoing at PhosAgro, with every procedure relentlessly improved and refined.

Expertise
Everyone at PhosAgro is a qualified professional in what they do.

Our vision

1 Global presence



For more information, see p. 126

2 Organic growth and development



For more information, see p. 96

3 Healthy lifestyles and occupational health and safety



For more information, see p. 190

4 Care for the environment



For more information, see p. 209

5 Social responsibility



For more information, see p. 181

6 Innovation and digital transformation



For more information, see p. 141

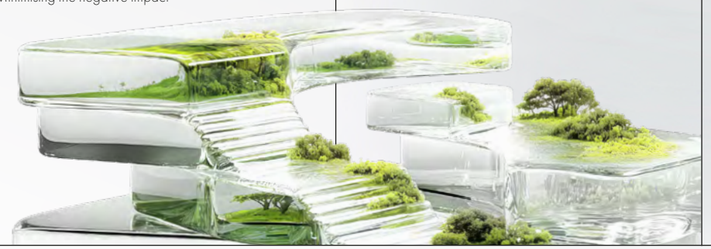
Navigator

on UN SDGs, Russia's national development goals, and Russia's national projects

17 UN SDGs and Russia's national development goals are the most important benchmark in our making both strategic and day-to-day management decisions. Committed to the Company's mission and values, which are underpinned by our Strategy to 2025, we look to contribute to, and monitor the progress against, the targets of our eleven priority UN SDGs and seven Russia's national development goals.

Through social, educational, and environmental initiatives, PhosAgro Group contributes to Russia's national projects, actively participating in workforce training, sports support, urban development, and environmental footprint reduction.

▲ Making a positive impact
▼ Minimising the negative impact



2 ZERO HUNGER

Target[1]
2.4 (2.4.1.)

Our key programmes
- Increasing sales efficiency
- Improvement of the product mix
- Compliance with the requirements applied to mineral fertilizers

For more information, see p. 22, 64, 102, 114

3 GOOD HEALTH AND WELL-BEING

Target
3.9 (3.9.1, 3.9.2.3.9.3)

Our key programmes
- Safety culture improvement programme
- Minimising pollutant emissions per unit of output
- Revival Sports

For more information, see p. 22, 185, 202, 247

4 QUALITY EDUCATION

Target
4.4 (4.4.1)

Our key programmes
- School–college/university–facility educational model
- Cooperation with universities and Russian and international R&D centres
- Project Educated and Healthy Children of Russia (DROZD)
- Interactive Education Centres museums

For more information, see p. 115, 159, 185, 247

6 CLEAN WATER AND SANITATION

Target
6.3 (6.3.1, 6.3.2)

Our key programmes
- Initiatives to boost water use efficiency as part of the Company's Water Strategy

For more information, see p. 22, 202

[1] Here and throughout, applicable metrics are used.
[2] Manufacturing execution system.

8 DECENT WORK AND ECONOMIC GROWTH

Target
8.5 (8.5.1, 8.5.2), 8.8 (8.8.1, 8.8.2), 8.9 (8.9.1)

Our key programmes
- Comprehensive production development programme
- Incentives and rewards
- Our Favourite Cities programme
- Green procurement programme and ESG assessment of suppliers
- Promotion of entrepreneurship
- Fostering a safety culture

For more information, see p. 22, 58, 145, 158, 184, 246

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

Target
9.1 (9.1.2), 9.4 (9.4.1)

Our key programmes
- Boosting logistics efficiency
- Our Favourite Cities programme
- Digital transformation
- Implementation of the manufacturing execution system[2] (automated enterprise management system) and the domestic automated process control system deployment projects

For more information, see p. 23, 67, 134, 144, 247

11 SUSTAINABLE CITIES AND COMMUNITIES

Target
11.1 (11.1.1), 11.4 (11.4.1)

Our key programmes
- Our Favourite Cities programme

For more information, see p. 246

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

Target
12.5 (12.5.1.)

Our key programmes
- Programme to promote circular economy elements, including the use of phosphogypsum in farming and other industries
- Improvement of production processes
- Green procurement programme and ESG assessment of suppliers
- Initiatives to boost water use efficiency as part of the Company's Water Strategy

For more information, see p. 22, 53, 64, 66, 114, 202

13 CLIMATE ACTION

Target
13.2 (13.2.113.2.2)

Our key programmes
- Delivering on the Climate Agenda project
- Green procurement programme and ESG assessment of suppliers
- Application improvement
- Project RECSOIL

For more information, see p. 22, 65, 115, 144, 202

17 PARTNERSHIPS FOR THE GOALS

Target
17.16 (17.16.1)

Our key programmes
- Cooperation with universities and Russian and international R&D centres
- Mineral fertilizer consumer surveys

For more information, see p. 22, 103

15 LIFE ON LAND

Target
15.3 (15.3.1)

Our key programmes
- Comprehensive programmes to assess and preserve biodiversity at the Cherepovets site and the Volkhov and Kirovsk branches of Apatit
- Partnership with UN FAO in advancing sustainable farming
- Application improvement.

For more information, see p. 22, 64, 115, 202

Global Compact LEAD

The Company is among the most highly engaged participants of the world's largest corporate sustainability initiative. The UN first named PhosAgro Group a Global Compact LEAD company in 2019.

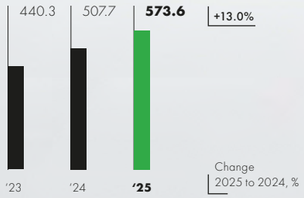
For more information on SDGs, see the Commitment to UN Goals section of the Company's website

Key highlights

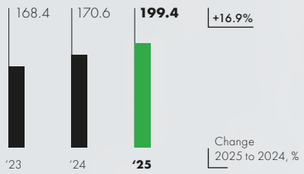
PhosAgro Group stays true to the priorities set out in its long-term development strategy. With an ongoing focus on production expansion and substantial capital investments, the Company continues to deliver consistent production efficiency improvements and strong financial results, while maintaining an unwavering commitment to sustainability. We believe that a successful and efficient business should contribute positively to society and make continuous efforts to reduce its environmental footprint. At all levels of the Company's management, from the Board of Directors onwards, we maintain a steadfast focus on sustainable development and social responsibility.

Financial highlights

Revenue, RUB bln



Adjusted EBITDA[1], RUB bln



The 13% increase in revenue relative to 2024 was driven by higher production and sales of phosphate-based fertilizers (primarily NPK and urea) amid recovery in average global sales prices from early 2025.

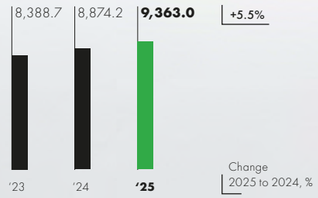
Adjusted EBITDA, excluding the impact of exchange rate changes, amounted to RUB 199.4 bln, exceeding the 2024 figure by 16.9%.

For more information on financial performance, see **p. 86**

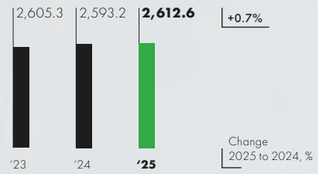
For more information on operational performance, see **p. 96**

Operational highlights

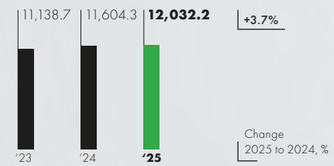
Phosphate-based fertilizers production, kt



Nitrogen-based fertilizers production, kt



Sales of phosphate-based and nitrogen-based fertilizers, kt



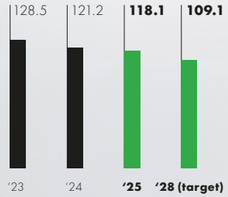
The main drivers of year-on-year growth were phosphate-based fertilizers (DAP – up 31.3%, NPK – up 15.6%, MCP – up 19.8%) and key inputs (phosphoric acid – up 3.9% and sulphuric acid – up 3.1%).

Sales of phosphate-based fertilizers amounted to 9.4 mt, up 3.4% y-o-y, driven by higher sales of agrochemical products in Asian and African markets.

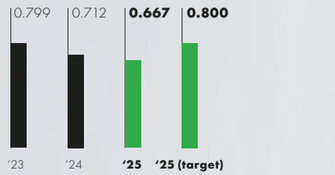
In the nitrogen segment, sales in 2025 increased by 4.8% y-o-y, mainly due to higher shipments to Asian and Latin American markets.

Sustainable development highlights

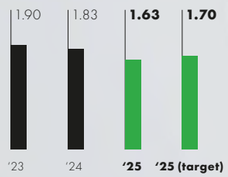
GHG emissions (Scope 1), kg of CO_2-eq. per tonne of finished and semi-finished products



Pollutant emissions, kg per tonne of finished and semi-finished products

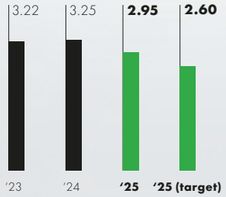


Discharge of waste water into surface water bodies[2], m^3 per tonne of products and semi-finished products

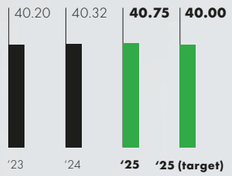


PhosAgro Group continued to progress towards achieving its goals in climate action, energy efficiency, waste management, and water management. The emissions reduction and waste recycling and decontamination targets outlined in our Strategy to 2025 were successfully achieved ahead of schedule as early as 2023.

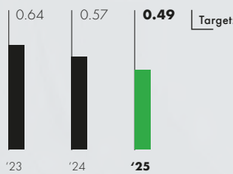
Water withdrawal[3], m^3 per tonne of products and semi-finished products



Share of recycled and decontaminated hazard class 1–4waste, %



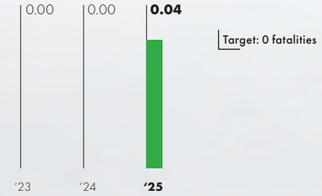
LTIFR[4], per 1 mln hours worked



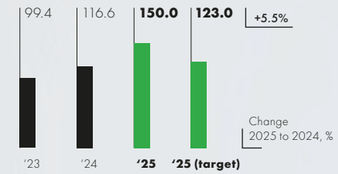
We were deeply saddened by the fatality involving our employee which occurred at the production site of Apatit's Balakovo branch in February 2025. The fatality was due to ammonia fume exposure.

Nevertheless, a considerable decrease in the number of major accidents (two cases in 2025 versus eight in 2024) and the overall workplace injury rate in 2025 witnesses that the efforts invested in safety yield positive results.

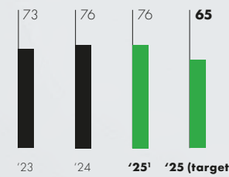
Fatalities as a result of work-related injuries (own staff), per 1 mln of hours worked



Average annual training hours per employee



Employee satisfaction and loyalty, p.p.



Employee satisfaction and loyalty within PhosAgro Group have been consistently improving each year, thanks to a well-thought-out human resources strategy, extensive social programmes, and an active communication policy. Over the past three years, the average monthly pay across the Group's facilities rose by 38%, with salaries of all employees raised by 10% in 2025.

[1] Surveyed every two years. The 2025 figures are based on 2024 survey data.

[1] Adjusted EBITDA is calculated as operating profit adjusted for depreciation and amortisation less foreign exchange gain or loss from operating activities.

[2] The Group specific disclosure was calculated as the ratio of the volume of waste water discharged into surface water bodies, excluding mine and pit waters, to the total volume of products and semi-finished goods manufactured.

[3] The Group specific disclosure was calculated as the ratio of total water withdrawn, excluding mining and pit waters, to the total output of products and semi-finished products.

[4] Employees + staff of external contractors (including subsidiaries, affiliates and managed companies, Boundary A – for more information, see the Industrial Safety section.

Key events in 2025

January

- PhosAgro topped the joint Moscow Exchange and RAEX sustainable development index.
- The Company claimed first place in the national IT employer brand ranking among industrial enterprises, with innovative IT projects, competitive remuneration, and strong professional development opportunities cited as the defining factors.

- PhosAgro, UNESCO, and IUPAC marked the 10th anniversary of the Green Chemistry for Life grant programme: 55 young scientists from 33 countries have received support, with more than 50 projects selected from over 1.000 applications.

February

- At the Forum of Future Technologies, PhosAgro announced its first patents for biologised fertilizers and showcased its green chemistry practices – the application of green chemistry principles at every stage of production.



March

- The ACRA and Expert RA rating agencies affirmed the Company's rating at AAA(RU) / ruAAA with a stable outlook, citing low debt leverage, high liquidity, and strong corporate governance.

- PhosAgro won the Responsible Business Leaders national award for the second year running.
- The Company launched a domestically developed automated enterprise management system into commercial operation. The Company launched the industry's first domestically developed MES at the Cherepovets facility.



April

- PhosAgro presented its experience in using Apagips for soil fertility restoration.
- PhosAgro won the 12th Internal Auditor of the Year national competition.
- PhosAgro Group won the AI Solution for Mining category at the Mining Industry 4.0 international competition.

May

- PhosAgro and FAO launched a series of scientific and practical workshops on soil recarbonisation (RECSOIL), designed to build organic carbon stocks in soils and cut greenhouse gas emissions through sustainable agricultural practices.
- The Company won the RSPP's Flagships of Business Grand Prix for the fourth time.
- PhosAgro's major project to develop the Apatity branch of the Murmansk Arctic State University was approved.



June

- PhosAgro and the Murmansk region signed a special investment contract (SPIC) for development of the resource base of Apatit's mining and processing plant, with planned investments of RUB 60 bln in 2025–2027.
- The Company won the Roscongress Champion sports and business award for comprehensive support of youth and junior sport through its DROZD programme.
- PhosAgro and October Railway agreed on strategic cooperation in freight transportation.
- PhosAgro signed a memorandum with Global Ports to increase mineral fertilizer transshipment volumes.

December

- The first apatite-nepheline ore was extracted at the new underground mine of Rasvumchorr Plateau of Apatit's mining and processing plant.
- PhosAgro was included in the highest tier of the 2025 Corporate Philanthropy Leaders ranking.

- PhosAgro presented the ProAgro Lectorium digital educational platform at an international BRICS conference.

November

- PhosAgro enhanced its Russian automated enterprise management system with artificial intelligence capabilities.
- PhosAgro presented its science and higher education support initiatives at the 5th Young Scientists Congress.
- PhosAgro launched joint development of a corporate cyber culture methodology with Secure-T.



October

- PhosAgro's production automation projects – automated enterprise management system and automated process control system – took the Oil and Gas 5.0 industry award.
- The Company also won two categories at the national Exporter of the Year 2025 awards: Industrial Exporter of the Year and Responsible ESG Exporter.



September

- PhosAgro and Rostelecom broke ground on a new data processing centre in Volkhov.
- PhosAgro signed a strategic cooperation agreement with Kaspersky Lab covering cybersecurity and AI.



August

- PhosAgro completed the rollout of a domestic centralised IT infrastructure management system, bringing a Russian workstation and server management solution into commercial operation.
- The Board of Directors of PhosAgro reviewed the Company's Development Strategy to 2030, which envisages further production growth, a stronger domestic market position, and a broader footprint across BRICS countries.

July

- PhosAgro played a central role in shaping the agricultural agenda at the BRICS Business Council in Rio de Janeiro.
- PhosAgro strengthened its positions in the markets of BRICS and the Global South, reaffirming its rising mineral fertilizer exports and contribution to global food security.
- PhosAgro, UNESCO, and IUPAC discussed the expansion of international scientific cooperation at the IUPAC 2025 World Chemistry Congress.

Investment case and credit ratings[1]

A global producer of high-quality phosphate-based fertilizers

1

PhosAgro ranks among the top three producers globally by capacity of compound and complex phosphate-based fertilizers (DAP/MAP/NPS/NPK).

Customer focus:
- a broad product range
- professional agronomic advice
- a strong sales network
- reliable logistics

Certification for compliance with key national and international standards testifies to the highest quality of our products and management efficiency throughout their life cycle.



Our production technologies meet the highest global standards.

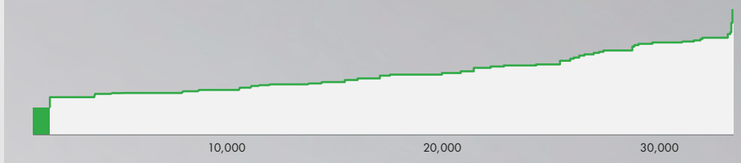
[1] Sources: PhosAgro, IFASTAT, Argus, CRU, RAFP, GTT, estimates.

Unique resource base and sector-leading margins

2

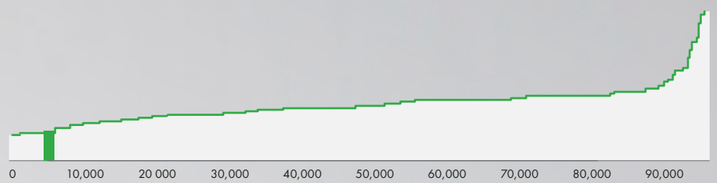
- Important food safety factor: thanks to its magmatic origin, phosphate rock mined on the Kola Peninsula boasts exceptional purity[2].
- Wide range of ready-to-use solutions for farmers.
- No. 1 producer of high-quality phosphate rock (P_2O_5 content at 39% and above) globally[3].
- A leading supplier of all types of mineral fertilizers in the domestic market in aggregate terms[4].
- One of the global leaders in the production of major types of fertilizers by profitability.
- No. 1 in terms of urea and mineral fertilizer capacity concentrated at one production facility (Apatit, Cherepovets) in Europe[5].
- The only Russian and one of the leading European producers of feed-grade MCP and liquid complex fertilizers.

PhosAgro Group's position on global DAP production cost curve, production, kt



Source: CRU Industry Cost Curves 2025

PhosAgro Group's position on global urea production cost curve, production, kt



Source: CRU Industry Cost Curves 2025

Share of PhosAgro Group's supplies in the key sales markets (share of compound and complex fertilizers in the region's total imports), estimates, %

Country	2023	2024	2025
Russia (share of total supplies)	54	58	**56**
Europe	17	15	**10**
Latin America, excl. Brazil	19	21	**17**
Africa	13	17	**20**
India	18	20	**25**
Brazil	20	23	**15**

[2] Apatit is included in the List of Manufacturers of Agricultural Products, Food, Industrial and Other Products with Improved Characteristics.
[3] According to IFA.
[4] In terms of 100% nutrients. Data from the Russian Association of Fertilizer Producers for 2025.
[5] By total production capacity for DAP/MAP/NP/NPK/NPS according to CRU.

Mineral fertilizers with improved characteristics[1]

3

◆

The Company's fertilizers meet the highest Russian quality and safety standards and are fully compliant with GOST R 58658-2019.

In September 2024, the Group recertified its agrochemicals against the national standard for products with improved characteristics, with its strict limits on heavy metal content. This reaffirmed PhosAgro's right to mark its products with a special Green One label.



For more information on ESG certification of the Group's products, see the Customers and Product Management section p. 102

[1] Apatit is included in the List of Manufacturers of Agricultural Products, Food, Industrial and Other Products with Improved Characteristics. This is confirmed by the Green One conformity label, which the Company is entitled to use after successfully passing certification that verifies the enhanced properties of its mineral fertilisers.

Sound capital allocation in highly effective investment projects

4

◆

Investment projects may get a go-ahead subject to their high IRR[2] (in most cases 20%+), compliance with the BAT and sustainability criteria along with the CAPEX/EBITDA target, and a comfortable net debt / EBITDA covenant headroom.

Breakdown of CAPEX, RUB bln

2023 (actual)	2024 (actual)	2025 (plan)	2025 (actual)
64.2 Total including capitalised repairs	75.2 Total including capitalised repairs	67.8 Total including capitalised repairs	67.3 Total including capitalised repairs
53.4 Total excluding capitalised repairs	62.9 Total excluding capitalised repairs	53.8 Total excluding capitalised repairs	53.6 Total excluding capitalised repairs
3.3	2.5	2.8	3.1
18.8	26.5	22.6	22.5
31.3	33.9	28.4	28.0



Non-industrial construction

Investment projects

Maintenance

[2] Internal Rate of Return.

Well-balanced corporate governance

5

Our corporate governance practices undergo an annual evaluation and demonstrate a high level of compliance with the provisions of the Corporate Governance Code recommended by the Bank of Russia.

PhosAgro actively engages with Russian rating agencies to secure and maintain independent assessments, credit ratings, and ESG ratings.

Throughout 2025, the Company continued to service its bank loans in a timely manner. Regular coupon payments were made on all outstanding bond issues, and a Eurobond was redeemed on time, once again affirming the Group's strong credit quality.

5 50%
independent directors
elected to the Board of Directors at the Annual General Meeting of Shareholders on 29 May 2025

3 board committees
meeting on a regular basis

85%
adherence to the Corporate Governance Code principles

Sustainability rating/index		2023	2024	2025
RAEX Эксперт РА	(C to AAA scale)	AA↑	AAA↑	**AAA**
НСПР	Responsibility and Transparency index (C to A scale)	A	A	**A**
	Sustainable Development Vector index (C to A scale)	A	A	**A**
Expert	Expert RA ESG transparency (0.00 to 2.00 scale)	1.95	2.00↑	**2.00**
НРА	National Rating Agency (Group 5 to Group 1 scale with scores from 0 to 1)	Group 1↑, 0.83	Group 1, 0.85	**Group 1, 0.86**

Stable credit ratings

- The Company's bonds are included in Level 1 quotation list of the Moscow Exchange. These were assigned credit ratings of ruAAA and AAA(RU), respectively, from the Expert RA and ACRA agencies.
- Consistently strong positions in sustainability ratings and indices

Sustainability rating/index		2023	2024	2025
Форум Доноров	Donors Forum Russian Leaders in Corporate Philanthropy (C to A+ scale)	A+	A+	**A+**
ДаСтратегия	Corporate Transparency Rating (D — A+ scale)	A+	A+	**A+**
Forbes	Best Employers (each aspect of sustainable development assessed) (Bronze to Platinum scale)	Platinum↑	Platinum	**Platinum**

Business model

PhosAgro Group's business model is based on the simple idea that we must better than our competitors understand the ever-changing customer needs and respond to them quicker using a wide product range, large distribution network, and robust logistics. A distinctive feature of the business model is our emphasis on sustainable development and the integration of green chemistry principles, enabling us to develop innovative and environmentally friendly solutions for agriculture.

Risks and opportunities present in the Company's value chain

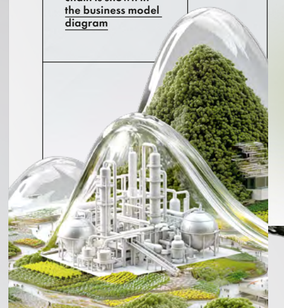
Opportunities

- O1 Development of proprietary technologies and import substitution.
- O2 Introduction of new types of fertilizers offering enhanced safety and improved biological availability.
- O3 Development of special fertilizers tailored to different climate conditions.
- O4 Development of logistics infrastructure to simplify the delivery of raw materials to processing facilities.
- O5 Development of conveyor lines for transporting ore from open pits to beneficiation plants.
- O6 Use of remotely operated machinery to improve the efficiency and safety of mining and transportation.
- O7 Introduction of energy efficient technologies.
- O8 Development of water-saving technologies for production purposes, including the reuse of industrial waste water.
- O9 Automation and digitalisation of production
- O10 Growing demand for fertilizers due to declining soil fertility.
- O11 Development of educational programmes to teach customers how to use fertilizers effectively.
- O12 Investments in digital solutions for cargo tracking.
- O13 Entering into long-term contracts with port operators and carriers to reduce costs and increase logistics reliability.
- O14 Launch of educational programmes and workshops for domestic and foreign farmers, demonstrating the advantages of PhosAgro Group fertilizers
- O15 Expanding the range of special fertilizers tailored to different regional climates.
- O16 Use of the ESG approach in marketing to emphasise the high quality of PhosAgro fertilizers.

Risks

- R1 Wrong strategic decisions
- R5 Production process disruptions
- R6 Occupational health and safety risks
- R7 Environmental damage and related losses
- R9 Business processes inefficiencies or disruptions, including risks related to counterparties and supply chains
- R16 Losses caused by counterparties' failure to meet financial obligations on time or in full
- R20 Sanctions or other regulatory restrictions

The distribution of risks and opportunities across the value chain is shown in the business model diagram p. 22

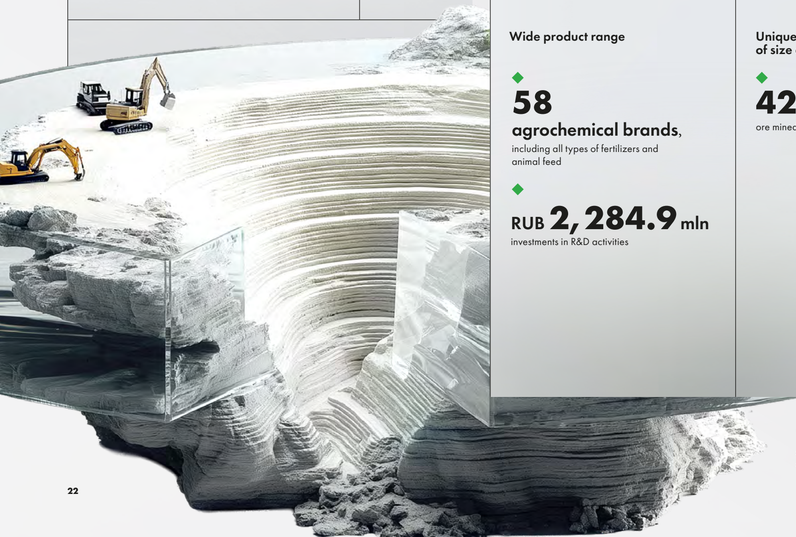




We use

- Market and technology insights
- Management, production, and sales competencies
- Energy and water
- Mineral resources and materials
- Partner, supplier, and customer relationships
- Public and private infrastructure
- Finances

For more information on the Company's Strategy to 2025 p. 50



Value creation cycle

1 Process and product development

O1 O2 O3 R1 R20

Target 2.4

The value creation cycle at PhosAgro Group starts with a thorough analysis of consumer preferences and market trends. Drawing upon analytical insights and the latest research findings in green chemistry, our R&D centres in Cherepovets and Moscow develop highly effective fertilizer[1] brands that enjoy steady demand from consumers.

Wide product range

58 agrochemical brands,
including all types of fertilizers and animal feed

RUB **2,284.9** mln
investments in R&D activities

2 Mineral extraction

O4 O5 O6 R5 R6 R7

Target 12.5

Our mining division in the Murmansk region extracts unique high-quality apatite-nepheline ore for further production of phosphate fertilizers.

Unique resource base in terms of size and quality

42.1 mtpa
ore mined

3 Fertilizer production

O7 O8 O9 R5 R6 R7

Target 3.9, 6.3, 8.5, 12.5, 15.3

Our Cherepovets, Volkhov, and Balakovo facilities produce our entire range of phosphate and nitrogen-based fertilizers as well as complex ones. With a strong vertical integration, we ensure maximum economic efficiency of production while maintaining full control over product quality.

Self-sufficiency in feedstock

100%
in hosphate rock[2]

72%
in ammonia

93%
in sulphuric acid

45%
in ammonium sulphate

4 Transportation and logistics

O12 O13 R9

Target 9.1

Thanks to our high-capacity railway infrastructure, extensive own fleet of railcars, and modern port terminals, our transportation and logistics services ensure reliable supplies of PhosAgro Group's products to our customers in Russia and worldwide. Effective inventory management enables us to take into account seasonal demand for fertilizers, avoiding shortages during peak periods and optimising transport flows.

Supplies to **74** regions in Russia

9.5 mtpa
port transhipment capacity

34%
share of innovative railcars

28.9 mtpa
freight turnover by rail at key production sites

5 Marketing and sales

O14 O15 O16 R9

Target 2.4, 12.5

PhosAgro Group's sales network is the largest in the Russian agrochemical industry. We have a presence in all key agricultural regions across the country and globally and are committed to becoming even closer to our consumers. The digitisation of our sales platforms and customer services is rapidly advancing.

37 distribution centres
in Russian regions

>**1** mt
total storage capacity

85 crops[3]
relevant to Russian farmers supported by AgroCalculator

6 Fertilizer application and service

O3 O10 O11 R9 R16

Target 13.2, 17.16

We use a service model where customers receive a combination of a fertilizer and our agronomic expertise, all available in a digital environment. Our industry-leading agronomic service provides training, agronomic advice, and support to our customers. Customer feedback serves as a valuable source of information for improving existing products and developing new ones.

>**38** mln
visits to PhosAgro's digital platforms and services for farmers from 2020 to 2025

120 thousand ha
of soil agrochemical surveys conducted under the service model in 2025

3,500 soil samples
tested at the Company's in-house agrochemical laboratory in 2025

We secure

- Sustainable soil fertility
- Basis for making safe food products
- New research and technological innovations
- Well-paid jobs and social benefits
- Educational initiatives and upskilling opportunities
- Large-scale purchases of local products and services
- Consistent tax payments and local community development
- Contribution to international programmes addressing global challenges
- Sustainably high returns on investment



[1] PhosAgro Group's mineral fertilisers have been certified by the Russian Quality Agency, allowing them to carry the Green One conformity label that confirms their enhanced properties.
[2] Excluding Syrian rock purchased for industrial trials.
[3] 38 major crops and 47 preceding crops.

Geographical footprint

GRI 2-1, 2-6

PhosAgro Group's mineral fertilizers and feed phosphates are in demand by farmers in Russia and approximately 100 countries worldwide, thanks to their exceptional properties and our efficient logistics.



74 regions of operation

22 regional offices
34 distribution centres



Fertilizer application and service

Our high-quality service for farmers, including agronomic advice, coupled with the unique properties of our fertilizers, ensure the strong performance of our products.

Product and service development



PhosAgro Group runs **the Samoilov Scientific Research Institute for Fertilizers and Insectofungicides (NIUIF).** We also operate our Moscow-based Innovations Centre that develops advanced plant nutrition systems in cooperation with leading R&D centres.

Mineral extraction

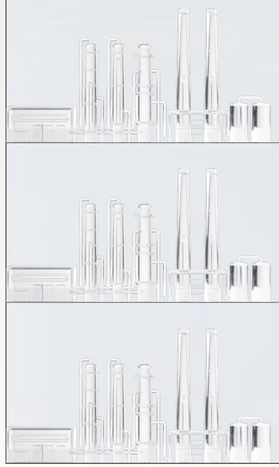
The Kirovsk branch **of Apatit** produces high-grade phosphate rock and nepheline concentrate.

42.1 mtpa
of ore mined



Fertilizer production

- **The Cherepovets site of Apatit** produces phosphate fertilizers, phosphoric and sulphuric acids, as well as NPK, ammonia, and ammonium nitrate.
- **The Balakovo branch of Apatit** produces phosphate fertilizers and feed phosphates.
- **The Volkhov branch of Apatit** produces mineral fertilizers.



Cherepovets site of Apatit

8.3 mt
of agrochemicals:

2.47 mt — nitrogen fertilizers
5.75 mt — phosphate fertilizers
0.11 mt – other products

Balakovo branch of Apatit

2.7 mt
of agrochemicals:

1.99 mt – phosphate fertilizers
0.49 mt – feed-grade MCP
0.14 mt – nitrogen fertilizers
0.07 mt – other products

Volkhov branch of Apatit

1.2 mt
of agrochemicals:

1.13 mt – phosphate fertilizers
0.037 mt – sodium tripolyphosphate
0.043 mt – other products

Transportation and logistics

With its railway infrastructure, an in-house fleet of railcars, and port transhipment capacity across key export routes, the Company can ensure reliable and timely product supplies to customers both in Russia and abroad.



Marketing and sales

PhosAgro Group's network of sales offices covers the majority of key agricultural regions in Russia and the CIS, making its quality products available to farmers in the local priority market and across the globe.

Agrochemical output
12.2 mt

For more information on our geographical footprint, visit the Company's website

Stakeholder **engagement**

Stakeholder engagement is a cornerstone of the Company's business conduct and an integral element of our sustainable development strategy

We actively maintain an open dialogue with our stakeholders to understand and address their interests, build trust, find joint solutions to key issues, and amplify our positive impact in the regions where we operate.

One effective way of engaging with stakeholders is through complete, high-quality, and timely reporting. In 2025, the Company's commitment to high disclosure standards was recognised with a silver award in the Moscow Exchange Annual Reports competition among companies with capitalisation of over RUB 200 bln. PhosAgro has received the Grand Prix of this competition multiple times in previous years, and our reports regularly make the shortlists in several categories. We highly value the acknowledgement from the investment community and remain dedicated to upholding best ESG practices and the highest standards of corporate reporting going forward.



Approach to stakeholder engagement; identifying and selecting stakeholders

GRI 3-1, 2-29,
SASB EM-MM-210a.3

PhosAgro's framework for stakeholder engagement management covers all tiers of corporate governance.

Our systematic approach to stakeholder engagement rests on several key pillars:

Transparency and reporting
We publish detailed information about our activities, including progress on our goals, challenges the Company faces, development projects, and future plans.

Joint projects
We actively develop partnerships with local communities, research institutions, and industry organisations. We implement educational programmes, pursue environmental projects, support social initiatives, and participate in developing industry standards for sustainable development.

Multi-channel, effective communication
We use a variety of formats for dialogue, including regular meetings and consultations, public hearings, surveys and questionnaires, social media, hotlines, and other feedback channels.

All comments and suggestions received are analysed by relevant departments, with the most valuable initiatives incorporated into the Company's development plans.

We clearly identify our stakeholder groups and understand their interests and expectations.



Our stakeholders include persons or organisations that, in line with the double materiality principle, may be affected by our activities or can influence our operations and ability to create value, implement the strategy, and achieve goals. Furthermore, we seek to build partner relationships with government agencies in all countries where we operate and ensure that we strictly comply with all applicable regulatory requirements.

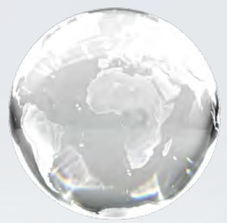
Our key stakeholders (stakeholder matrix)

◆ **We disclose approaches to engaging each stakeholder group in the relevant sections of this Report.**

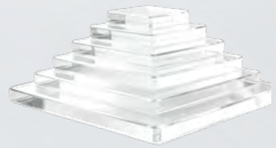
1 Suppliers and contractors
See p. 144 for details



2 International organisations
See p. 126 for details



3 Regional and local governments, and local communities
See p. 246 for details



4 Business and industry associations
See p. 14 and p. 380 for details



5 Research and educational institutions
See p. 114 for details



6 Investment and finance community, including investors, shareholders, and rating agencies
See p. 20 and p. 330 for details



7 Consumers
See p. 102 for details



8 Employees and trade unions
See p. 158 for details



Feedback

Feedback from shareholders and other stakeholders helps PhosAgro improve reporting transparency and quality. Comments and suggestions can be sent to esg@phosagro.ru or ir@phosagro.ru.

Generated and distributed direct economic value[1], RUB mln

GRI 201-1

Item	Stakeholder group	2023	2024	2025
Direct economic value generated		**444,682**	**514,323**	**576,855**
Revenue from sales	Wide range of stakeholders	421,690	492,450	547,893
Revenue from other sales		18,614	15,239	25,735
Revenue from financial investments		4,378	6,634	3,227
Economic value distributed		**(478,495)**	**(485,616)**	**(503,601)**
Operating expenses, including:		**(291,455)**	**(358,193)**	**(403,036)**
wages and other payments to employees	Suppliers and contractors Employees and trade unions	(47,425)	(62,518)	(67,909)
social expenses	Wide range of stakeholders	(7,720)	(11,189)	(11,560)
Payments to providers of capital, including:		**(139,733)**	**(86,457)**	**(69,007)**
declared dividends	Investment and finance community	(132,221)	(71,484)	(46,620)
interest expense		(7,512)	(14,973)	(22,387)
Tax expenses and other payments to government, including:		(47,307)	(40,966)	(31,558)
income tax expense	Regional and local governments, and local communities	(34,527)	(25,477)	(19,702)
Retained/(redistributed)[2] economic value		**(33,813)**	**28,707**	**73,254**

[1] Calculated on accrual basis using data from the Group's IFRS consolidated financial statements.
[2] Economic value retained for 2023 was negative since the Company distributed to its shareholders both profits for the reporting year and a portion of profits retained from theыprevious years.



Material topics

GRI 2-14, 2-29, 3-1, 3-2

In 2025, PhosAgro Group conducted a materiality assessment based on the double materiality principle.

For more information on our approach to identifying material topics and their impact on the value chain, see the Additional Information section p. 374

Key process stages

Compiling a list of impact materiality topics

Having already used an impact materiality assessment in previous non-financial reporting cycles, the Company started with the baseline topic list from its 2024 report. This list was then refined using benchmarking against reports from companies in related industries, along with recommendations from non-financial reporting standards and input from the Company's experts. Internal and external stakeholders then rated the topics covering the Company's economic, environmental, and social impacts via an online survey.

Compiling a list of financial materiality topics

Simultaneously, the Company compiled a list of sustainability risks and opportunities for internal expert review. Each risk and opportunity was evaluated on likelihood, scale of potential consequences, time horizon, and value chain position. Risks and opportunities were then grouped into topics, and the topics were ranked by financial materiality using the highest likelihood and consequence scores.

Merging the two lists and selecting double materiality topics for disclosure

In the final stage, a double materiality matrix was created, plotting topics against their impact materiality and financial materiality scores. This visualisation helped identify material topics that reflect both the Company's impacts on the economy, nature, and society and its key sustainability risks and opportunities.

17 topics were identified as material for disclosure in the report from a double materiality perspective

Environmental category

1 GRI 201, 305 — Climate change mitigation and adaptation p. 202

2 GRI 302 — Implementation of technologies and solutions to improve energy efficiency p. 202

3 GRI 305 — Air protection p. 202

4 GRI 306 — Waste management and tailings storage facility management p. 202

5 GRI 303 — Water resource protection and water stress risk management p. 202

Social category

6 Research and education p. 114

7 GRI 404 — Training and professional development p. 158

8 GRI 202, 402, 405 — Equal opportunities and human rights compliance p. 302

9 GRI 401 — Job creation and employment p. 158

10 GRI 203, 413 — Contribution to local communities p. 246

11 GRI 403 — Occupational health and safety p. 184

12 GRI 403 — Emergency preparedness p. 184

Governance category

13 GRI 207 — Tax policy p. 86

14 GRI 204 — Supply chain management p. 144

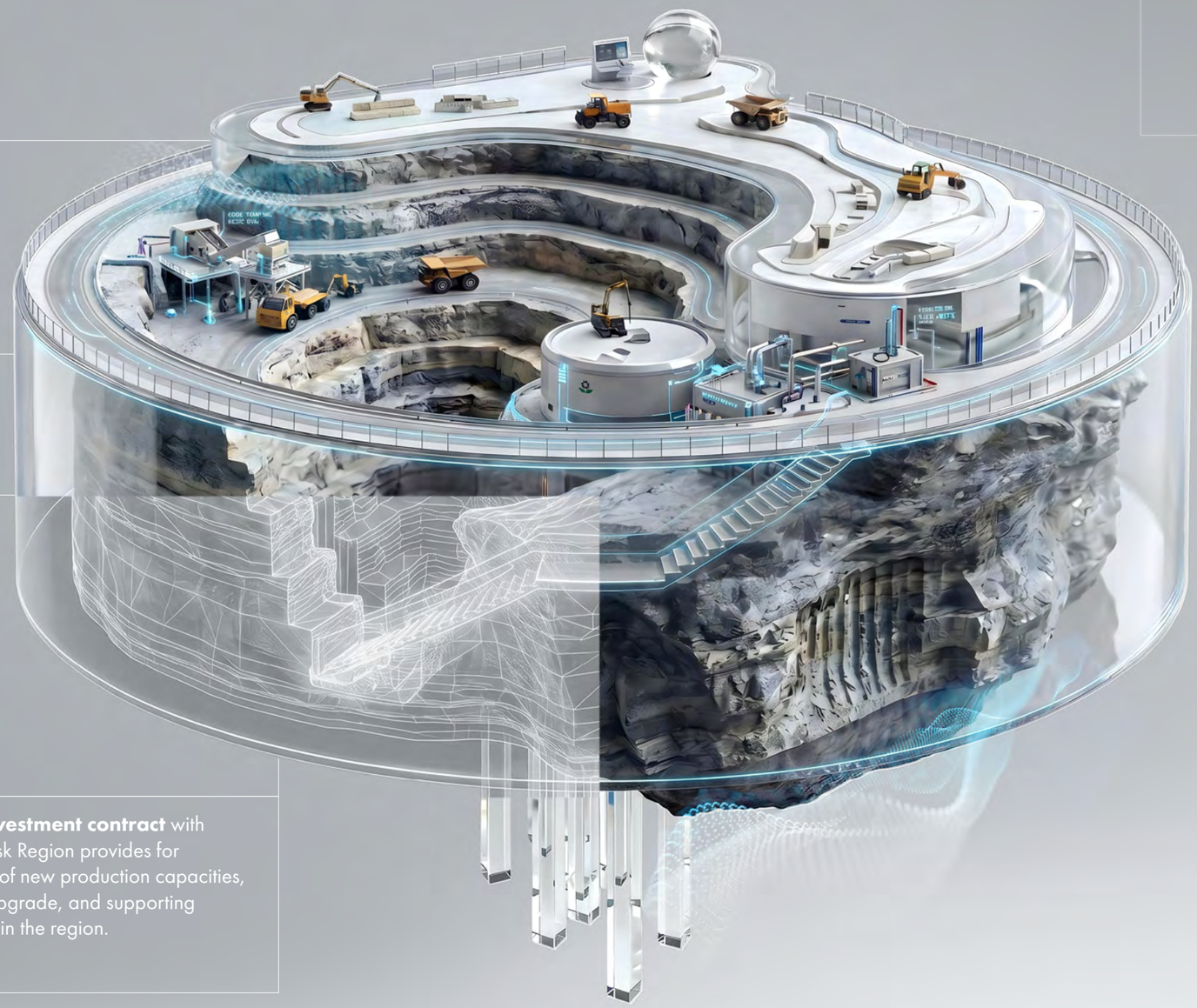
15 GRI 417 — Product quality and safety assurance p. 102

16 GRI 410 — Information security p. 296

17 Innovation, digitalisation, and use of artificial intelligence technologies p. 134

Strategic Report

34 Chairman's statement
37 CEO's statement
40 Business environment
44 Market overview
50 Strategy
72 Strategic risks



Value creation cycle

R&D developments

Mining

Production

Transportation and logistics

Sales

Application and service

Stakeholder values

RUB **60** bln of investment in 2025–2027

PhosAgro is implementing a long-term ore and raw material resource base development programme at **Apatit**, supporting consistent production growth spanning dozens of years.

New ore production capacities to replace the retired ones

A special **investment contract** with the Murmansk Region provides for construction of new production capacities, equipment upgrade, and supporting employment in the region.

Chairman's statement

Dear shareholders!

The reporting year saw PhosAgro Group complete its Strategy to 2025, which involved major investment in expanding our fertilizer capacities, developing our ore and raw material base, and driving significant production growth. We successfully met these targets and are now moving forward with new, ambitious goals.

We have consistently prioritised global and national sustainable development agendas. During the reporting year, the Group continued to contribute to Russia's national development goals by backing cultural and sporting initiatives, meeting our environmental commitments, and carrying out social projects in the regions where we operate.



What is your assessment of the outcomes of PhosAgro Group's Long-Term Development Strategy to 2025? What projects under that strategy have been completed during this time, including those implemented in 2025?

The Strategy to 2025 was implemented during a period of unprecedented challenges. First, the COVID-19 pandemic forced us to adopt new approaches to employee safety, production, and logistics. Then came sanctions on Russian businesses, supply chain disruptions, the need to replace foreign production technologies and IT systems with domestic solutions, and restrictions in our key sales markets. We rose to these challenges and successfully achieved our goals. As a result, we largely diverted our fertilizer exports from Europe to developing countries, including India, Brazil, and the nations of Africa.

Between 2020 and 2025, PhosAgro Group invested over RUB 350 bln in capacity maintenance and expansion, including RUB 67 bln in 2025 alone[1]. Over the life of the Strategy, we achieved our targets, with phosphate rock production increasing by more than 10% in 2025 compared with 2019 and fertilizer and feed phosphate output growing by over 25%. We also maintained a high level of self-sufficiency in raw materials, including sulphuric acid, despite a significant increase in consumption.

The most significant development for PhosAgro Group in 2025 was the completion of the third phase of the Balakovo production site expansion. Following successful commissioning, the site began producing mineral fertilizers, with a flexible production scheme for MAP, DAP, NPK, and NPS using best available technologies.

The site is expected to reach full capacity in 2026, at which point production in Balakovo will increase by almost 1 mt from the 2024 level to 3.5 mt of fertilizers.

Another major development in 2025 was the start of underground mining of phosphate ore at the Rasvumchorr Plateau deposit in the Murmansk region, at the Kirovsk branch of Apatit. The mine is expected to reach its design capacity of 6 mt of apatite-nepheline ore per year by 2034. Maintaining and expanding our own ore and raw material resource base, which ensures the high quality of our fertilizers, is a key priority for the Company.

We are steadily expanding the PhosAgro-Region mineral fertilizer distribution network, with its branches engaging directly with farmers across Russia's major agricultural regions and in nearby countries. In 2025, we supplied 3.2 mt of agrochemical products to Russian farmers. As part of our strategic goal to shape up new lines in the Russian market, strategically important for us, we have continued building up our domestic selection seeds supply business, launched an accredited biochemical laboratory, and made available a comprehensive service offering that includes soil agrochemical surveys, hybrid selection, and development of crop nutrition planning systems that help fully unlock the potential of Russian selection achievements.

In the reporting year, PhosAgro Group was an active exporter of fertilizers to international markets, particularly Brazil and India. At the Made in Russia International Export Forum, the Company received two Russian government: awards: Industrial Exporter of the Year and Responsible ESG Exporter.

ESG remains a key focus for PhosAgro Group. What projects in environmental protection, social responsibility, and corporate governance did the Company implement in 2025?

ESG is integrated into both the Company's business model and its decision-making at every level. By pursuing our ESG agenda, we are enhancing operational efficiency while contributing to Russia's national development goals, delivering on national projects, and upholding the principles of the UN Global Compact.

We supply improved mineral fertilizers to farmers in Russia and more than 100 countries worldwide. In this way, all of PhosAgro Group's operations contribute to sustainable agriculture and food security.

Environmentally, we are working to minimise the carbon footprint of our operations, above all through an energy efficiency programme, and to channel recyclable materials into the recycling stream. In 2025, we launched a conversion facility in Balakovo that turns phosphogypsum and fluosilicate acid (by-products of phosphoric acid production) into granulated ammonium sulphate, a valuable nitrogen fertilizer. We also recover fluorine, another by-product of phosphoric acid production: at the Cherepovets site, we expanded output of aluminium fluoride, an electrolyte component used in aluminium production.

Alongside our production and energy efficiency initiatives, we are consistently investing in human capital and the communities where we operate. Since the Company was founded, caring for our workforce and all residents of our host regions has been an unconditional priority. Over the past five years, PhosAgro Group has committed RUB 60 bln to social and charitable initiatives.

In 2025, spending on external social and charitable projects totalled about RUB 11 bln, and the Company's overall contribution to the social sector exceeded RUB 14 bln for the second year running.

We continued to advance our key programmes: the Educated and Healthy Children of Russia (DROZD), Our Favourite Cities programme to improve urban infrastructure in our regions, and our school–college/university–enterprise education support programme, which enables us to train young talent from school age onwards.

For the third year running, PhosAgro Group was named a winner of the Responsible Business Leadership national award in 2025. Two of our programmes were singled out: our corporate housing programme won in the Contribution to Responsible Investment and Sustainable Development Finance category, and our vocational training programme (part of the school–college/university–enterprise model) was a winner in the Contribution to National Goals and Human Development category.

The Company maintains strong positions in expert assessments, including the Environment, Personnel, State (EPS) responsible business rating of AAA and the ESG indices of the Russian Union of Industrialists and Entrepreneurs (RSPP) at the maximum A level. Furthermore, in 2025, RAEX reaffirmed PhosAgro's ESG rating at AAA – the highest achievable.

November saw Cherepovets host a regional forum of the National ESG Alliance, held with the Company's support and participation and focused on quality of life in small towns.

PhosAgro Group is also involved in international ESG projects. Together with UNESCO and IUPAC, we continue to implement the Green Chemistry for Life programme, supporting young researchers in their efforts to mitigate adverse environmental impacts. In 2025, our Pro Agro Lectorium online platform – which offers training materials on crop nutrition for various crops, soils, and geographic conditions – became available to farmers in BRICS countries and other developing nations.

PhosAgro Group is working with the UN Food and Agriculture Organisation (FAO) on the RECSOIL (Recarbonisation of Global Soils) project, which aims to boost soil carbon and cut greenhouse gas emissions via sustainable soil management.

[1] Including capitalised repairs.

What about the Company's corporate governance – the "G" in ESG?

The Company is committed to high standards of corporate governance. As Chairman of PhosAgro's Board of Directors, I am accountable for keeping our corporate governance transparent and effective. I believe every Board member shares this approach – acting for the benefit of all stakeholders and taking prudent, carefully balanced decisions.

Half of the Board members elected in May 2025 (five out of ten) were independent directors, bringing diverse leadership experience from the chemical industry, top research institutions, and senior government roles. The Board's expertise and perspective enable the Company to make effective strategic decisions.

Ensuring that shareholders enjoy equal rights and can exercise them without impediment is a responsibility and a constant focus of the Board. The number of our shareholders has doubled since 2021, mainly because of an influx in retail investors. This has required us to develop new approaches to engaging with this stakeholder group.

The Company maintains an ongoing dialogue with analysts from leading Russian banks and brokerage firms, and ensures that shareholders, including minority ones, have opportunities to engage with PhosAgro's management via conference calls, webcasts, and investment conferences.

The Company also follows its approved dividend policy rigorously and pays dividends to shareholders on a regular basis.

What are PhosAgro Group's goals for 2026? And what are the main pillars of the Company's Strategy to 2030?

The global mineral fertilizer market conditions are hard to predict, but either way, the projects we launched in 2025 – above all, the Balakovo fertilizer capacity expansion and the start of underground apatite-nepheline ore mining at Rasvumchorr Plateau – are expected to be fully visible in our 2026 production and financial results.

Under the base scenario of the Strategy to 2030, PhosAgro Group aims to increase agrochemical product sales by 16%, from 11.8 mt in 2024 to 13.7 mt in 2030. We plan to reinforce our leadership in our priority Russian market while redirecting exports to the promising markets of the Global South. Our self-sufficiency in feedstock – from the mineral resource base to raw materials for the intermediate stages of chemical production – will help us control costs and maintain high profitability.

The Strategy to 2030 sets out three development horizons. Horizon 1 involves investments in our core business – phosphate and nitrogen fertilizer production. Horizon 2 concerns investments in new opportunities in adjacent or related market segments to diversify our operations. This includes entering the food phosphate market, creating vanadium catalysts for sulphuric acid production, and increasing the output of aluminium fluoride – a by-product of our production that is used as a raw material in the aluminium industry.

Horizon 3, lastly, is about investing in entirely new products or markets and in breakthrough innovations. This involves plans to develop, register, and bring to market more than 30 new products, as well as to introduce artificial intelligence into production, quality management, maintenance, and industrial safety.

Biologised fertilizers are one example of such a breakthrough. They contain added live microorganisms or their metabolites to help plants absorb nutrients more effectively. In 2025, PhosAgro Group secured patents for the production of a full line of biologised complex NPK fertilizers using Russian technologies.

2026 marks an anniversary for the Company. Over the 25 years since its founding in 2001, PhosAgro Group has built a track record of steady growth – driven by highly professional teamwork of its thousands of employees and by strong management decisions. The Company is consistently increasing its output, supporting food security both domestically and worldwide, and setting the highest corporate standards.

In that spirit, I want to thank all those who contribute to PhosAgro Group's development and to the attainment of our strategic objectives – our employees, contractors, customers, investors, and other stakeholders. Thank you for your trust and support, for that is what drives our shared growth and development!

CEO's statement



Among major achievements of 2025 were the Balakovo fertilizer production expansion and the start of phosphate mining at the Rasvumchorr Plateau underground mine. Digitalising production processes and migrating to domestic IT solutions were also key priorities in 2025.

Supplying Russian farmers with superior quality mineral fertilizers is PhosAgro's primary focus. The Group also maintains strong positions in international sales markets.

In 2025, PhosAgro Group set a new record for chemical product output. This performance once again reaffirmed the effectiveness of our vertically integrated business model, which spans phosphate rock mining through to the sale of complex fertilizers to farmers.

Alexander Gilgenberg
CEO of PhosAgro



What was PhosAgro's fertilizer production performance in 2025? What was the contribution from each production site?

Our agrochemical product output grew by 4% in 2025, reaching 12.2 mt. The biggest growth came from phosphate-based fertilizers: DAP, complex NPK fertilizers (with nitrogen, phosphorus, and potassium in the right proportions for farmers), and feed-grade MCP.

This growth was driven by the Volkhov production site reaching its design capacity and the completion of a major upgrade of the Balakovo site, which is scheduled to reach full capacity by the end of 2026.

Balakovo now operates a flexible production scheme that can produce different fertilizer types based on market needs. Higher output of key raw materials – phosphoric and sulphuric acids – has supplied the site's production facilities with the required feedstock.

In 2025, our Cherepovets site, which focuses on nitrogen fertilizers, increased its output by 0.7% thanks to streamlined production processes.

What was PhosAgro Group's investment in expanding its production capacities in 2025, including its ore and raw material base?

We invested over RUB 67 bln in the reporting year, including capitalised repairs, and nearly a third of that went to developing our ore and raw material base.

The Company operates the world's largest deposit of phosphorus-bearing apatite-nepheline ore in the Khibiny Mountains (Murmansk region). The ore's volcanic origin gives our fertilizers their superior quality. This deposit has been mined for almost a hundred years, so sustaining and expanding our raw material base is a strategic priority – one that will secure the Company's long-term business sustainability.

In December 2025, we extracted the first apatite-nepheline ore at the Rasvumchorr Plateau underground mine, which has been under development since 2018. It is designed to extract the underground reserves of the Tsentralny mine, where open-pit mining has been carried out for the past five decades.

We plan to extract 390 kt of ore at Rasvumchorr in 2026 and reach full design capacity of 6 mt by 2034. PhosAgro Group's total investment in building and equipping the new mine has exceeded RUB 38 bln.

Other investment projects completed in 2025 include the expansion of aluminium fluoride production in Cherepovets and preparations to launch our own power generation using gas-piston power plants in Balakovo.

How did the Company perform financially in 2025? What metrics are worth highlighting?

In 2025, PhosAgro Group's revenue grew by 13% to RUB 573.6 bln, reflecting both increased production volumes and higher fertilizer prices in global markets.

EBITDA came in at RUB 176.3 bln (RUB 199.4 bln excluding FX impact from operating activities), representing a margin of 30.7%. This profitability reflects the strong efficiency of the Company's operations, increased output of high-margin fertilizers, a flexible sales policy, and high self-sufficiency in raw materials.

Importantly, the Company's leverage stayed comfortable in the reporting year. As at 31 December 2025, net debt stood at RUB 320.5 bln, down RUB 5 bln from 31 December 2024, while the net debt / EBITDA ratio at the end of 2025 was 1.82x.

In 2025, the Company placed two USD-denominated bond issues, which helped reduce the overall cost of borrowing against a backdrop of high interest rates in Russia. We continue to hold the highest credit ratings (AAA) from Expert RA and ACRA, both with a stable outlook.

A key focus for PhosAgro Group in 2025 was industrial digitalisation and the shift away from imported technology solutions due to sanctions. Which Company initiatives in this area were most important?

Digitalisation and the transition to import-independent IT solutions are critical development priorities for the Company. I would single out several projects in this area.

The Company replaced the US-based Oracle enterprise resource planning (ERP) system with the domestic Global ERP solution. We also implemented an automated production management system from the Russian Tsifra Group, replacing the foreign manufacturing execution system (MES).

The Company has made a complete transition to the domestic Astra Linux operating system and the R7 office software.

The next phase of PhosAgro Group's digital transformation will involve using AI in production and corporate processes. This will demand more data storage and processing power, so we started building our own data centre in Volkhov in 2025.

What demand trends for your fertilizers did you witness in 2025, and what market patterns do you foresee ahead?

We provide Russian farmers with priority access to our products, offering them affordable prices set in line with the recommendations of Russia's Federal Antimonopoly Service and the trading policies we agreed with it. In 2025, we supplied around 3.2 mt of fertilizers to the domestic market.

Through the PhosAgro-Region distribution network, we offer Russian farmers more than just fertilizer sales. We provide a comprehensive service offering that includes agrochemical soil analysis, hybrid selection, crop nutrition design, and the delivery of the right fertilizers. We plan to further expand this offering going forward.

We export our products to more than 100 countries worldwide. The majority of our exports go to BRICS countries. In 2025, we delivered 4.8 mt to the region – up 20% from the previous year. Our top global buyers are India and Brazil (2.65 mt and 1.7 mt in 2025 respectively).

The Group already accounts for 21% of total phosphate-based fertilizer imports into BRICS countries.

Looking at trends, we see that large developing countries with rapidly growing populations need to produce more food on limited land resources. The solution is to intensify agriculture through the use of mineral fertilizers.

PhosAgro's mission is to contribute to global food security. Accordingly, we plan to steadily increase production and expand our fertilizer range in the coming years, in order to meet the needs of farmers across various regions of the world.

We also see demand for solutions that enable more efficient fertilizer application. In the near future, the Company plans to launch the production of biologised fertilizers containing microorganisms that help plants better absorb nutrients from fertilizers.

What is your outlook for PhosAgro Group in 2026? What targets does the Company aim to hit?

2026 marks an anniversary for our Company and will be the first year of the new Strategy to 2030, which we expect the Board of Directors to approve soon. The strategy will continue to rest on organic growth of production, underpinned by strong resource self-sufficiency, delivered through highly effective projects, all the while keeping a steadfast focus on social and environmental performance.

In 2026, we target higher production and sales than in 2025, driven mainly by the recently completed investment projects in Balakovo and Kirovsk, along with strong demand for mineral fertilizers both in Russia and globally.

I believe the past year's achievements and our continued growth strategy will lay the groundwork for PhosAgro Group's long-term sustainable development – and for the next chapter of the Company's story – a quarter-century story of success, milestones, and accomplishments.



Business environment

January 2025

Russia's Federal Antimonopoly Service extends domestic mineral fertilizer price freeze through May 2025

The Federal Antimonopoly Service (FAS) agreed to maintain domestic mineral fertilizer prices at their September 2022 levels. The measure, designed to support agricultural producers, encompasses the approved sales policies of nitrogen and nitrogen-based fertilizer manufacturers.

March

Russian fertilizer exports up 27% in the 1Q

Russian companies exported 11.9 mt of fertilizers in 1Q 2025, a 27% increase y-o-y. Complex fertilizers accounted for the largest share of shipments.

US imports of Russian fertilizers reach highest level since May 2024

US companies purchased USD 85.5 mln worth of Russian fertilizers in January, the highest figure recorded over the preceding eight months. The primary growth driver was nitrogen fertilizers, imports of which reached USD 66.4 mln, while potash fertilizer imports amounted to USD 18.5 mln.

Mineral fertilizer trading volumes on SPIMEX exceed 1.5 mt

Since the launch of trading in December 2017, total sales volume has surpassed 1.5 mt, with turnover exceeding RUB 53.4 bln and more than 11,000 contracts concluded.

Russia's president expands the Food Security Doctrine

President Vladimir Putin signed an order amending the Food Security Doctrine. A new section – "Strategic goal and key objectives for ensuring global food security" – was added to the document, setting out Russia's strategic goal of maintaining the stability of global food markets. According to the decree, this goal is to be pursued through cooperation with states that maintain constructive relations with Russia.



April

United States introduces customs duties on all imported goods

US President Donald Trump announced sweeping tariffs on all imported goods, with a minimum base rate of 10%. The European Union was set at 20% and China at 34%, with 185 countries included on the list in total. Russia was not included, with the White House noting that existing US sanctions already preclude "significant trade" with Russia.

May

Russia increases fertilizer exports to Brazil by 28% in the first five months of 2025

Russian companies delivered 4.6 mt of fertilizers to Brazil in January–May, lifting Russia's share of the Brazilian fertilizer market to 36% overall and to 60% in the complex fertilizer segment. The mineral fertilizer industry accounted for one third of total bilateral trade turnover.

June

Russian fertilizer export volumes grow 8% in 1H 2025

According to the Russian Association of Fertilizer Producers (RAFP), Russian fertilizer exports rose by 8% in 1H 2025 to 22.7 mt. South America, Africa, South Asia, and India were the most promising export destinations.

Russia increases fertilizer supplies to India by 20% in 1H 2025, with its share of India's imports reaching a record 33%

Growth was driven by higher phosphate-based fertilizer deliveries. In recent years, India – which maintains friendly relations with Russia – has become the fastest-growing destination for Russian fertilizer exports.

July

European Union introduces new duties on agricultural goods and fertilizers from Russia and Belarus

From 1 July 2025, the EU introduced new tariffs on fertilizer imports from Russia and Belarus: EUR 40 per tonne for nitrogen fertilizers and EUR 45 per tonne for complex fertilizers, on top of the existing 6.5% ad valorem duty. The levies are planned to reach a prohibitive EUR 315–430 per tonne by 2028.

RAFP states Russia plans to increase its share of the global mineral fertilizer market to 25% by 2030

RAFP estimates that Russia's share of the global mineral fertilizer market could rise from 18–20% to 25% by 2030.

BRICS leaders adopt the summit's final declaration

At the 17th BRICS Summit in Rio de Janeiro, member states adopted the final declaration and affirmed their support for establishing a BRICS grain exchange – a mechanism intended to cushion sharp food price volatility and sudden supply disruptions, including fertilizer shortages.

Link to source of information.

September

Russian fertilizer producers increase exports by 8% in January–September

According to RAFP, Russian fertilizer exports reached 33.7 mt in January–September 2025. Urea posted the strongest growth, up 12% y-o-y to 8 mt.

October

China suspends exports of certain speciality fertilizers to protect domestic market and control prices

Effective 15 October, China suspended exports of certain speciality fertilizers – including urea and diammonium phosphate (DAP) – to shore up domestic supply and stabilise prices. China's Ministry of Commerce also set the total import tariff quota for fertilizers in 2026 at 13.65 mt, covering fixed volumes of urea, DAP, and complex fertilizers.

Russia extends and adjusts fertilizer export quotas

The Russian government extended mineral fertilizer export quotas to be in effect from 1 December 2025 to 31 May 2026, setting the total quota volume at nearly 18.7 mt. The move is aimed at securing adequate domestic fertilizer supplies and ensuring the uninterrupted operation of agricultural producers.

November

Russian fertilizer exports to African countries up by one third in January–October 2025

Russian fertilizer exports to Africa grew by 31.3% in January–October 2025, reaching 2.1 mt for ten months with a total value of USD 726.8 mln. Complex fertilizers dominated the shipments, accounting for 56.3% of the total.

December

Indonesia signs free trade agreement with the EAEU

Indonesia and the Eurasian Economic Union (EAEU) concluded a free trade agreement establishing zero customs duties on a range of goods and broadening import opportunities for EAEU member states' products, including wheat and fertilizers.

Russia's agricultural sector's mineral fertilizer demand for 2025 met in full

According to RAFP and Russia's Ministry of Agriculture, Russian agricultural producers purchased 5.6 mt of mineral fertilizers during the year. Manufacturers fulfilled 100% of the sector's requirements, with deliveries for spring field operations already under way. Of total consumption, nitrogen fertilizers accounted for 53%, phosphate-based fertilizers for 41%, and potash fertilizers for 6%.

RAFP head forecasts 3–4% growth in fertilizer production in 2026

Russian fertilizer production may grow by 3–4% in 2026, provided companies hold to their investment plans. The current rouble exchange rate and market conditions are seen as conducive to stable operations and expanded supplies to BRICS countries.

EU purchases nearly 4.8 mt of Russian fertilizers worth EUR 1.74 bln in 2025

Volumes fell 3% y-o-y, while value rose 4%. In the run-up to the July 2025 tariff increases, EU member states sharply accelerated purchases: 1H imports jumped 48% y-o-y to 3.26 mt. For the full year, Russia held a 23% share of EU fertilizer imports by volume, down from 27% in 2024.

Link to source of information.

January 2026

European Union moves to full implementation of carbon border adjustment mechanism (CBAM) from 1 January 2026

CBAM spans six sectors: ferrous metals, aluminium, cement, electricity, fertilizers, and hydrogen fuel. For each regulated import, the greenhouse gas emissions generated during production are calculated, and a "carbon tax" is levied through the purchase of certificates under the EU emissions trading system.

Russia becomes the world's leading exporter of mineral fertilizers in 2025

According to the Ministry of Agriculture, Russia topped the global fertilizer export rankings in 2025, shipping 43 mt to overseas markets. Key destinations included the Asia-Pacific region, South America, North America, and Africa. By production volume, Russia overtook the United States, India, and Canada, having held second place globally in recent years, behind only China.

China increases imports of Russian fertilizers by 6% in 2025

Russian mineral fertilizer deliveries to China grew 6% in volume to nearly 5 mt and 12% in value to USD 1.6 bln in 2025. Russia supplied 35% of China's total fertilizer imports for the year.



Market overview

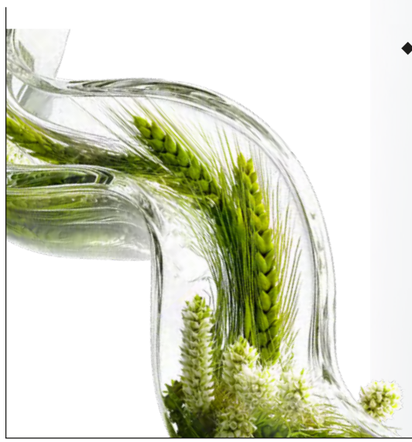
Macro environment

According to the annual report of the International Monetary Fund (IMF), the global economy is adjusting to a landscape reshaped by new policy measures. In 2025, some extremes of higher tariffs were tempered, thanks to subsequent deals and resets. But the overall environment remains volatile. The IMF estimates that global economic growth slowed from 3.3% in 2024 to 3.2% in 2025, with advanced economies growing by no more than 1.5%, and emerging market and developing economies by just above 4%.

According to the latest IMF forecasts, economic growth will reach 3.3% in 2026. Changes in trade policy are being offset by investments in technology, fiscal and monetary support measures, accommodative financial conditions, and the adaptability of the private sector. The main risks to potential global economic growth are associated with a reassessment of expectations for new technologies and an escalation of geopolitical tensions.

Global fertilizer market

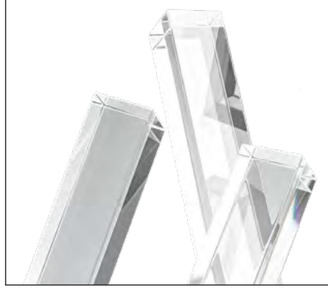
In 2025, the global fertilizer market developed against a backdrop of heightened geopolitical tensions and risks of global economic turbulence. The industry faced an unprecedented level of political uncertainty, marked by significant shifts in geopolitical relations and trade partnerships, along with the introduction of new tariff restrictions.



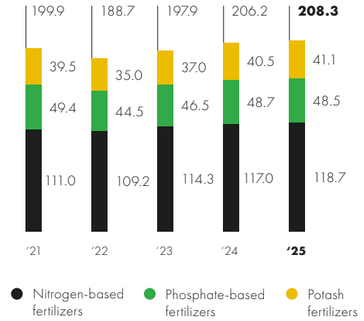
Key drivers

- Trade policy became one of the key factors influencing the market. The US imposed reciprocal tariffs on most traditional fertilizer suppliers, which remained in place until the end of 2025. This led to:
  - disruption of established logistics chains;
  - a significant increase in prices;
  - a decline in demand due to reduced affordability.
- The EU introduced additional duties on fertilizer supplies from Belarus and Russia, which previously accounted for over a third of all EU imports. The introduction of the Carbon Border Adjustment Mechanism (CBAM) in 2026 added to the price pressure.
- The Middle East region remains an area of heightened instability for global fertilizer trade. Significant shipping disruptions have been observed in key transport corridors of the Persian Gulf and the Red Sea.
- All market participants are under increased financial pressure:
  - rising capital expenditures for producers;
  - increased financial burden on farms;
  - restricted access to credit resources;
  - changes in subsidy mechanisms.
- Export restrictions in China, formerly the world's largest fertilizer exporter, became an additional driver of price volatility in both global and regional markets.

Overall, the market experienced a slowdown in consumption growth, driven by the combined impact of geopolitical, economic, and regulatory factors.



Global fertilizer consumption, mt nutrient



According to preliminary estimates from consulting agencies and industry analysts[1], global mineral fertilizer consumption in 2025 amounted to

208.3

mt nutrient, just 1% (2.1 mt) higher than in 2024.

Consumption by fertilizer type

Nitrogen-based fertilizers

up **1.5%**
to 118.7 mt N

Phosphate-based fertilizers

down **0.3%**
to 48.5 mt P_2O_5

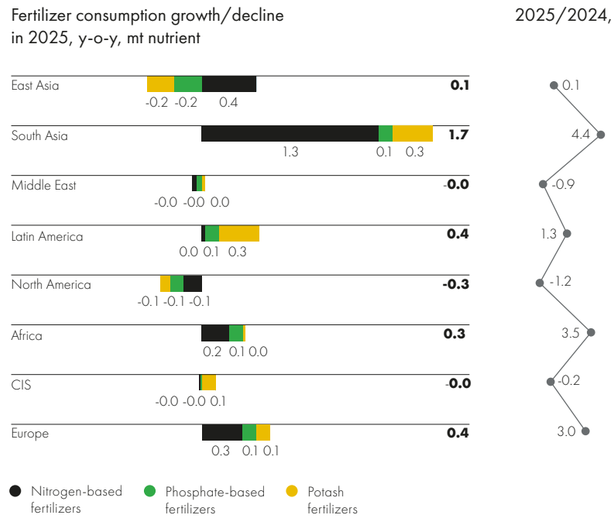
Potash fertilizers

up **1.3%**
to 41.1 mt K_2O

In regional terms, the highest growth rates of fertilizer consumption in 2025 were recorded in South Asia (mainly due to India) and Africa.

The growth in apparent consumption in Europe was largely driven by strategic stockpiling ahead of the introduction of additional tariffs on Russian and Belarusian products in July 2025 and the launch of the CBAM mechanism in 2026. This led to increased imports of nitrogen-based fertilizers in 4Q 2025 (primarily from North African countries).

Estimate of changes in consumption by region in 2025



[1] Hereinafter based on data by the International Fertilizer Association (IFA), CRU, Argusmedia, and Profercy consulting agencies; expert estimates of industry analysts in Russian and international media.

Global fertilizer market outlook

According to forecasts from consulting companies, the situation on the global fertilizer market in 2026, particularly in the phosphate segment, is expected to remain tense. Following a price correction at the end of 2025, a resumption of price growth is forecast for the purchasing season in key sales markets, against the backdrop of a persistent shortage of export supply and high sulphur prices, a key raw material component in phosphate fertilizer production.

The global market remains extremely sensitive to windows for mineral fertilizer exports from China and the reliability of fertilizer supplies from North African and Middle Eastern countries.

The key risks for 2026 are associated with changes in China's export policy for phosphate- and nitrogen-based fertilizers, the tightening of trade and sanctions regimes on Russian fertilizer exports to EU countries, and the implementation of CBAM and tariff measures in the European Union. These factors could exacerbate regional market fragmentation and price volatility, especially for nitrogen-based fertilizers.

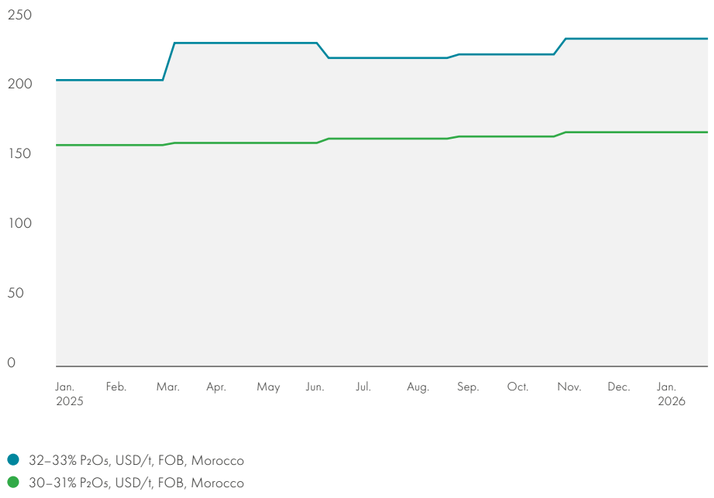
In the medium to long term, the market will be driven largely by the timing of new capacity additions, although trade barriers and the expansion of CBAM[1] will keep global volatility elevated. By 2027–2030, capacity is projected to expand to surplus levels for nitrogen-based and potash fertilizers, while the phosphate market balance will hinge on the timing of new project launches in Saudi Arabia and Morocco. These additions could be partially offset by reduced phosphate fertilizer exports from China in favour of domestic supply.

Phosphate rock and phosphate-based fertilizer market

Preliminary estimates put global phosphate rock production in 2025 at 225.0 mt, 5.0 mt (2.0%) below the 2024 level. The decline reflects reduced output in key regions, primarily the US, Middle East (Syria), and several Asian countries, most notably China, where export restrictions and domestic regulatory measures remained in place.

Global trade in phosphate rock held steady at 33.2 mt in 2025, unchanged from the previous year. The main suppliers were North African countries – Morocco and Egypt – along with Jordan from the Middle East, traditionally providing stable export flows.

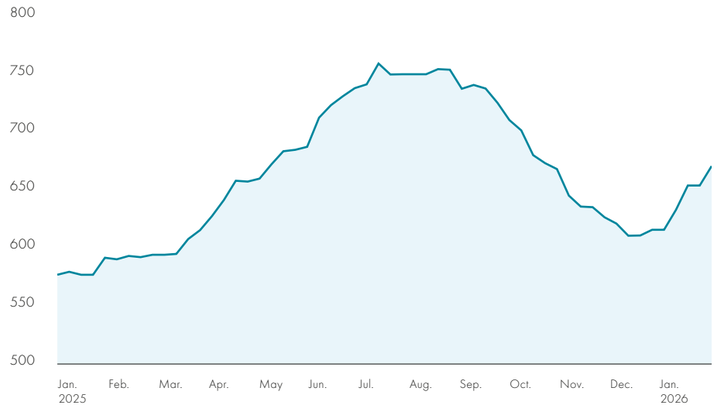
Phosphate rock prices, FOB Morocco, USD/t



Key importers remained:

- South Asia, primarily India, which imports about 11.0 mt annually;
- European countries, showing a recovery in import volumes to 6.0–6.5 mtpa after a sharp decline in 2022–2023;
- North America, where the US imports about 3.5 mtpa to meet domestic demand.

Global DAP/MAP prices, FOB Baltic, USD/t



Prices in the global phosphate rock market continue to trend upward, driven by rising prices for the end product – phosphate-based fertilizers.

A wide price gap persists for grades with high and low nutrient content (P_2O_5). This spread reflects a structural shift in demand toward higher-quality feedstock, driven by increasing pressure for greater fertilizer efficiency and more rational resource use in agriculture.

Preliminary estimates put global production of complex phosphate-based fertilizers (DAP and MAP) in 2025 at 65.0 mt, 0.5 mt (1%) below the 2024 level. A combined output increase of 0.7 mt in North Africa (Morocco, Tunisia), Russia, and Saudi Arabia was fully offset by production cuts in China (due to ongoing export restrictions), North America, and India.

Global trade in DAP/MAP fell to 27.3 mt in 2025, down 1.2 mt (4%) from the previous year. The sharpest decline in imports came from North and South America (together nearly 2.0 mt), reflecting both new US tariff restrictions and the growing affordability gap between complex phosphate fertilizers and cheaper alternatives – single superphosphates. In contrast, India saw a sharp increase in imports – up more than 1.5 mt – driven by a recovering agricultural sector and government support for fertilizer purchases.

Prices in the DAP/MAP market in 2025 were highly volatile. The first half of the year brought a steady upward trend, propelled by China's tight export restrictions and strong seasonal demand in key markets – India, Brazil, and Europe. The second half, however, saw a reversal as weaker demand in Western markets take hold, driven by declining profitability of fertilizer use. With phosphate-based fertilizers less affordable against a backdrop of relatively low global prices for grains and oilseeds, farmers scaled back purchases.

In summary, 2025 was a year of reconfiguration of production and trade flows in the complex phosphate-based fertilizer market, shaped by geopolitical measures, macroeconomic conditions, and structural shifts in agricultural demand.

Global trade in DAP/MAP fell to

27.3

mt

in 2025, down 1.2 mt (4%) from the previous year.

[1] The European Commission plans to expand the scope of the Carbon Border Adjustment Mechanism (CBAM) from 1 January 2028.

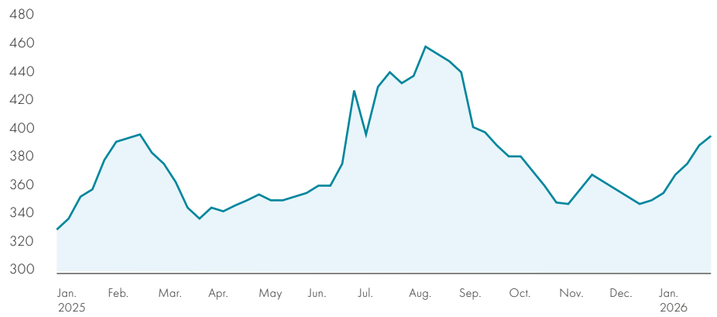
Nitrogen-based fertilizer (urea) market

In 2025, the global urea market was shaped by a mix of structural and conjunctural factors that influenced both production and trade flows.

Key demand drivers included increased imports by India, which implemented large-scale state support programmes for the agricultural sector. Urea imports into the country rose by 4.0 mt, becoming a key factor in global demand growth. Meanwhile, Brazil saw a partial substitution of urea with alternative nitrogen-based fertilizers (mainly ammonium sulphate) due to declining urea affordability. Similar trends emerged in Europe and the US, where newly introduced tariffs and trade defence measures dampened import volumes.

On the supply side, China resumed substantial urea exports after a period of restrictions, contributing significantly to global production growth. Capacity expansion in the country boosted global output by 3.0 mt (1.5%), to 196 mt. However, production declined in regions dependent on natural gas supplies – the Middle East, North Africa, and partly India. The reasons were energy supply disruptions and unscheduled production shutdowns for technical reasons. These factors became a significant source of imbalance, especially during seasonal demand peaks, and contributed to increased price volatility.

Global urea prices, FOB Baltic, USD/t



Throughout 2025, the spread between minimum and maximum global urea quotations remained at USD 100–120/t, reflecting the market's high sensitivity to demand fluctuations and logistical disruptions.

Global urea trade increased by 2.9 mt (5.5%) to 56.7 mt, driven largely by Indian import dynamics, which partially offset lower purchases in Brazil, Europe, and the US.

Overall, the urea market demonstrated resilience to external shocks in 2025 while retaining high sensitivity to geopolitical, energy, and seasonal factors.

Global urea trade increased by 2.9 mt (5.5%) to

56.7 mt

Potash fertilizer market

In 2025, the global potash fertilizer market showed a steady upward trend in both demand and pricing, driven by key import markets.

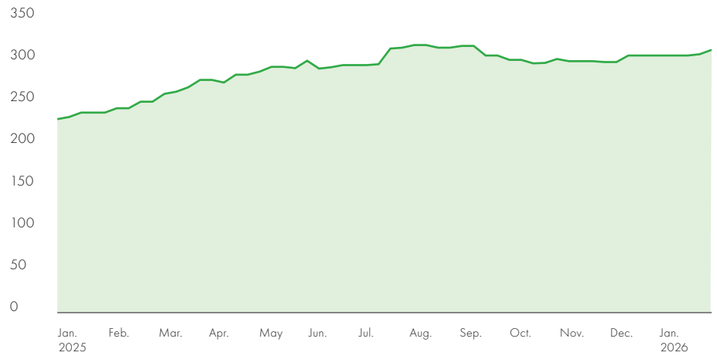
Potassium chloride (KCl) prices remained relatively affordable compared to nitrogen- and phosphate-based fertilizers.

This was made possible by a steady increase in production and exports by leading global suppliers, including Russia, Belarus, and Canada. These countries maintained a dominant position in the market, accounting for almost three-quarters of total potassium chloride exports.

Preliminary estimates put total global potassium chloride production in 2025 at 76.1 mt, with international trade reaching 61.7 mt. This indicates a high degree of market integration and the dependence of several agricultural regions on imported potash feedstock.

The key drivers of demand growth were Asian countries (primarily China and India), as well as countries in Latin America and Southeast Asia, which are actively expanding areas under crops with high potassium consumption rates.

Global potassium chloride prices, standard, FOB Baltic, USD/t



Competitive analysis

Global phosphate-based fertilizer production capacities[1], mt

1 OCP	2 MOSAIC	3 PHOSAGRO	4 MAADEN/SABIC	5 YARA
Morocco	USA/Brazil	Russia	Saudi Arabia	Norway
17.9	9.5	9.1	7.8	6.9

Phosphate rock production[1], mt

1 OCP	2 MOSAIC	3 PHOSAGRO	4 JPMC	5 MAADEN
Morocco	USA/Brazil	Russia	Jordan	Saudi Arabia
33.7	13.7	11.6	11.5	11.0

[1] CRU Group, publicly available company data.

For more information on PhosAgro Group's position among mineral fertilizer producers in Russia and globally, see the Investment Case section p. 16

Strategy

Strategy to 2025

2025 marked the completion of the Strategy to 2025, which the Board of Directors had approved back in March 2019. It is fair to say that most of the strategic goals have been successfully met.

During 2025, the draft Strategy to 2030 was discussed several times, both by the Board's Strategy and Sustainable Development Committee and by the Board itself.
The document is comprehensive, setting out goals and plans across all of the Company's key functional areas.

Information on the draft Strategy to 2030 is provided in the final subsection of this section p. 69



Achievement of Strategy to 2025 goals

◆ 2025 targets ◆ 2025 results

Operational efficiency and production growth

Capacity expansion

Phosphate rock production:
- ◆ **11.1 mt**
- ◆ **11.6 mt** | +1.5% vs 2024, +10.5% vs 2019

Mineral fertilizer and feed phosphate production:
- ◆ **11.5 mt**
- ◆ **12.0 mt** | +4.4% vs 2024, +25.0% vs 2019

Maintaining high feedstock self-efficiency

Ammonia:
- ◆ **76%**
- ◆ **72%** | –2 p.p. vs 2024, –14 p.p. vs 2019

Sulphuric acid:
- ◆ **91%**
- ◆ **93%** | +2 p.p. vs 2024, +5 p.p. vs 2019

Ammonium sulphate[1]
- ◆ **75%**
- ◆ **45%** | +8 p.p. vs 2024, +42 p.p. vs 2019

Stronger operating efficiency

Implementation of projects targeting technical and organisational improvements and greater operating efficiency, including AI integration across key production, service, and corporate business processes.

Increasing sales efficiency

Expansion of the foothold in premium markets (own products: mineral fertilizers and feed-grade MCP)

Number of distribution and logistics centres:
- ◆ **35**
- ◆ **37** | unchanged vs 2024, +37% vs 2019

Total storage capacity:
- ◆ **>650 kt**
- ◆ **>1,000 kt** | unchanged vs 2024, >53% vs 2019

Liquid complex fertilizer storage capacity:
- ◆ **62 kt**
- ◆ **121 kt** | +19.8% vs 2024, +175% vs 2019

Higher share of premium fertilizer brands

Share of complex fertilizers (NPK/NPS/PKS) in total output:
- ◆ **43%** (5.0 mt)
- ◆ **35%** (4.2 mt) | +7.7% vs 2024, +20.0% vs 2019

Boosting logistics efficiency

Reduction of transportation costs
- Increased reliance on corporate rolling stock
- Use of innovative railcar fleet: its share of total rolling stock owned or leased by the Company was:
  - ◆ **34.1%** | +0.1 p.p. vs 2024, +3.2 p.p. vs 2019

Alignment of production and sales

Freight turnover by rail at key production sites:
- ◆ **28.3 mtpa**
- ◆ **28.9 mtpa** | +5.1% vs 2024, +42.4% vs 2019

Development of port infrastructure

Efficient mix of port capacities in terms of costs and supply reliability:
- ◆ **8.0 mt**
- ◆ **9.5 mt** | +18.9% vs 2024

Environmental efficiency

Reduced emissions[2]

Per unit emissions:
- ◆ **0.800 kg/t**
- ◆ **0.667 kg/t** | –6.3% vs 2024, –24.9% vs 2019

Reduced impact on water bodies[2]

Per unit waste water discharge[3]:
- ◆ **1.70 m³/t**
- ◆ **1.63 m³/t** | –10.9% vs 2024, –26.5% vs 2019

Reduced waste generation

Share of recycled and disposed of hazard class 1–4 waste:
- ◆ **40,00%**
- ◆ **40.75%** | +1.6% vs 2024, +18.1% vs 2019

Social responsibility

Employee satisfaction

Aggregate satisfaction and loyalty index:
- ◆ **65 p.p.**
- ◆ **76 p.p.**[4]

Climate impact

Reduced Scope 1 GHG emissions[2]

Per unit Scope 1 GHG emissions:
- ◆ **109.1 kg CO_2-eq./t** | 2028 target
- ◆ **118.1 kg CO_2-eq./t** | –2.6% vs 2024, –21.5% vs 2019

Base year for the climate strategy: 2018

Health and safety

Fostering a safety culture and adhering to the highest occupational health and safety standards

Occupational injuries:
- ◆ **annual reduction by 10%**
- ◆ **LTIFR of 0.49** | –13% vs 2024
- ◆ **0 accidents** in 2025

[1] Deviation from the self-sufficiency target for ammonium sulphate is due to the fact that part of the ammonium sulphate output (139 kt in 2025) was sold as a commercial product rather than used for processing into compound mineral fertilizers as per the scenario adopted in the Strategy to 2025. Taking this 139kt into account, the actual self-sufficiency rate for 2025 would be 75%.
[2] Per tonne of finished and semi-finished products.
[3] Excluding mining and pit waters.
[4] Starting from 2024, employee surveys are conducted once every two years. The results presented are from the most recent assessment, which took place in 2024.

Operational efficiency and production growth

Capacity expansion

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

Target 12.5. Making products with enhanced characteristics in line with safe production requirements and maximising the recycling of production waste.



The long-term growth in demand for mineral fertilizers has been steady. In order to respond to stronger demand, PhosAgro focuses on expanding capacities to produce its key products, which is one of our key strategic goals for 2025.

Delivery on production targets, mt

Indicator	2019 (actual)	2023 (actual)	2024 (actual)	2025 (plan)	2025 (actual)	2025 (actual) / 2024 (actual), %	Strategy to 2025
Production of nitrogen-based fertilizers	2.3	2.6	2.6	2.6	**2.6**	0.7	2.5
Production of phosphate fertilizers and feed-grade MCP	7.3	8.4	8.9	9.4	**9.4**	5.5	8.9
Production of phosphate rock	10.5	10.7	11.4	11.5	**11.6**	1.5	11.1

Major capacity expansion projects under Strategy to 2025

Major capacity expansion projects under Strategy to 2025

Development of ore and raw material base (Apatit's Kirovsk branch)

Development of +310 m level at the Rasvumchorrsky mine

Timeline
2016–2019

Targets
Up to **4 mt of ore per year**

Cost
RUB 5.2 bln

Status
Ore mining since 2018

Development of +10 m level at the Kirovsky mine

Timeline
1st start-up facility (Kukisvumchorr flank): 2016–2022
2nd start-up facility (Yukspor flank): 2016–2023
Further development with mining equipment procurement: 2021–2035

Targets
Up to **9 mt of ore per year**, total ore reserves of over 200 mt

Cost
RUB 40.4 bln

Status
Ore mining since 2022

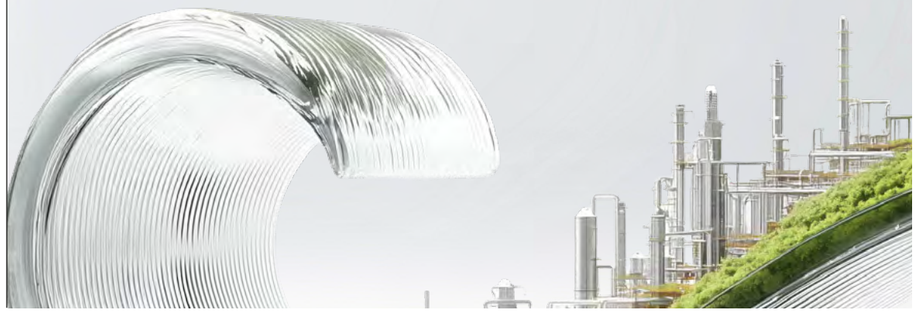
Stripping and mine development preparations at the Rasvumchorr Plateau deposit to +310 m level

Timeline
1st start-up facility: 2018–2025
2nd start-up facility: 2022–2031
Further development with mining equipment procurement: 2022–2040

Targets
+1.4 mt of phosphate rock per year by 2035

Cost
RUB 43.9 bln

Status
1st start-up facility launched in Q4 2025, with ore mining starting at +430 m level



Development of the Gakman block

Timeline
2022–2035

Targets
+0.6 mt of phosphate rock by 2034

Cost
RUB 9.3 bln

Status
Ore mining started at +320 m level in January 2025



Development of the Vostochny mine

Timeline
2019–2040

Targets
+4.7 mt of phosphate rock by 2032

Cost
RUB 80.7 bln

Status
Mining equipment deliveries on schedule. IPCC[1] launch completed

[1] In-pit crushing and conveying system.

Development of Apatit's chemical production facilities

◆ Major capacity expansion projects under Strategy to 2025

◆

Phosphate fertilizer capacity expansion (Project +750), Cherepovets

Timeline
2015–2019

Targets
+1,127 kt
of phosphate fertilizers per year

Cost
RUB 11.4 bln

Status
Completed

◆

Balakovo branch development (Phase 1)

Timeline
2019–2021

Targets
+110 kt
of granulated ammonium sulphate

Cost
RUB 0.6 bln

Status
Completed

◆

Volkhov branch development to 2025

Timeline
Reaching design capacity for fertilizers: 2018–2023

Completion of infrastructure facilities: 2024–2026

Targets
+838 kt of MAP per year
+44 kt
of water-soluble MAP per year
+250 mln kWh per year
of electricity generation

Cost
RUB 33.7 bln

Status
Completed

◆

Construction of nitric acid unit with ammonium nitrate output increase, Cherepovets

Timeline
2017–2019

Targets
+150 kt
of nitrogen-based fertilizers per year

Cost
RUB 2.2 bln

Status
Completed

◆

Increased phosphate rock processing through modernisation of dihydrate phosphoric acid production, Cherepovets

Timeline
2022–2024

Targets
+173 kt of DAP per year

Cost
RUB 4.4 bln

Status
Completed



◆

Increased phosphate rock processing and MAP output through upgrade of wet-process phosphoric acid plant (WPAP-450), Volkhov branch

Timeline
2023–2024

Targets
+107 kt of MAP per year

Cost
RUB 2.3 bln

Status
Completed

◆

Balakovo branch development (Phase 2)

Timeline
2021–2024

Targets
+196 kt
of granulated ammonium sulphate

Cost
RUB 4.6 bln

Status
Completed

◆

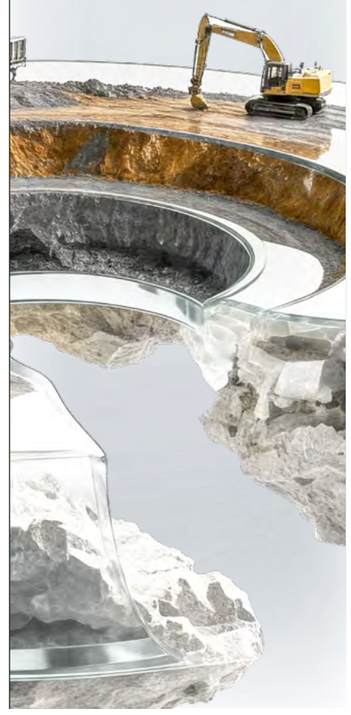
Increase in feed-grade monocalcium phosphate (MCP) output, Balakovo branch

Timeline
2021–2024

Targets
+100 kt of MCP

Cost
RUB 3.3 bln

Status
Completed



◆

Balakovo branch development (Phase 3)

Timeline
2022–2025

Targets
IRR 25%
+732 kt
of mineral fertilizers per year

Cost
RUB 18.2 bln

Status
Pilot production of MAP, DAP, NPK, and NPS began between April and June 2025

◆

Aluminium fluoride shop capacity expansion to 79.1 kt per year, Cherepovets

Timeline
2023–2025

Targets
+4.5 kt
of aluminium fluoride per year

Cost
RUB 0.4 bln

Status
Completed

Maintaining high feedstock self-efficiency

Feedstock self-sufficiency

Strong vertical integration is PhosAgro's major competitive advantage. With our phosphate rock reserves covering 100% of the Company's needs for phosphate fertilizer production, we are ramping up output of other key types of feedstock, thus increasing our feedstock security and cutting costs.

Self-sufficiency in key types of feedstock

Indicator	2019 (actual)	2023 (actual)	2024 (actual)	2025 (plan)	2025 (actual)	Strategy to 2025
Ammonia, %	**86**	**75**	**74**	**71**	**72**	**76**
Production, mt	1.9	2.0	2.0	2.0	**2.0**	1.9
Consumption, mt	2.2	2.6	2.7	2.8	**2.7**	2.5
Sulphuric acid, %	**88**	**92**	**93**	**96**	**93**	**91**
Production, mt	6.1	8.1	8.5	9.2	**8.8**	7.8
Consumption, mt	6.9	8.8	9.1	9.6	**9.5**	8.6
Ammonium sulphate[1], %	**3**	**46**	**37**	**62**	**45**	**75**
Production, mt	0.0	0.3	0.2	0.3	**0.2**	0.7
Consumption, mt	0.4	0.6	0.5	0.5	**0.5**	0.9

Major projects to maintain and increase feedstock self-sufficiency under Strategy to 2025

◆

Construction of ammonium sulphate production unit, Cherepovets

Timeline

2018–2019

Targets

+300 kt
of ammonium sulphate per year

Cost

RUB 2.5 bln

Status

Completed

◆

Construction of fifth sulphuric acid production unit (SK-3300)

Timeline

2017–2020

Status

Completed

◆

Upgrade of sulphuric acid production unit (SK-20)

Timeline

2021–2024

Status

Completed



[1] Deviation from the self-sufficiency target for ammonium sulphate is due to the fact that part of the ammonium sulphate output (139 kt in 2025) was sold as a commercial product rather than used for processing into compound mineral fertilizers as per the scenario adopted in the Strategy to 2025. Taking this 139kt into account, the actual self-sufficiency rate for 2025 would be 75%.

Capital investments

◆

Progress against 2025 strategic goals of capacity expansion and feedstock self-sufficiency comes on the back of effective planning and the successful implementation of the Company's investment programme.

A disciplined approach to CAPEX

- Minimum project IRR: approved discount rate + 2% (at least 14%[2])
- Annual CAPEX budget of up to 50% of EBITDA
- More efficient working capital management

Breakdown of CAPEX for 2023–2025, RUB bln

Expenditures	2023 (actual)	2024 (actual)	2025 (plan)	2025 (actual)
Investment projects	18.8	26.5	22.6	**22.5**
Maintenance	31.3	33.9	28.4	**28.0**
Non-industrial construction	3.3	2.5	2.8	**3.1**
Total excluding capitalised repairs	**53.4**	**62.9**	**53.8**	**53.6**
Total including capitalised repairs	**64.2**	**75.2**	**67.8**	**67.3**

◆ 2019–2025 Strategy projects completed in 2025

◆

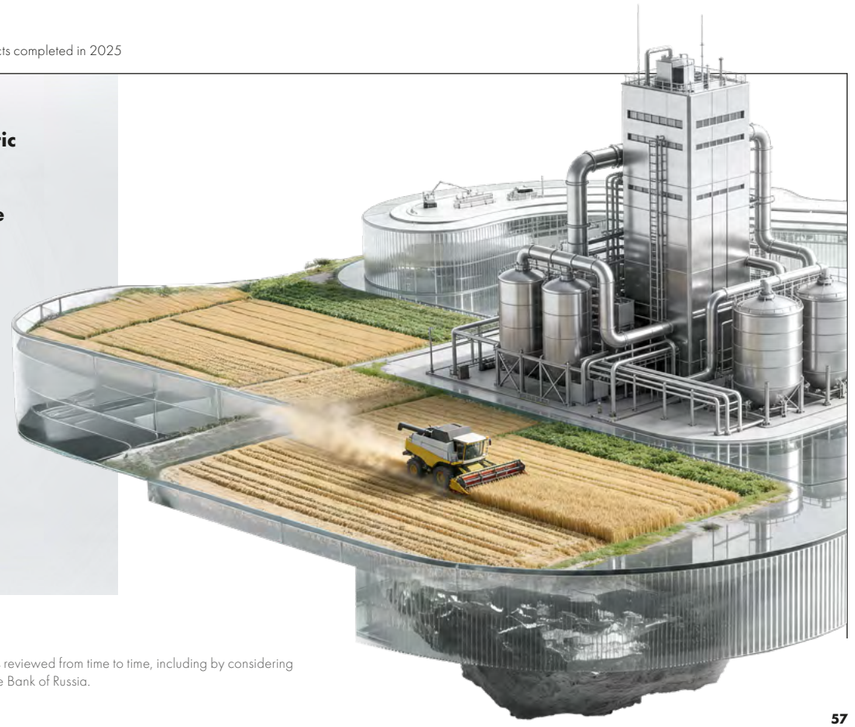
Upgrade of sulphuric acid production and infrastructure facilities to increase capacity by 93 t of monohydrate per hour (SK-20/1)

Timeline

2024–2025

Status

Sulphuric acid production unit started up in June 2025



[2] The minimum internal rate of return is reviewed from time to time, including by considering the current key interest rate set by the Bank of Russia.

CAPEX funding in 2023–2025

Indicator	2023 (actual)	2024 (actual)	2025 (actual)
CAPEX[1], RUB bln	53.4	62.9	**53.6**
Adjusted EBITDA, RUB bln	168.4	170.6	**199.4**
CAPEX / adjusted EBITDA, %	32	37	**27**

Key investment projects: funding breakdown for 2025, RUB bln

Apatit's Balakovo branch development (Phase 3)	4.4
Upgrade of sulphuric acid production and infrastructure facilities to increase capacity by 93 t of monohydrate per hour (SK-20/1)	4.4
Stripping and mine development at the Rasvumchorr Plateau deposit, Apatit's Kirovsk branch	2.6
Apatit's Volkhov branch development to 2030	1.9
Development of +10 m level at the Kirovsky mine, Apatit's Kirovsk branch	1.6
Open pit ore mining increase, Koashva and Njorkpahk deposits, Apatit's Kirovsk branch	1.6
Development of in-house power generation at Apatit's Balakovo branch	1.1
Other investment projects	4.9
Total for investment projects	**22.5**

Operating efficiency improvements

8 DECENT WORK AND ECONOMIC GROWTH

◆

Target 8.5 Maintaining and developing existing operations and creating innovative facilities.

At PhosAgro, we are implementing a whole range of projects and initiatives to improve our technologies and organisational approaches and streamline production processes.



[1] CAPEX excluding capitalised repairs.

◆

In 2025, the Risk-Based Maintenance and Repair project was underway at the Balakovo branch of Apatit.

◆

Balakovo

Timeline

January 2024 – June 2026

Key initiatives

1. Implement risk-based maintenance and repair principles and approaches
2. Measure and achieve economic impact from risk-based maintenance and repair implementation
3. Restructure maintenance and repair processes and provide hands-on staff training
4. Maintain current performance levels of key production shops
5. Cut maintenance and repair services budget at Apatit's Balakovo branch by 13% in vs plan 2024

Economic effect in 2025

Targets for maintenance and repair service budget reduction and for maintaining the target equipment technical availability ratio were achieved.

◆

In 2025, the Reliability-Centred Maintenance and Repair project at the Vostochny mine of Apatit's Kirovsk branch was completed.

◆

Kirovsk

Timeline

November 2024 – December 2025

Key initiatives

1. Roll out reliability-centred maintenance and repair approach
2. Maintain equipment/machinery reliability within a limited maintenance and repair budget
3. Meet equipment technical availability ratio and budget targets for 2025 in line with the production programme
4. Ensure sustainability of and retention of implemented business processes
5. Improve technical availability ratio for dump trucks and excavators
6. Cut maintenance and repair budget by 7.1% in 2025 vs plan

Economic effect in 2025

Key project results for 2025:

maintenance and repair budget savings achieved while meeting the target technical availability ratio for mining equipment in Q4, with retention of target maintenance business processes reaching a moderate level

◆

In 2025, the Reliability-Centred Maintenance and Repair for Self-Propelled Machines project at the Kirovsky and Rasvumchorrsky mines of Apatit's Kirovsk branch was completed.

◆

Kirovsk

Timeline

9 January 2024 – 31 December 2025

Key initiatives

1. Develop reliability-centred maintenance and repair processes
2. Upgrade maintenance and repair staff skills
3. Ensure retention of new maintenance and repair business processes
4. Cut maintenance and repair budgets in 2025 by 14% vs 2024
5. Maintain the achieved technical availability ratio for LHD[2] loaders and self-propelled drill rigs

Economic effect in 2025

Key project results for 2025:

- Budget reduction target met
- Technical availability ratio target for LHD loaders met

[2] LHD (load, haul, dump) loaders.

In 2025, the Group's entities successfully implemented Russian software, including as part of import substitution efforts. The projects below were included in the list of high-priority projects under the IT import substitution programme of the Russian Government and have received or are receiving state funding.

Integrated Production and Sales System project (ERP system import substitution, Phase 1)

Cherepovets, Kirovsk, Balakovo, Volkhov

Timeline

September 2024 – April 2026

Key initiatives

The Sales, Production, and Production Cost Calculation modules were developed and deployed for the first time on the domestic Global ERP platform for continuous-cycle manufacturing companies, replacing the corresponding Oracle E-Business Suite ERP modules

Economic effect in 2025

No economic impact calculated, but full import independence is secured for critical production and sales processes, with maximum retention of existing functionality

Our project to introduce a manufacturing execution system (automated enterprise management system) for a major holding company in the chemical sector marks the first time domestic software with such functionality has been deployed in the industry

The project ensured continuity in production processes through the use of Russian application software. Its success enables us to further enhance capabilities and roll the solution out to other facilities of the Company.

Cherepovets chemical facilities of Apatit

Timeline

December 2022 – February 2025

Key initiatives

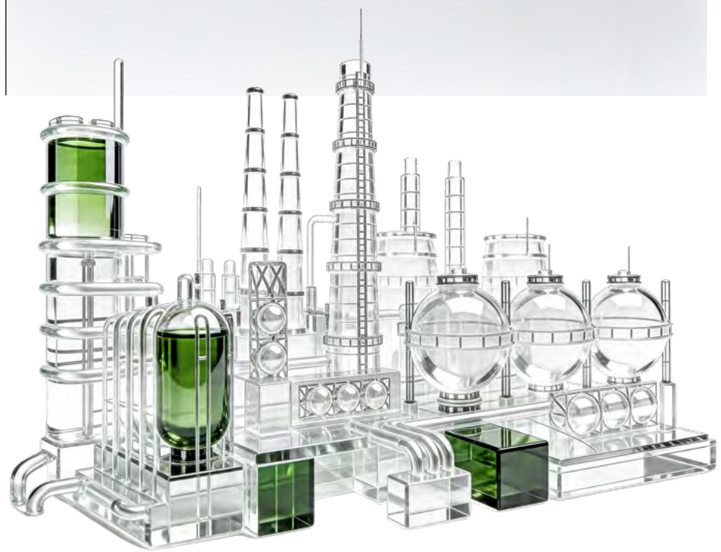
Import substitution of foreign software for managing and controlling production processes: replacement of PI System by AVEVA (the company exited the Russian market) with the domestic ZIIoT Platform from Tsifra Group

Results in 2025

Successful implementation of the software with a warranty and technical support

Impact:

1. Reduction in planned downtime hours, increasing mineral fertiliser production operating time by 1.2%
2. Additional economic benefit from reduced software licence support costs



Project to develop, implement and test a domestic cross-platform distributed automated process control system

Cherepovets, sulphuric acid production

Timeline

December 2022 – February 2026

Key initiatives

Develop, implement and test a domestic cross-platform distributed automated process control system (APCS) for chemical and petrochemical plants to replace foreign APCS

Economic effect in 2025

No economic impact calculated, but the project secures Russia's technological sovereignty in APCS for the chemical and petrochemical industries

Project to implement a digital model of power supply systems using the Russian Advanced Protection Suite (APS) software

Cherepovets, Kirovsk, Balakovo, Volkhov

Timeline

July 2025 – December 2026

Key initiatives

1. Build a comprehensive tool to model power supply networks, calculate electrical conditions and relay protection and automatic equipment settings, and analyse network performance to develop corrective actions.
2. Create and roll out a process for electrical business network modelling at Apatit sites using APS

Economic effect in 2025

The solution will cut process disruptions caused by faulty relay protection and automatic equipment along with unacceptable deviations in electrical parameters.

Intelligent Transport Logistics System (ITLS) project

Replacing foreign logistics software with a domestic specialised railway transport management system

Cherepovets, Kirovsk, Balakovo, Volkhov

Timeline

July 2025 – September 2027

Key initiatives

The project covers the entire logistics chain: from on-site transport and product loading to warehouse receipt (for domestic shipments) or vessel loading at ports (for exports). ITLS handles rail and road transport, including containers.

Economic effect in 2025

No economic impact calculated, but the project ensures technological sovereignty, information security, and transport and production safety, while raising digital maturity to improve logistics efficiency and cut transport costs

AI projects

AIChemist project: Russian automated enterprise management system enhanced with AI capabilities

Machine learning and generative AI

PhosAgro enhanced its Russian automated enterprise management system with artificial intelligence capabilities. Integrating Sber's GigaChat Max large language model was the next step after the system's commercial launch.

How it works: a machine learning model predicts product quality from data supplied by related systems, while the language model checks compliance with process rules. Retrieval-augmented generation (RAG) technology pulls information from the Company's knowledge base. The Model Context Protocol (MCP) enables the integration of AI agents to analyse context and tackle tasks independently.

Result: an intelligent assistant and a single knowledge environment bringing together corporate knowledge, documentation, and up-to-the-minute production metrics.

Impact:

- Lower production costs and operating expenses through precise maintenance of process conditions. The system helps avoid abnormal situations and, if they arise, quickly suggests the best response.
- Higher finished product output. The solution has proved its worth, so the Company plans to deploy it across other units and production sites.
- GigaChat, now part of the system, monitors product quality and outperforms the foreign software previously used. Employees have gained a powerful tool that handles routine work and helps them deal with complex issues.

Predictive Analytics project

Machine learning

PhosAgro's IT team built the Predictive Analytics project as a fully in-house AI-powered tool.

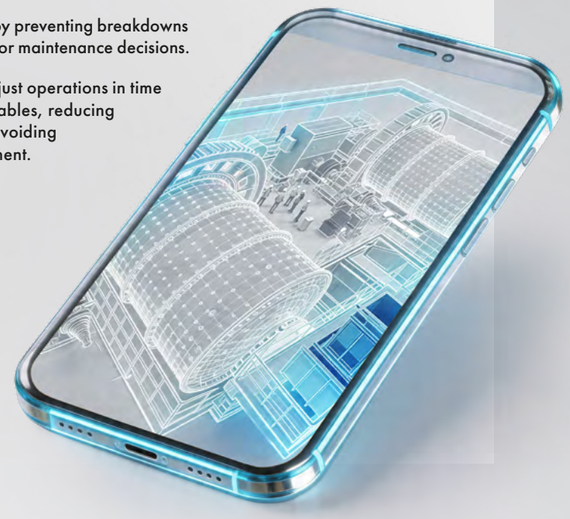
The solution is now successfully deployed at the apatite-nepheline beneficiation plants of Apatit's Kirovsk branch.

How it works: 407 predictive models track large ball mill performance across thousands of parameters, flagging potential failures before they happen.

What the system does:

- Forecasts remaining equipment life to support planning
- Cuts maintenance costs by preventing breakdowns
- Offers real-time advice for maintenance decisions.

Impact: specialists can adjust operations in time and order the right consumables, reducing unplanned downtime and avoiding critical wear of vital equipment.



Diagnostics of AI Potential in PhosAgro Group project

Artificial intelligence (AI) is becoming a key driver of competitiveness and sustainable business growth in the digital age. In 2025, we launched our Diagnostics of AI Potential in PhosAgro Group project.

Project goal: a systematic audit of the Company's AI maturity and potential.

The project will produce a heat map of AI readiness across 16 business areas to help prioritise AI projects by business impact, time, and complexity.

The audit will help reveal gaps, identify priority development areas, and shape a strategy for sustainable AI deployment that supports business growth.

Timeline: September 2025 – March 2026

Locations: Cherepovets, Kirovsk, Balakovo, and Volkhov production sites.

Key initiatives:

1. Benchmark AI applications in the chemical and related industries among Russian and international peers
2. Assess AI readiness across 16 business areas using a maturity model and create a heat map
3. Prioritise AI projects and initiatives by business impact, timeline, and complexity
4. Develop models for economic impact assessment and AI project management
5. Introduce systematic component (reserve) accounting
6. Create AI development roadmaps based on maturity model criteria

Increasing sales efficiency

The strategic sales goals of PhosAgro Group include expanding its foothold in premium markets and increasing the share of premium product sales.

The Group is successfully pursuing these goals in the evolving market landscape both by actively engaging in high-margin markets and by developing and promoting new, primarily complex grades of mineral fertilizers.

These goals are interrelated, as different geographical markets have historically shown a preference for specific fertilizer grades. For instance, in South America, one of our key regions, there is a strong focus on dual fertilizer grades which enable farmers to create individual blends tailored to their crops, soils, climate, and other agricultural factors. Conversely, in Russia, the Company's primary market, consumers have historically preferred compound and complex fertilizer grades that are ready for application and do not require blending

Expanding the foothold in premium markets

Targets 2.4, 12.5, 15.3. Promoting and raising awareness about best farming practices and developing the service model.

We remain strategically focused on Russia as both our domestic and primary market.

From 2018 to 2025, the Company invested over RUB 6.5 bln in developing PhosAgro-Region, its own distribution network operating in Russia and across the CIS.

As at the end of 2025, the number of our distribution centres stood at 37, with total storage capacity of over 1 mt, including a record-high 121 kt of transshipment capacity for liquid mineral fertilizers – the largest in the country.

Nearly half of the distribution centres now have packaging lines, and blending units for custom fertilizer production are operating in the Black Earth and Volga regions.

In 2025, a compacted ammonium sulphate line with 13,000 t annual capacity was launched at the PhosAgro-Kuban distribution centre in the Krasnodar Territory.

The supply of mineral fertilizers to industrial producers has seen significant growth, increasing by 64% over the past two years (from 61 ktpa in 2023 to 100 ktpa in 2025).

In 2025, as part of its service model development, the Company continued to offer Russian farmers the service of chemical soil analysis. Over the year, agronomic services surveyed more than 120,000 ha. Since the launch of the initiative, we have surveyed 315,000 ha across 36 regions in seven federal districts.

Progress towards our targets

Indicator	2019 (actual)	2023 (actual)	2024 (actual)	2025 (actual)	Strategy to 2025
Distribution centres	27	34	37	**37**	35
Total storage capacity, kt	652	868	1,000	**>1,000**	>650 kt
Liquid complex fertilizer storage capacity, kt	44	85	101	**121**	62

In 2025, the Company opened its own accredited commercial agrochemical laboratory at PhosAgro-Lipetsk, analysing over 3,500 soil samples in its first year and providing farmers with reliable data to choose the right fertilizer programmes.

In 2025, we continued to actively develop a new business area – the supply of domestically bred seeds. Sales reached 45,500 seed units, 2.7 times higher than in 2024. This gave the Company's customers access to a comprehensive service package, including agrochemical analysis, hybrid selection, development of plant nutrition and protection systems, and fertilizer supply.

In 2025, PhosAgro-Region and the State Variety Testing Commission[1] signed a cooperation agreement to run a joint pilot project on advanced agricultural technologies. The goal is to unlock the potential of Russian varieties – boosting productivity, quality, and competitiveness – by developing mineral nutrition programmes tailored to each variety or hybrid. The 2025 project involved 24 breeding varieties across four technical crops. Results are expected to be added to the Seed Production Federal State Information System, making information on cultivation technologies using Company fertilizers widely available.

Plans for 2026

In 2026, PhosAgro Group will focus on further expanding its distribution network, upgrading the logistics infrastructure, and launching new logistics centres in Russia's key agricultural regions.

In 2026, the Company plans to further enhance its service business by offering Russian farmers an expanded set of agronomic and process solutions to improve agricultural productivity.

[1] State Commission of the Russian Federation for Testing and Protection of Selection Achievements.

Higher share of premium fertilizer brands in the sales mix

In the reporting year, the market witnessed accelerated growth in the sales of complex triple fertilizers, with their share in the Company's product portfolio rising to 35% in 2025.

The share of complex fertilizer brands in sales depends on the structure of the Company's export markets, which is influenced by both economic and geopolitical factors, as different geographic markets have historically shown preferences for specific products. The flexibility of our production assets enables us to respond swiftly to changes in the market demand, while simultaneously ensuring optimal profitability of the product portfolio and full capacity utilisation.

Mineral fertilizer and feed phosphate sales mix, kt

Indicator	2019 (actual)	2023 (actual)	2024 (actual)	2025 (actual)	2025 (actual) / 2024 (actual), %	Strategy to 2025
Urea/AN/AS	2.2	2.6	2.5	**2.6**	4.8	2.6
MCP	0.4	0.4	0.4	**0.5**	25.6	0.5
APP	0.2	0.2	0.2	**0.2**	–13.4	0.2
NPK/PK/PKS	3.5	3.5	3.9	**4.2**	9.1	5.0
MAP/DAP	3.2	4.5	4.7	**4.5**	–2.6	3.3
Total	9.5	11.1	11.6	**12.0**	3.7	11.5
Share of complex fertilizers, %	37	31	33	**35**		43

Targets 2.4, 12.5, 13.2. Expanding sales of mineral fertilizers with improved characteristics[2] and developing advanced plant nutrition systems, including those that limit greenhouse gas emissions and help adapt to climate change.

The Company continues to develop and actively market new fertilizer grades in an effort to meet the existing and potential needs of farmers in Russia and abroad to the fullest extent possible, while taking into account the specifics of crops, soil types, and farming conditions.

PhosAgro Group is actively developing the following premium products:

- fertilizers with micronutrients are considered one of the most potent ways to combat malnutrition and reduce nutrient deficiencies, as the micronutrients can be accumulated by plants and thus benefit the human diet;
- biological and biomineral fertilizers are expected to become one of the most effective solutions to ensure global food security by boosting agrochemical efficiency of plant nutrition systems without damaging the ecosystem.

For more information on these and other innovative fertilizer grades produced by PhosAgro, see the Research and Education section **p. 114**

[2] Confirmed by a certificate of conformity issued by the Russian Quality Agency, granting the producer the right to label products with the distinctive Green One label (owned by the Russian Ministry of Agriculture). Apatit is included in the State Register of Manufacturers of Agricultural Products, Food, Industrial and Other Products with Improved Characteristics.

Boosting logistics efficiency

The most part of the Company's freight (ca. 99%) is transported via the Russian Railways network. Freight turnover in 2025 increased by 3.4% compared to 2024, reaching 31.5 mt.

Rail shipments are also a focus area of key initiatives aimed at improving delivery safety and reliability and reducing transportation costs.

31.5 mt
freight turnover in 2025

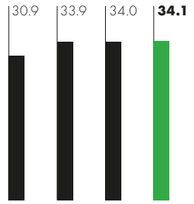
Reduction of transportation costs

Target 12.5. Managing chemicals and wastes wisely throughout their life cycle, including transportation.

As part of implementing the Strategy to 2025, we have significantly increased reliance on our own rolling stock, buying mostly innovative railcars with a higher capacity and longer run life. Increased reliance on PhosAgro's own rolling stock means:

- enhanced safety of operation and more reliable supplies, as PhosAgro Group's production and logistics processes are less dependent on third-party services;
- higher cost efficiency, as corporate railcars are cheaper in use than third-party rolling stock;
- a positive environmental effect, as the use of innovative rolling stock with higher cargo tonnage per railcar and train reduces the negative impact on the environment per tonne of cargo.

Share of innovative rolling stock in total rolling stock owned or leased by the Company[1], %



Another key focus for ensuring transport safety and optimising transport costs in 2025 was negotiating mutually beneficial terms and signing agreements with Russian Railways involving co-financing of transport infrastructure development at railway stations adjacent to the production sites of Apatit.

[1] Share in total rolling stock owned or leased by the Company.

Alignment of production and sales

Target 9.1. Developing rail infrastructure and contributing to the development of local communities through our value chain.

The throughput capacity of the Company's rail infrastructure is the main logistics condition for reliably meeting the production programme targets.

In response to growing rail freight volumes, the Company is implementing a phased programme to develop its own internal railway infrastructure.

Cherepovets production site

Nitrogen facility
In 2025, work continued under a four-party agreement between Apatit, Severstal, Russian Railways and Lengiprotrans on simulation modelling of the Cherepovets railway hub operations, with a list of measures to be drawn up to handle both current and future freight turnover. Completion is scheduled for 2026.

Phosphate facility
- An overhaul and upgrade of the rail car service station equipment began in 2025, and a new rail track for loading packaged products was completed.
- 2026 plans include upgrading the ammonia unloading rack and boosting productivity at the rail car service station and sulphur unloading units.

Rolling stock renewal programme schedule for Apatit and its branches

Rolling stock	Timeline	Planned	Acquired in 2025	Total acquired including 2025	Programme completion
Electric locomotives, Kirovsk branch	2022–2030	11	2	4	36%
Dump cars, Kirovsk branch	2021–2033	392 railcars	1 railcar	90 railcars	23%
Diesel locomotives, Cherepovets site and Balakovo branch	2023–2030	23	–	7	31%

AI projects

Mobile Voice Patrol

Computer vision

The Mobile Voice Patrol project was rolled out across all Apatit sites in 2025.

The project was implemented with Skolkovo grant support in collaboration with Speech Technology Centre.

It is a unique Russian AI-based solution. For the first time in the rail industry, speech recognition is being used at scale – inspectors can record commercial and technical rail car checks by voice using a headset and tablet.



AI-powered onboard vision system

Computer vision

An AI-based onboard technical vision system has been put into commercial operation.

Installed on a shunting diesel locomotive, the neural network monitors the track ahead, alerts the driver of hazards, and automatically applies the brakes when there is a risk of an incident, regardless of the driver's actions.



Kirovsk branch production site
In 2025, construction began on a second track for the Vudyavr–Vostochnaya section. Key technical solutions were produced for the development of the railway infrastructure in the Aykuven and ANBP-3 track areas.

Balakovo branch production site
In 2025, 5.3 km of new railway tracks were built, eight sets of turnouts were laid, signalling, centralisation and blocking systems were modernised, and a transition to digital radio communication was completed.

Volkhov branch production site
In 2025, 4.4 km of newly built railway tracks were put into operation at Volkhovstroy II station of the October Railway. Work was carried out on laying cable communications for signalling, centralisation and blocking systems and for communication lines, and 43 overhead line poles and 12 headspans were installed.

For more information on the ITLS project, see the Operating Efficiency Improvements subsection **p. 61**

Progress towards our targets, mtpa

Freight turnover of chemical facilities' railway infrastructure	2019 (actual)	2023 (actual)	2024 (actual)	2025 (actual)	Strategy to 2025
Cherepovets site	12.0	15.3	16.1	**16.9**	16.5
Balakovo branch	6.7	7.2	6.9	**7.5**	8.0
Volkhov branch	1.6	4.0	4.5	**4.5**	3.8
Total	**20.3**	**26.5**	**27.5**	**28.9**	**28.3**

Development of port infrastructure

◆

Target 9.1. Enhancing port network, along with offering employment opportunities, developing infrastructure and implementing social investment programmes.

In addition to developing logistics and sales infrastructure across Russia, we are working to increase the reliability and efficiency of our exports by both reducing transshipment costs and providing state-of-the-art transshipment capacities.

To expand cargo delivery options to ports and port infrastructure utilisation during the Strategy to 2025 period, the Company acquired containers for bulk cargo transportation: 6,000 units in 2023–2024 and another 4,000 units in 2025.

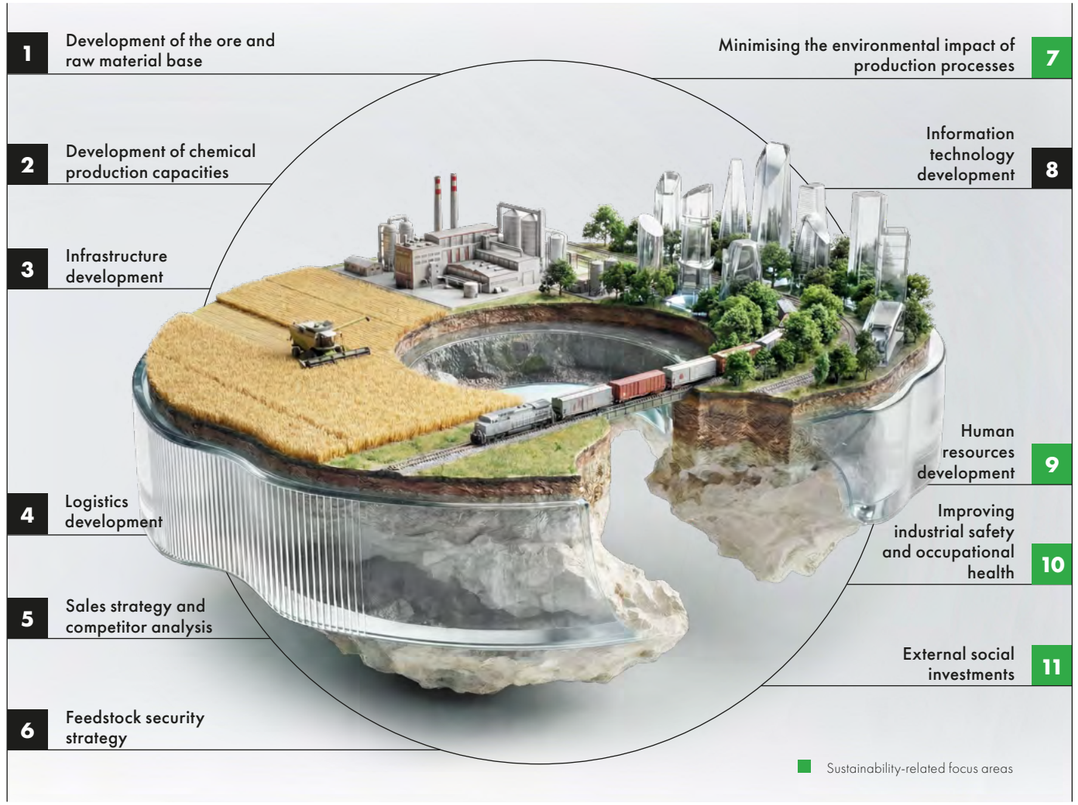
Our 2025 strategic goal was to develop and maintain a balanced port sales infrastructure in terms of costs and reliability, capable of handling at least 8.0 mtpa of fertilizer exports. Actual transshipment in 2025 reached 9.3 mt, and the Company's total transshipment capacity now stands at 9.5 mt, with room to expand quickly if needed.

The ports key to PhosAgro Group's operations are located in the North-West of Russia. The focus is cutting-edge technology and advanced specialised terminals designed to minimise environmental impact.

Strategy to 2030

The draft Strategy to 2030 is a comprehensive document covering all key areas of the Company's operations, with sustainable development principles integrated across every domain of the business strategy.

Focus areas of PhosAgro Group's draft Strategy to 2030



For all areas of the Company's development to 2030, 11 groups of target indicators have been set. In the base scenario, the key targets are higher agrochemical production and sales, supported by the development of the ore and raw material base to supply additional phosphate rock for mineral fertilizer production, as well as high self-sufficiency in other key raw materials – sulphuric acid and ammonia.

During the strategy development process, the UN Sustainable Development Goals were re-prioritised. The proposed target indicators for the Strategy to 2030 were aligned with the SDGs, targets, and metrics that the Company has identified as priorities.

Strategy to 2030: targets and key measures to achieve them

Raw material security strategy / Ore and raw material base development

Phosphate rock self-sufficiency underpins the Company's vertically integrated business model. That is why the Strategy to 2030 focuses on ore and raw material base development:

a) Ongoing approved projects:

- Development of +10 m level at the Kirovsky mine
- Vostochny mine development
- Stripping and mine development preparations at the Rasvumchorr Plateau deposit to +310 m level
- Development of the Gakman block
- Mine development preparations for a block pillar under the Saami pit
- ANBP-3 development

b) Further development to 2040: development of the +210 m level at the Rasvumchorrsky mine; development of the –115 m level at the Kirovsky mine; extraction of footwall triangles at the Kirovsky mine.

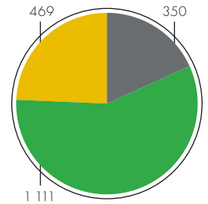
Development of chemical production capacities

The Company's key chemical production development goals are to significantly boost agrochemical output from 11.8 mt (2024) to 13.7 mt (2030), while expanding the range and volumes of water-soluble fertilizers (SMAP, SDAP, MKP, chlorine-free NPK). The main growth will come from the phosphate segment.

Agrochemical output forecast to 2030

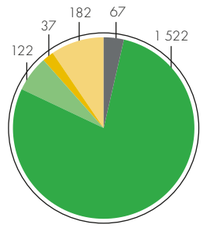
	2024	2030	2030 / 2024, kt	2030 / 2024, %
MAP/SMAP, DAP, liquid complex fertilizers	4,761	4,828	67	1
NPK/NPS	3,702	5,224	1,522	41
Nitrogen-based fertilizers	2,593	2,715	122	5
Feed-grade MCP	411	482	71	17
Sodium tripolyphosphate	65	18	–47	–72
Feed phosphates (Phase 1)	0	13	13	–
Other products	237	419	182	77
Total products	**11,770**	**13,700**	**1,930**	**16**

Output growth forecast to 2030 by site[1], kt



- Apatit (Cherepovets)
- Balakovo branch of Apatit
- Volkhov branch of Apatit

Output growth forecast to 2030 by product, kt



- MAP/SMAP, DAP, liquid complex fertilizers
- NPK/NPS
- Nitrogen-based fertilizers
- Other fertilizers and feed phosphates
- Other products

Logistics development

As shipments of finished products and receipts of raw materials have grown substantially, the Company has had to develop measures to keep logistics operations reliable and safe – and to set corresponding logistics targets, which are now part of the strategy's base scenario. These targets include expanding phosphate rock shipment capacities at the Kirovsk branch, upgrading logistics infrastructure in Cherepovets to accommodate increased granular sulphur volumes, and boosting freight turnover at the Volkhov and Balakovo branches. Improving freight efficiency is a particular priority. The Company has set specific targets for increasing the share of empty trains consisting of more than 100 railcars and for using longer, heavier trains.

Sales strategy

Under the base scenario, the Company aims to increase sales of agrochemical products from 11.8 mt (2024) to 13.7 mt (2030), maintaining its leadership in the priority Russian market while redirecting supplies to promising markets in the Global South. Sustaining high sales efficiency will be ensured by the unique production flexibility achieved through measures carried out during the previous and current investment cycles.

The Company has also analysed the risks associated with zero growth in chemical fertilizer consumption in China – a scenario that could potentially set a global trend.

Minimising the environmental impact of production processes

The key goals of the draft strategy are to comply with pollutant emission quotas; implement measures under comprehensive programmes to improve gas cleaning efficiency and upgrade treatment facilities; and expand the applications for products made from recycled materials.

Alongside the base scenario, an accelerated decarbonisation scenario has been developed, assuming tighter climate policy based on the stress-testing parameters proposed by the Bank of Russia[2].

Information technology development

The draft comprehensive business strategy now includes, for the first time, a dedicated focus on IT development (including AI). **The goals** are to make production processes more reliable and secure, remove bottlenecks that could hold back the production programme, and help the Company meet its 2030 development targets

Development priorities:

Raise software and hardware import substitution from 10% in 2024 to 80% by 2030

Grow the number of data centres from two today to three by 2030

Expand the use of machine learning, AI, and computer vision from three sub-processes today to 30 by 2030.

Draft development strategy: three horizons framework

The draft strategy is based on a three-horizon framework, which views the Company's activities as three parallel, interconnected work streams, each with its own time horizon and unique strategic objectives.

Horizon 1

Horizon 1 – investments to support and grow the core business (phosphate and nitrogen fertilizer production)

- Expanding phosphate raw material production
- Developing core production capacities
- Securing feedstock security
- Developing human resources
- Expanding logistics capacities

Horizon 2

Horizon 2 – investments in new opportunities in adjacent or related markets to diversify the Company's activities

- Launching new products (food phosphates) and entering into the food industry market
- Launching new products and entering the vanadium catalyst market for sulphuric acid production
- Expanding production capacities for key raw materials for the aluminium industry

Horizon 3

Investments to create entirely new products/markets and breakthrough innovations

- Bringing to market new products: adaptogens, growth stimulants, biological fertilizers, and crop protection products
- Implementing AI technology in production, quality management, maintenance management, and industrial safety

[1] As compared to 2024.
[2] NGFS Below 2°C scenario (NGFS – Network of Central Banks and Supervisors for Greening the Financial System).

Strategic risks

Robust risk management is a sine qua non for PhosAgro to achieve its strategic goals and sustainable development. We continuously develop and improve our risk management framework, which enables us to identify external and internal risks in a timely manner and develop effective mitigants.

Strategic risks are of a long-term nature, influencing the Company's ability to achieve its long-term goals. However, certain risks (FX, interest rate, commodity, sanctions, etc.) may be affected by the short- and medium-term environment.

Impact on sustainability

IFRS S1 General Requirements for Disclosure of Sustainability-related Financial Information provides for disclosure of risks related to sustainable development. These are defined as risks that can affect an entity's cash flows, its access to finance, or cost of capital over the short, medium, and long term. Under the standard, said risks arise as part of an entity's interactions with stakeholders, society, the economy, and the natural environment throughout its value chain. 2025 is not a reporting period for IFRS S1, however, for more comprehensive disclosure of information, the Company has classified its risks based on their impact on sustainability, and has described this impact.



Risk appetite

In pursuing its goals, PhosAgro is guided by risk appetite, or the level of risk it deems acceptable. Risk appetite is an integral part of strategic and operational decision-making.
The Board of Directors defines the overall risk appetite when reviewing the Company's risks and also as part of approving its strategy, budget and investment programme, and considering other matters within the Board's scope of authority. Risk appetite is then reflected in the Company's specific procedures and key performance indicators.

0 Zero risk appetite (no operations)

1 Minimum risk appetite (reduction of risk exposure to the largest extent possible)

2 Low risk appetite (reduction of risk exposure)

3 Balanced risk appetite (risks and opportunities are balanced)

4 Focused on opportunities (increased risk exposure)

5 Maximum risk appetite (maximisation of risk exposure)

Strategic risks

4 Focused on opportunities

PhosAgro aims to identify and use opportunities that open up in the market as a result of changes in the external environment. The Company quickly responds to the changing operating landscape and targets priority markets that offer the best terms and conditions to sell its products. At the same time, the Company's business model is designed in a way that strikes an optimal balance between sustainable development and operational efficiency.

Financial risks

3 Balanced

As a reliable borrower, the Company seeks to raise funding on the most attractive terms available in the market. PhosAgro's core operations are FX-linked, so we use natural hedging methods to manage our FX risk. We are not ready to take on credit risk related to our counterparties: in our relations with them, we either seek to secure terms and conditions we see as most beneficial to us or use risk transfer strategies.

Production risks

2 Low

The Company aims to minimise unscheduled downtime in production while at the same time making sure that its processes and end product quality meet all applicable requirements. Creating a safe working environment is the Company's absolute priority. PhosAgro makes every effort to minimise the negative impact of its production processes on the environment and climate.

Operational risks

2 Low

PhosAgro aims to prevent any disruptions to its business processes and IT infrastructure performance and to also secure maximum protection from cyber threats and fraud. When planning and implementing its investment projects, the Company works to deliver against strategic priorities and key performance indicators while factoring in potential deviations as a result of changing external factors.

Regulatory risks

1 Minimum

PhosAgro aims to remain 100% compliant with all applicable statutory regulations, including those related to taxation. As part of industry associations, the Company is involved in developing regulatory initiatives in order to minimise any non-compliance risk. In addition to laws and regulations, the Company operates in line with corporate values and ethical principles so as to minimise potential reputational damage.

PhosAgro's key risks



Strategic risks

- 1 Strategic planning
- 2 Failure to deliver on ESG and sustainable development goals
- 3 Social risk
- 4 HR risk
- 19 Climate risk
- 20 Sanctions risk

Financial risks

- 16 Credit risk
- 17 Currency risk
- 18 Commodity risk
- 21 Interest rate risk

Regulatory risks

- 10 Tax risk
- 13 Regulatory risk
- 14 Corruption risk
- 15 Reputation risk

Production risks

- 5 Production risk
- 6 Health and safety risk
- 7 Environmental risk

Operational riksk

- 8 Project risk
- 9 Business processes and system risk
- 11 Information security risk
- 12 Economic security risk

Change in the risk

- Growing or continuing tensions
- Decreasing tensions

No.	Risk	Description	Risk mitigants	Key indicators / risks materialised
1	**Strategic planning** GRI 201, 202	Risk associated with the adoption of an incorrect strategic decision and ensuing management decisions, resulting from an erroneous assessment of internal and external factors that have an impact on the Company's prospects for development and its ability to achieve strategic objectives.	The Company actively monitors both internal and external factors that could impact the strategy. PhosAgro also takes a systematic approach to assessing the potential costs and benefits of new strategic projects to facilitate and improve the decision-making process. PhosAgro started updating its strategy to 2030 to reflect the latest changes in the external and internal environments.	Downside deviations of actual strategic performance from targets. The geopolitical environment causes uncertainty to persist and results in the assessment of this risk as high.
2	**Failure to deliver on ESG and sustainable development goals** GRI 203, 308, 414	Risk factors include failure to set ESG targets and Sustainable Development Goals (SDGs) or update them in a timely manner, as well as the lack of resources and processes necessary to achieve these targets and goals. Has an impact on sustainable development through goal setting and resource planning to achieve said goals	The Board of Directors' Strategy and Sustainable Development Committee helped set and prioritise SDGs and strategic ESG targets. To achieve the same, PhosAgro developed and is successfully implementing the Low-Carbon Transition Plan, the Climate Strategy, the Water Strategy, the Energy Efficiency Programme, and other initiatives. Significant work done in this area has enabled the Company to materially improve its ratings and become a leader in ESG. **For more information on the Company's activities and indicators in this area, see the Navigator on UN SDGs section** **p. 10**	Downside deviations of actual ESG and SDG performance from targets. No material risk events occurred.
3	**Social risk** GRI 401, 413	Risk of an adverse social environment in the regions of operation. Has an impact on sustainable development through community relations in regions of operation	With its commitment to the principles of partnership and cooperation between private business and the government, the Company runs a number of social programmes on a proactive basis. Social projects are designed, among other things, to support local authorities in promoting sports and culture, and enhancing the public utilities and opportunities for growth in the cities and towns where the Company operates. Sustainable development in the regions of operation is one of the key goals the Group pursues in its community activities. **For more information on the Company's activities in this area, see the Contributing to Local Communities section** **p. 246**	Downside deviations of actual ESG performance (social dimension) from targets. No material risk events occurred.

No.	Risk	Description	Risk mitigants	Key indicators / risks materialised
4	**HR risk** GRI 401, 402, 403, 404, 405	Developments and decisions related to the hiring, development, and retention of employees. Has an impact on sustainable development through dependence on staff, which are one of the Company's key resources	PhosAgro runs independent and joint programmes seeking to train and attract young talents, including those from other regions, develop employee skills and enhance motivation as a way to improve retention and productivity. **For more information on the Company's activities in this area, see the Contributing to Local Communities section** **p. 158**	Personnel turnover and skill mismatch. No material risk events occurred. However, labour market developments, including those related to generational and geopolitical factors, cause the risk to persist.
5	**Production risk** GRI 201, 302 SASB EM-MM-210b.2	Technical/industrial disruptions of production processes resulting in unscheduled equipment downtime.	PhosAgro seeks to ensure uninterrupted operation of machinery and reduce unscheduled equipment downtime. To that end, the Company invests in the construction and upgrade of equipment and carries out preventative maintenance and major overhauls by relying on backup equipment and a reserve pool of components, accessories, and spare parts. The Company's insurance programme covers the risk of production disruptions.	Unscheduled equipment downtime. No material risk events occurred.
6	**Health and safety risk** GRI 403	Risks associated with injuries, occupational illnesses, incidents, accidents at production facilities and other incidents, including acts of terrorism, and risks arising from non-compliance with statutory requirements in the realm of health, safety, and combating terrorism.	PhosAgro Group ensures health and safety in workplaces and anti-terrorist protection of facilities in line with applicable laws and best global practices. To that end, the Company trains staff in health and safety and regularly checks their knowledge, promotes safety culture, ensures anti-terrorist protection of facilities, and makes sure that all contractors adhere to the health and safety standards. In addition, safety audits and inspections ensure compliance with applicable regulations and OHSAS 18001 requirements. Initiatives and measures to reduce the above risks are set out in the relevant internal regulations of the Company. **For more information on the Company's indicators in this area, see the Health and Safety Review section** **p. 184**	Workplace injuries and other incidents. 2025 saw this risk materialise. The Company carefully investigated each accident. All investigations led to the implementation of remedial action plans to prevent the recurrence of similar accidents.
7	**Environmental risk** GRI 303, 304, 305, 306, 308	Risk of actual and potential environmental damage resulting from the Company's operations. Has an impact on sustainable development by affecting the environment	The Company has put in place the Environmental Policy, the Water Strategy, and the Code of Conduct for Counterparties setting out key environmental requirements for suppliers and contractors. PhosAgro conducts regular analysis and assessment of its impact on the environment. The environmental impact is mitigated through the upgrade of treatment and warehousing facilities and the implementation of energy efficiency programmes. The Company implements projects to address all the main areas of environmental impact (water use, greenhouse gas and other emissions, waste, biodiversity). PhosAgro's investment projects harness the best available techniques to reduce unit feedstock and energy costs while also cutting unit emissions of regulated substances. The Company discloses its environmental impact minimisation goals and performance in line with applicable laws and as part of global initiatives. **For more information on the Company's activities in this area, see the Environmental Review section** **p. 202**	Exceeding maximum permissible levels of negative environmental impact. No material risk events occurred.
8	**Project risk** GRI 201	Risk associated with delays and budget overruns in construction and upgrade projects, along with failure to deliver project efficiency targets.	PhosAgro strives to adhere to approved project budgets and schedules and to take a unified implementation approach leveraging a variety of project management tools. All projects go through a multi-step review and approval process. For large-scale and strategically important projects, dedicated project management offices are set up. The Company regularly monitors progress against project budgets and deadlines.	Downside deviations of actual project efficiency indicators from targets. No material risk events occurred. That said, the geopolitical environment caused deviations related to shipments of imported equipment. The Company sets up its business processes in a way that makes sure such risk is minimised, including by relying on import substitution efforts.

No.	Risk	Description	Risk mitigants	Key indicators / risks materialised
9	**Business processes and systems risk** GRI 402	Inefficiency or disruption of the Company's business processes, including risks related to counterparties and supply chain.	PhosAgro seeks to maximise efficiency of all its business processes and systems. Business process efficiency reviews are conducted on a regular basis to identify potential bottlenecks and develop and implement efficiency improvement initiatives. The Group strives to minimise the risk of disruptions in supplies of key materials and feedstock. To that end, PhosAgro uses multi-stage tender procedures and enters into long-term contracts with its most reliable suppliers. In addition, it continuously works to optimise the logistics infrastructure and ensure sufficient rolling stock. The Group also monitors its IT infrastructure on an ongoing basis and carries out a number of initiatives to mitigate risks associated with business process disruptions caused by technological factors or cyberattacks.	Downside deviations of actual business process indicators (by focus area) from targets. No material risk events occurred. That said, the geopolitical development caused deviations related, among other things, to shipments of imported materials and use of software. The Company sets up its business processes in a way that makes sure such risk is minimised, including by relying on import substitution efforts.
10	**Tax risk** GRI 207	Potential claims lodged by tax authorities in response to ambiguous interpretation of tax laws and the Company's failure to correctly file tax returns or pay taxes in due time. Has an impact on sustainable development through interaction with fiscal authorities, which directly impacts cash flows	PhosAgro complies with tax legislation in the countries where it operates. The Company tracks all changes (including the planned ones) in tax laws, analyses the law enforcement practices, and seeks clarifications from the government on taxes. In addition, law and accountancy experts are engaged to advise on the administration of applicable tax laws. The Company also has a tax monitoring system in place to quickly identify and minimise tax risks in coordination with the Federal Tax Service. When the Company receives tax claims, it analyses them and decides whether it is appropriate to contest them.	Tax claims. No material risk events occurred.
11	**Information security risk** GRI 410	Losses incurred on the Company's property and assets as a result of unauthorised access to its information systems or disclosure of confidential data.	PhosAgro implements a number of initiatives to prevent unauthorised access to its information systems and disclosure of confidential data. A wide variety of technical and software solutions, including those based on encryption, are used to control access to information resources and systems. Access rights are granted to specific user groups. There is a clear definition of what constitutes confidential information and how it should be handled. The Company undertakes regular audits to ensure strict compliance with its confidentiality policy. The Company's Board of Directors adopted the Information Security Policy.	Unauthorised disclosure of confidential data, unauthorised access to IT systems. No material risk events occurred.
12	**Economic security risk** GRI 410	Losses incurred on the Company's property and assets as a result of economic crimes committed by employees or third parties, including fraud and theft.	The Company takes steps to prevent potential damage to its property and assets as a result of economic law infringements, including, in particular, by introducing access authorisations to the Company's administrative and production facilities, clearly differentiating between responsibilities as part of contract or transaction execution, vetting counterparties before signing a contract, and putting in place a dedicated hotline. Moreover, additional checks are undertaken by a variety of the Company's functions.	Theft and fraud incidents. No material risk events occurred.
13	**Regulatory risk** GRI 303, 304, 305, 306	Untimely receipt/extension of licences; legislative changes that might bring about higher cost of doing business, restrictive policies by regulators, weaker equity story of the Company and/or adverse transformation of the competitive landscape. Has an impact on sustainable development through interaction with the regulatory environment	PhosAgro is in full compliance with applicable laws. To make sure it gets timely updates on potential legislative changes, the Company closely tracks initiatives of legislators, the government, and regulators, and takes part in discussing such initiatives and drafting relevant recommendations in partnership with professional associations. The Company prepares and submits documents in due time to receive or extend licences or other permissions required for its business.	Deviations related to regulatory compliance. No material risk events occurred.
14	**Corruption risk** GRI 204, 205	Losses resulting from non-compliance or inadequate compliance with applicable anti-corruption laws by the Company or its employees (penalties levied against the Company by government authorities and other damages).	PhosAgro makes sure its facilities and partners fully comply with applicable anti-corruption laws. To that end, it provides training in combating corruption and administrating the anti-corruption law, and promotes zero tolerance towards corruption among the Company's employees and partners. Among other things, PhosAgro has approved the Anti-Fraud and Anti-Corruption Policy, the Code of Ethics, and the Regulations on Conflict of Interest. The Company's counterparties are obliged to declare their compliance with anti-corruption laws. The Company is a member of the Anti-Corruption Charter of Russian Business. **For more information on the Company's activities in this area, see the Environmental Review section** **p. 302**	Corrupt practices, conflicts of interest. No material risk events occurred.

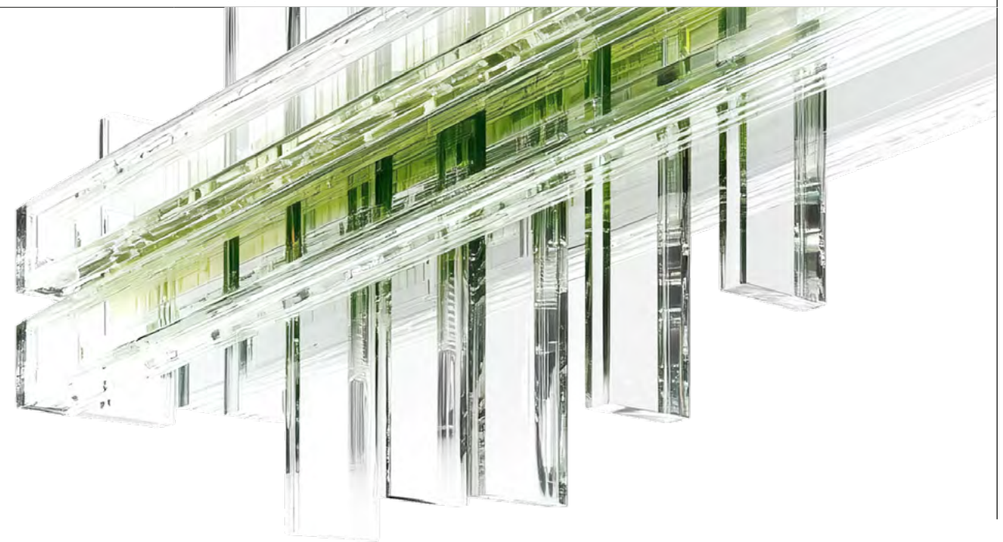
No.	Risk	Description	Risk mitigants	Key indicators / risks materialised
15	**Reputation risk** GRI 206	Damage caused to the Company's business reputation as a result of misleading or defamatory information or allegations about the Company made publicly available, leakages of confidential information, and breaches of business ethics on the part of the Company's employees. Has an impact on sustainable development through the Company's business reputation	In its operations, PhosAgro demonstrates commitment to transparency by disclosing all relevant material facts and circumstances. The Company has adopted an information policy and a media engagement policy. Information about the Company is available on its website and in the mass media. PhosAgro provides comments in response to media enquiries and regularly monitors coverage in both Russian and international (social) media. To protect its business reputation, the Company has approved the Code of Ethics setting out unified rules for PhosAgro's employees based on the principles of integrity, good judgement, fair play, and partnership and designed to support the Company's success.	Stakeholder confidence. No material risk events occurred.
16	**Credit risk** GRI 201	Financial losses caused by the failure of buyers, commercial contractors, and other financial counterparties to fulfil their financial obligations to the Company in full and on time. Has an impact on sustainable development through interaction with counterparties, whose credit obligations directly impact cash flows	PhosAgro has approved policies on managing credit risks to institutionalise a number of credit risk mitigation techniques, including deliveries against full or partial prepayments with full or partial insurance of credit risks, and use of letters of credit. Providing advance payments to suppliers and contractors is only considered after the counterparties have proved their reliability or after they have offered adequate bank guarantees for advance payments that exceed approved internal limits. PhosAgro partners with banks, financial organisations, and insurance companies that boast a high level of financial stability and meet the criteria set out in the Company's treasury policy. PhosAgro monitors all covenants under the existing loan agreements on an ongoing basis. **For more information on the Company's activities and indicators in this area, see the Financial Risk Management. Credit Risk section of the Notes to the consolidated financial statements** **p. 368**	Overdue accounts receivable, provision for bad debt. No material risk events occurred.

No.	Risk	Description	Risk mitigants	Key indicators / risks materialised
17	**Currency risk** GRI 201	Financial losses arising from unfavourable changes in FX rates against the Company's base currency.	In the context of fluctuations of the rouble exchange rate against major international currencies, the Company seeks to align the currency breakdown of its debt financing with the FX structure of its sales. As of now, a considerable portion of PhosAgro's debt is denominated in US dollars as a natural hedge against predominantly USD-denominated sales. The Company carefully tracks analyst forecasts and factors that may influence the rouble exchange rate against major currencies. If need be, PhosAgro can hedge its FX positions either fully or partially. **For more information on the Company's activities and indicators in this area, see the Financial Risk Management. Currency Risk section of the Notes to the consolidated financial statements** **p. 368**	Adverse changes in exchange rates. No material risk events occurred.
18	**Commodity risk** GRI 204, 417	Losses associated with unfavourable changes in the market prices for mineral fertilizers and other products or a hike in prices for key feedstock and equipment sourced by the Company.	Given the volatility in prices for its main products, the Company constantly seeks to streamline its sales structure in terms of the fertilizer grade offering based on market priorities, as a way to maximise margins. PhosAgro also continues to increase the share of sales to end consumers, improve production efficiency, and offer its customers add-on services such as packaging, blending, and storage. To reduce its feedstock and equipment expenses, PhosAgro invites multiple suppliers to take part in tenders, enters into long-term supply contracts, ramps up inventory levels, and diversifies types and suppliers of feedstock	Adverse changes in product and feedstock prices. No material risk events occurred.



No.	Risk	Description	Risk mitigants	Key indicators / risks materialised
19	**Climate risk** GRI 203, 302, 305	Risks associated with changes in natural processes or phenomena amid climate change (physical factors) or with political, economic, financial, or other decisions made by governments, multilateral organisations, financial institutions, or producer or consumer associations or other NGOs to curb climate change by reducing GHG emissions through carbon regulations or restrictions on the use of fossil fuels or non-renewable energy (transitional factors). Has an impact on sustainable development through the potential impact of climate change and the effect of regulatory changes on the Company's operations	Processes to identify and assess climate change risks are being set up throughout the value chain and form an integral part of the Company's risk management and internal control framework. The Board of Directors approved PhosAgro's Climate Strategy, the key elements of which are analysis of climate risks and opportunities, scenario analysis, science-based targets, and a low-carbon transition plan. In accordance with the Climate Strategy, priority actions are being taken to develop and implement the following measures: direct (Scope 1) emission reduction programmes; an internal energy efficiency programme, and communication with energy suppliers to improve the climate profile of energy supplies (Scope 2); and a supplier and customer engagement plan and supplier ESG ratings (Scope 3). Thanks to these actions, the Company has improved its ratings for climate disclosure and sustainable development.	Adverse deviations resulting from climate impacts (by focus area). In 2025, there were abnormal weather events. However, at this stage it is quite difficult to assess the extent to which these were caused by climate change. In any case, the Company did not incur any significant losses associated with these natural phenomena.
20	**Sanctions risk** GRI 201, 202, 203, 204	Foreign sanctions and other restrictions imposed on the Group's companies. Has an impact on sustainable development through the potential effect of sanctions on cash flows, access to financing, or cost of capital	The global nature of international economy and geopolitical developments create a background for various sanctions to be imposed on the Russian economy and the Company's operations by individual countries or their groups. The Company's flexible business model helps minimise any negative impact of such sanctions or restrictions.	Losses associated with sanctions and other restrictions. The geopolitical environment causes this risk to materialise and continues to support its assessment as high.

No.	Risk	Description	Risk mitigants	Key indicators / risks materialised
21	**Interest rate risk** GRI 201	The Company borrows money to finance its investment programme and working capital requirements, including via floating interest rate loans. Rising floating rates might lead to higher debt service costs and adversely impact the bottom line. Has an impact on sustainable development through potential changes in interest rates, which directly impacts cash flows	PhosAgro closely monitors and manages its fixed-to-floating debt ratio to mitigate interest rate risk. By optimising the loan portfolio, including through different currencies, the Company successfully minimises its debt service costs. **For more information on the Company's activities and indicators in this area, see the Financial Risk Management. Interest Risk section of the Notes to the consolidated financial statements** **p. 368**	Costs associated with changes in interest rates. As the Bank of Russia key rate decreased from 21% to 16% during 2025, no material risk events occurred for this risk



Performance review.

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up to
50%
compensation of farmer costs associated with applying Apagips as part of the federal programme

In 2025, the Company presented results of perennial field tests of **Apagips**, an **ameliorant** helping to remediate degraded soils. Its application contributes to higher crop yields and better soil structure with an effect lasting up to 4–6 years after the application.

RUB
160.5
thousand/ha
total economic effect for 2 years (according to field tests)



Financial performance



Alexander Sharabaika
Deputy CEO for Finance and International Projects at PhosAgro

In 2025, PhosAgro Group demonstrated steady growth in its key financial metrics, driven by efficient operations, higher production volumes, and increased fertilizer prices. Exchange rate fluctuations and other external factors weighed on some indicators.

The 13% increase in revenue relative to 2024 was driven by higher production and sales of phosphate-based fertilizers (primarily NPK and urea) amid recovery in average global sales prices from early 2025.

EBITDA growth was positively influenced by increased sales volumes and higher prices for marketable products. At the same time, negative pressure came from rising costs, particularly higher sulphur prices in 2H 2025, as well as increased personnel expenses.

The EBITDA margin was 30.7%. Despite a significant rise in global raw material prices, the Company maintained strong profitability thanks to efficient production assets, higher output of high-margin fertilizers, increased production of key raw materials, and a flexible sales policy.

Adjusted EBITDA, excluding the impact of exchange rate changes, amounted to RUB 199.4 bln, exceeding the 2024 figure by 16.9%.

Expert RA and ACRA reaffirmed PhosAgro Group's top-tier (AAA) ratings in 2025, confirming its solid financial position.

Net profit rose by 35.2% compared to 2024, reaching

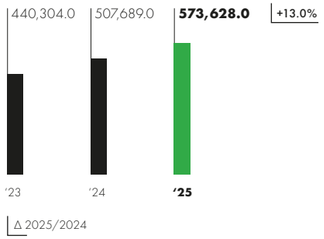
RUB 114.2 billion

Post-reporting date events affecting debt included bond placements of RUB 1.5 bln in March 2026 and RUB 70 bln in April 2026. These issuances reaffirm the Company's strong borrower status in the public debt market and help optimise its debt portfolio costs – a key priority in a high-rate environment.

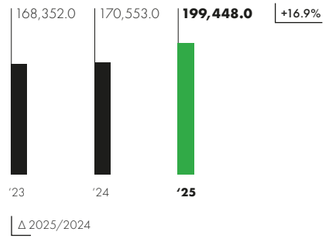


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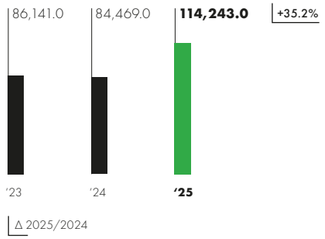
Revenue,
RUB mln



Adjusted EBITDA[1],
RUB mln



Net profit,
RUB mln



Key external drivers of financial results

In addition to increased sales volumes and continuously competitive cost levels, PhosAgro Group's strong financial results in 2025 were supported by the following market developments:

Sustained high global demand for fertilisers;

Delays in the timing of Chinese export restrictions until May–June and reduced competition in Asian and Latin American markets;

Limited commissioning of new phosphate-based fertilizer capacities;

Government regulation and rising trade barriers as key drivers of phosphate-based fertilizer price growth in 2025;

Diversification and expansion of fertilizer sales geography, mainly to the Global South; a significant increase in phosphate fertiliser imports to India.



[1] Adjusted EBITDA is calculated as operating profit adjusted for depreciation and amortisation less foreign exchange gain or loss from operating activities.

Financial and operational highlights

Item	2023	2024	2025	Δ 2025/2024, %
Revenue, RUB mln	440,304.0	507,689.0	**573,628.0**	13.0
EBITDA, RUB mln	183,038.0	177,005.0	**176,317.0**	(0.4)
EBITDA margin	41.6	34.9	**30.7**	
Adj. EBITDA[1], RUB mln	168,352.0	170,553.0	**199,448.0**	16.9
Adj. EBITDA margin, %	38.2	33.6	**34.8**	
Net profit, RUB mln	86,141.0	84,469.0	**114,243.0**	35.2
Adj. net profit[2], RUB mln	104,105.0	100,372.0	**102,904.0**	2.5
Free cash flow, RUB mln	70,208.0	28,986.0	**21,428.0**	(26.1)
	31.12.2023	**31.12.2024**	**31.12.2025**	**Δ 2025/2024, %**
Net debt, RUB mln	223,207.0	325,356.0	**320,468.0**	(1.5)
Net debt / adj. EBITDA (LTM)	1.3	1.9	**1.6**	(15.7)
Net debt / EBITDA (LTM)	1.2	1.8	**1.8**	(1.1)
Added value, RUB mln	249,320.0	293,113.0	**288,319.0**	(1.6)
Net added value	217,038.0	256,567.0	**247,607.0**	(3.5)
SALES VOLUME, KT				
Phosphate-based fertilizers and feed phosphates	8,578.2	9,104.7	**9,413.2**	3.4
Nitrogen-based fertilizers	2,560.5	2,499.6	**2,619.0**	4.8
TOTAL FERTILIZERS	**11,138.7**	**11,604.3**	**12,032.2**	**3.7**
Other products	287.0	294.4	**262.2**	(10.9)
TOTAL FERTILIZERS AND OTHER PRODUCTS	**11,425.7**	**11,898.7**	**12,294.4**	**3.3**

Revenue analysis

Revenue for 12M 2025 increased by 13% y-o-y driven primarily by higher average selling prices in global markets, as well as a 3.7% growth in mineral fertiliser sales volumes compared to 2024.

Revenue breakdown by key product, RUB mln

Item	2023	2024	2025	Δ 2025/2024, %
Phosphate and nitrogen-based products	421,690.0	492,450.0	**547,893.0**	11.3
Other	18,614.0	15,239.0	**25,735.0**	68.9
Total	**440,304.0**	**507,689.0**	**573,628.0**	**13.0**

[1] Adjusted EBITDA is calculated as operating profit adjusted for depreciation and amortisation less foreign exchange gain or loss from operating activities.
[2] Adjusted net profit means net profit less net foreign exchange gain or loss from operating and financing activities.

Operating costs analysis

Cost of sales, RUB mln

Item	2023	2024	2025	Δ 2025/2024, %
Amortisation and depreciation	26,979.0	33,207.0	**36,656.0**	10.4
Materials and services	65,738.0	79,112.0	**87,160.0**	10.2
• Transportation of phosphate rock	13,468.0	16,739.0	**19,990.0**	19.4
• Repair and maintenance expenses	15,865.0	19,382.0	**23,095.0**	19.2
• Feedstock processing services	4,341.0	6,269.0	**2,391.0**	(61.9)
• Drilling and blasting operations expenses	3,101.0	3,152.0	**3,300.0**	4.7
• Other services and materials	28,963.0	33,570.0	**38,384.0**	14.3
Raw materials	63,335.0	64,670.0	**113,130.0**	74.9
• Ammonia	11,533.0	14,343.0	**18,895.0**	31.7
• Sulphur and sulphuric acid	11,507.0	12,255.0	**41,152.0**	235.8
• Potassium chloride	22,444.0	17,574.0	**26,461.0**	50.6
• Natural gas	15,033.0	16,948.0	**22,824.0**	34.7
• Ammonium sulphate	2,818.0	3,550.0	**3,798.0**	7.0
Salaries and social contributions	26,265.0	35,169.0	**39,411.0**	12.1
Electricity	7,317.0	8,340.0	**8,983.0**	7.7
Fuel	5,754.0	7,215.0	**7,253.0**	0.5
Products for resale	16,056.0	12,675.0	**22,682.0**	79.0
Customs duties	13,207.0	34,139.0	**(1,383.0)**	(104.1)
Freight, port and stevedoring expenses	9,924.0	11,441.0	**10,730.0**	(6.2)
Russian Railways infrastructure tariff and operators' fees	14,047.0	19,306.0	**21,515.0**	11.4
Other	599.0	885.0	**1,122.0**	26.8
Total	**251,616.0**	**306,159.0**	**347,259.0**	**13.4**

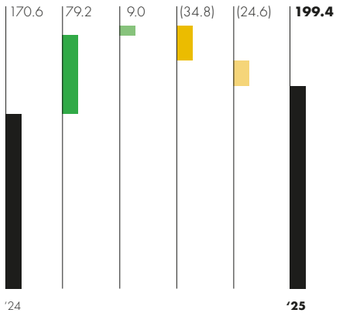
Cost of sales in 2025 increased by 13.4% to RUB 347.3 bln, primarily driven by higher raw material costs. The largest increase in costs compared to 2024 was for sulphur (RUB 41.2 bln, up 235.8%) due to price growth resulting from a global sulphur shortage. Expenditure on potassium chloride rose by 50.6% to RUB 26.5 bln, and on natural gas by 34.7% to RUB 22.8 bln, due to tariff indexation and the introduction of an excise tax on natural gas. Ammonia costs increased by 31.7% to RUB 18.9 bln.

Adjusted EBITDA[1]

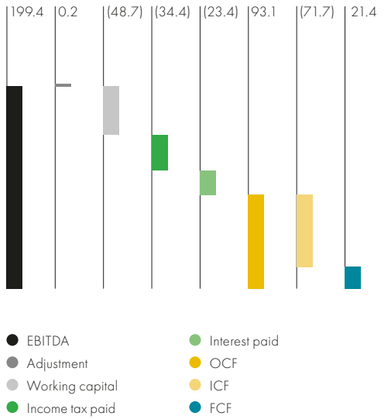
In 2025, the Group's adjusted EBITDA increased by 16.9% y-o-y to RUB 199.4 bln. Adjusted EBITDA margin for the reporting period came in at 34.8%.

The year-on-year growth in adjusted EBITDA was underpinned by higher sales prices and the abolition of export customs duties. At the same time, the metric was under pressure from rising prices for key raw materials (sulphur, potassium chloride, gas, ammonia, and others), as well reduced export revenue due to a lower average US dollar exchange rate against the rouble.

Adjusted EBITDA in 2025 vs actual 2024, RUB bln



Adjusted EBITDA to FCF conversion in 2025, RUB bln



Free cash flow

In 2025, the Company's adjusted free cash flow was RUB 21 bln

Free cash flow in 2025 was affected by the Group's implementation of major investment projects, an increase in working capital, and higher tax payments and interest expenses.

Capital investments (including capitalised repairs) for the year amounted to RUB 67.3 bln and were mainly focused on developing the ore and raw material base in Kirovsk, expanding production capacities in Balakovo as part of the sulphuric acid production upgrade, and maintaining production facilities across all process stages, from mining and processing of raw materials to producing finished products. In addition, borrowing costs of RUB 9.3 bln were capitalised within property, plant and equipment during the year.

The increase in working capital was driven by higher advances paid for key raw materials (sulphur, potassium chloride, and natural gas) as well as longer accounts receivable turnover amid growing export shipments.

The rise in interest expenses reflected a higher average key rate in 2025 compared to the previous year.

[1] Adjusted EBITDA is calculated as operating profit adjusted for depreciation and amortisation less foreign exchange gain or loss from operating activities.

Debt

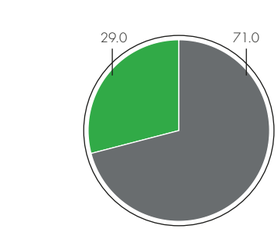
Despite additional borrowing in 2025, net debt as at 31 December 2025 decreased to RUB 320.5 bln compared to year-end 2024 primarily due to the rouble's strengthening against the US dollar and Chinese yuan during the year.

Against the backdrop of a decrease in net debt, the net debt to EBITDA ratio declined to 1.82x as of December 31, 2025, from 1.84x a year earlier.

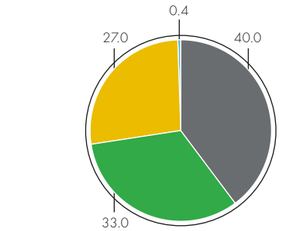
Our commitment to maintaining high credit quality and ensuring timely debt servicing continues to be a priority for the Company.

Despite the accessibility of debt markets, the Company will focus on debt repayment rather than refinancing throughout the year to reduce servicing costs and strengthen its positions as a top-quality borrower with high credit ratings.

Loans and bonds breakdown by rate type as at 31 December 2025, %



Loans and bonds breakdown by currency as at 31 December 2025, %



Debt maturity profile, RUB bln

Item	2026	2027	2028	2029	Total
Unsecured bank loans	89.0	2.4	–	–	91.4
Bonds	118.7	50.3	58.6	7.8	235.4
Interest payable	2.0	–	–	–	2.0
Total debt	**209.7**	**52.7**	**58.6**	**7.8**	**328.8**



Tax policy

GRI 3-3, 207-1, 207-2, 207-3

In 2023, the Board of Directors approved a new version of PhosAgro's Tax Strategy. Developed in line with the Strategy to 2025, the approach to taxation balances the Company's social responsibility for developing and supporting the regions where it operates with the need to minimise the risk of disputes with tax authorities and make full use of legally available tax management tools for actively investing companies – in particular, investment protection and promotion agreements (IPPAs) and special investment contracts (SPICs).

Our approach to tax management, participation in shaping government tax policy, and organisational arrangements pertaining to the exercise of tax functions at PhosAgro is set out in the Company's Tax Strategy.

The tax strategy is updated and refined as needed, but at least once every two years.

An updated tax strategy was approved in early 2026. The changes for 2026 are driven by updates to automation processes and interaction with Russia's Federal Tax Service, structural changes, and ongoing developments in tax management.

The full text of the new version of the Tax Strategy is available on the Company's website



Country-by-country reporting, RUB mln

GRI 207-4

Tax jurisdiction	Unrelated party revenue			Revenue from intra-group transactions with other tax jurisdictions			Profit/(loss) before income tax			Income tax paid (cash basis)[1]			Income tax accrued[2]		
	2023	2024	2025	2023	2024	2025	2023	2024	2025	2023	2024	2025	2023	2024	2025
Russia	440,304	507,689	**573,628**	0	0	**0**	114,603	109,044	**149,574**	36,132	20,953	**34,430**	34,527	25,477	**19,702**
Total	**440,304**	**507,689**	**573,628**	**0**	**0**	**0**	**114,603**	**109,044**	**149,574**	**36,132**	**20,953**	**34,430**	**34,527**	**25,477**	**19,702**

Tax jurisdiction	Statutory tax rate[3], %			Average headcount, people			Tangible assets other than cash and cash equivalents			Total employee remuneration			Intra-group loans received		
	2023	2024	2025	2023	2024	2025	2023	2024	2025	2023	2024	2025	2023	2024	2025
Russian Federation	20.00	20.00	**25.00**	21,839	23,617	**24,582**	367,857	430,233	**477,641**	53,745	70,948	**75,159**	137,911	213,642	**263,554**
Total							**367,857**	**430,233**	**477,641**	**53,745**	**70,948**	**75,159**	**137,911**	**213,642**	**263,554**

The Company's income tax rate was

20%
in 2023–2024
and
25%
in 2025[4]

[1] Income tax paid in 2023 includes windfall tax security payment in the amount of RUB 6,355 mln.

[2] The tax rate currently in force in each jurisdiction is applied to profit/(loss) before tax. The differences between the corporate income tax actually accrued for payment and presented in the table and the tax calculated on profit/(loss) using the rate applicable in the Russian tax jurisdiction arise from the following factors:
- application of reduced tax rates, where applicable;
- items which are not deductible or assessable for taxation purposes, including charitable expenses;
- other insignificant differences (besides the 2023 excess profit tax in the amount of RUB 6,355 mln).

[3] For the Russian tax jurisdiction, an average statutory tax rate is used.

[4] For the list of tax jurisdictions where the entities included in the Group's consolidated financial statements are resident for tax purposes, and the details of taxes payable in each jurisdiction, please see p. 95.

Budget contributions other than income tax and excess profit tax, RUB mln

GRI 207-4, PCSB 64

Item	Group			Russia		
	2023	**2024**	**2025**	**2023**	**2024**	**2025**
VAT[1]	17,700	20,181	**27,374**	17,700	20,181	**27,374**
Personal income tax	(5,508)	(7,311)	**(7,786)**	(5,508)	(7,311)	**(7,786)**
Social contributions	(11,822)	(14,963)	**(16,230)**	(11,822)	(14,963)	**(16,230)**
MET	(9,873)	(11,944)	**(8,998)**	(9,873)	(11,944)	**(8,998)**
Property tax	(2,067)	(2,204)	**(2,454)**	(2,067)	(2,204)	**(2,454)**
Pollution fees	(203)	(215)	**(187)**	(203)	(215)	**(187)**
Land tax	(194)	(324)	**(379)**	(194)	(324)	**(379)**
Water use charges	(64)	(82)	**(101)**	(64)	(82)	**(101)**
Transport tax	(18)	(20)	**(23)**	(18)	(20)	**(23)**
Water tax	(5)	(5)	**(6)**	(5)	(5)	**(6)**
Regular subsoil use fees	0	0	**0**	0	0	**0**
Other taxes	(22)	(27)	**(79)**	(22)	(27)	**(79)**
Tax fines and penalties	(4)	0	**(1)**	(4)	0	**(1)**
Unified tax account	(53)	36	**(25)**	(53)	36	**(25)**
Excise tax on natural gas	–	–	**(3,322)**	–	–	**(3,322)**
Dividend income tax	(608)	(591)	**(402)**	(608)	(591)	**(402)**



[1] Information on input/output VAT is presented on a net basis: the amount was obtained by offsetting VAT paid and refunded by PhosAgro Group companies in each jurisdiction.

List of tax jurisdictions for companies included in the Group's consolidated financial statements

GRI 207-4

Tax jurisdiction	Name of the resident entities	Primary activity of the organisation
Russian Federation	PhosAgro, PJSC	Parent company
	Apatit, JSC	Core production
	Tirvas, LLC	Social services
	Gornyy tsekh, LLC (ceased operations on 1 July 2025 due to merger with Apatit)	Capital mining operations
	Teleset, LLC	Social services
	Tsentr stroitelnyh materialov, LLC	Repair services
	Aeroport, OJSC	Social services
	Korporativnoe pitanie, LLC	Social services
	PromTransPort, LLC	Transportation services
	Mekhanik, LLC	Repair services
	PhosAgro-Region, LLC	Domestic trader
	PhosAgro-Oryol, LLC	Domestic trader
	PhosAgro-Voronezh, LLC	Domestic trader
	PhosAgro-Volga, LLC	Domestic trader
	PhosAgro-Lipetsk, LLC	Domestic trader
	PhosAgro-Kursk, LLC	Domestic trader
	PhosAgro-Don, LLC	Domestic trader
	PhosAgro-Kuban, LLC	Domestic trader
	PhosAgro-Stavropol, LLC	Domestic trader
	PhosAgro-Tambov, LLC	Domestic trader
	PhosAgro-SeveroZapad, LLC	Domestic trader
	PhosAgro-Sibir, LLC	Domestic trader
	Smart Bulk Terminal, LLC	Stevedoring services
	Samoilov Scientific Research Institute for Fertilizers and Insectofungicides (NIIUIF), JSC	R&D
	Trading House PhosAgro, LLC	Sales
	RBTS PhosAgro, LLC	Service company
	PhosAgro Engineering Centre, LLC	Service company
	PhosAgro-Service, LLC	Service company
	Tirvas Public Catering, LLC	Social services
	Khibiny Airport, LLC	Social services
	Nord Safari, LLC (since 8 December 2025)	Social services



Operational performance



Sergey Pronin

First Deputy CEO of PhosAgro

◆

In 2025, PhosAgro Group set a new record in annual agrochemical production, with the output rising by 4.0% to

12.2 mt

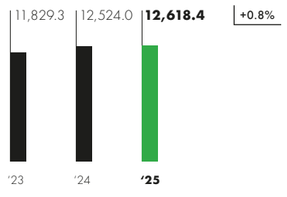
This was driven by the implementation of investment projects under the Company's long-term development strategy designed to upgrade the existing facilities and develop new capacities. The main drivers of year-on-year growth were phosphate-based fertilizers (DAP – up 31.3%, NPK – up 15.6%, MCP – up 19.8%) and key inputs (phosphoric acid – up 3.9% and sulphuric acid – up 3.1%).

In 2025, sales of the Group's agrochemicals rose by 3.3%, supported by higher production volumes, strong efficiency of the Company's distribution network in Russia, and PhosAgro's solid position in global markets. The fastest sales growth for agrochemicals was in Asia and Africa. Sales increased for both nitrogen-based fertilizers (up 4.8%) and phosphate-based fertilizers (up 3.4%) y-o-y.

The results reflect the completion of several investment projects: expansion of phosphate rock processing at Apatit (Cherepovets site) and the Volkhov branch of Apatit; increase in MCP output at the Balakovo branch of Apatit; the launch of phase 3 pilot operations as part of the development project at the Balakovo branch of Apatit, introducing a flexible MAF/DAP/NPK/NPS fertilizer production scheme; and the commissioning of the second production line at the SK-20/1 sulphuric acid unit at the Balakovo branch.

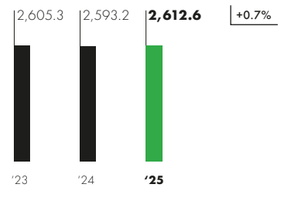


Concentrate production, kt



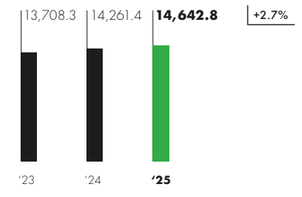
Change 2025/2024

Nitrogen-based fertilizer production, kt



Change 2025/2024

Feedstock production, kt



Change 2025/2024

Product portfolio

◆

PhosAgro Group is the largest producer of liquid nitrogen-phosphorus fertilizers in Russia.

Our customers are at the heart of our business. In 2025, our product mix included

58

grades, covering varied fertilizers, feeds, and other products enjoying robust market demand.



Mineral fertilizers

Apaviva®
nitrogen-phosphorus and complex fertilizers

Apaviva®+
nitrogen-phosphorus and complex fertilizers with micronutrients

Nitriva®
nitrogen-based fertilizers

Apaliqua®
water-soluble and liquid complex fertilizers

Concentrates

- high-grade phosphate rock
- syenite alkali aluminium concentrate
- nepheline concentrate

Industrial phosphates

- sodium tripolyphosphate



Feed additives

Nitriva®Feed
feed grade urea

Apafeed®
feed grade monocalcium phosphate

Industrial products

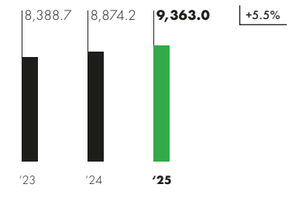
- Growth enhancers
- Ameliorant agents and road construction products

ApaSil®

Apagips®/Technogips®

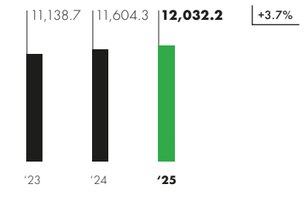


Phosphate-based fertilizer production, kt



Change 2025/2024

Sales of phosphate-based and nitrogen-based fertilizers, kt



Change 2025/2024

Upstream and downstream

Upstream

The Kirovsk branch of Apatit mines apatite-nepheline ore at six fields of the Khibiny deposits in Russia's Murmansk region using both underground and open-pit mining methods. PhosAgro Group's feedstock reserves are of igneous origin not associated with the accumulation of toxic heavy metals. The Company's phosphate rock is extremely rich in P_2O_5.

PhosAgro Group's ore reserves as at 1 January 2026

Deposit	Balance reserves, kt (A+B+C_1+C_2)	Average P_2O_5 content, %
Kukisvumchorr	310,438.0	14.07
Yukspor	425,730.0	13.68
Apatitovy Cirque	69,452.0	13.44
Rasvumchorr Plateau	347,753.0	12.06
Koashva	240,475.0	17.35
Njorkpahk	45,739.0	14.70
Total	**1,439,587.0**	**14.01**

Most of the Company's mineral reserves are currently mined underground.

In the reporting year, the share of open-pit mining came in at

77.05%

The total apatite-nepheline ore production in 2025 increased by 3.4% y-o-y to

42.1 mt

from 40.7 mt in 2024.

In the reporting year, we proceeded with the Vostochny mine development project seeking to intensify open-pit mining. In 2025, total ore production at the Vostochny mine came in at 9.7 mt. According to the approved Mineral Resource Base Development Programme (MRBD Programme 12), the Koashvinsky open pit's output is expected to increase to 12 mt of ore by 2030, while the Njorkpahk open pit is set to reach its design capacity of 4 mt in 2026, with subsequent decline and completion of open-pit mining in 2031, followed by a transition to underground operations.

In 2025, the active phase of work continued on the Rasvumchorr Plateau investment project. In Q4 2025, ore mining began at the +430 m level, with the start-up of the first ventilation shaft systems (versatile wind vibration damper and reception, storage and regasification systems) as well as transformer substation No. 419 and the main water drainage system. Under MRBD Programme 12, the crusher (CDU-6) is due to come online in Q4 2029, with the full second phase starting up in 2031.

As part of the preparations for the mining of a block pillar under the Saami pit, the remaining work on the portal in the Gakman River valley was completed in 2025 The surface breakthrough of the Gakman-Loparskaya tunnel's service incline was completed, and a contractor was selected for construction and installation work in the Loparskaya River valley (work to be carried out in summer 2026). In Q4 2025, major bridge reconstruction at the 23 km mark was completed, and road traffic was opened in October 2025. Remaining work on storm drainage, lighting, and landscaping will be completed in 2026. Under MRBD Programme 12, all project work is to be completed and ore mining started in 2028.

Since January 2025, ore mining has been underway at the +320 m level at the Gakman block. According to MRDB Programme 12, ore mining at the +250 m level is scheduled to begin in 2031.

In 2025, Apatit used 375 mln kWh of carbon-free electricity at its production sites, up 25% y-o-y. This means that mineral fertilizers supplied by the Volkhov and Balakovo production sites in 2025 were manufactured using exclusively green power purchased from the hydroelectric power plants of TGC-1. In addition, carbon-free electricity was supplied to the Cherepovets site for the first time, totalling 108.9 mln kWh.

Ore processing

In 2025, the production of phosphate rock and nepheline concentrate increased marginally, by 0.8% y-o-y to 12.6 mt.

Concentrate production, kt

Item	2023	2024	2025	Change 2025/2024, %
Phosphate rock	10,667.3	11,391.0	**11,567.4**	1.5
Nepheline concentrate (incl. syenite concentrate)	1,162.0	1,133.0	**1,051.0**	–7.2
Total	**11,829.3**	**12,524.0**	**12,618.4**	**0.8**

Chemical production

Feedstock

Feedstock production, kt

Item	2023	2024	2025	Change 2025/2024, %
Ammonia	1,982.8	1,982.5	**1,970.8**	–0.6
Phosphoric acid	3,345.3	3,515.4	**3,653.8**	3.9
Sulphuric acid	8,120.0	8,546.5	**8,810.4**	3.1
Ammonium sulphate	260.2	217.0	**207.8**	–4.2
Total	**13,708.3**	**14,261.4**	**14,642.8**	**2.7**

In 2025, the production of phosphoric acid, the key feedstock used in phosphate fertilizers, reached

3.7 mt,

increasing by 3.9% y-o-y

This growth was driven by the completion of investment projects to expand phosphate rock processing at Apatit (Cherepovets site) and the Volkhov branch of Apatit.

In 2025, sulphuric acid production was up by 3.1% y-o-y to

8.8 mt

The increase was attributed to the commissioning of the second production line at the SK-20/1 sulphuric acid unit at the Balakovo branch of Apatit.

Ammonia output was virtually flat y-o-y at nearly

2 mt



Phosphate-based fertilizers

Phosphate-based fertilizer production, kt

Item	2023	2024	2025	Change 2025/2024, %
DAP/MAP	4,545.0	4,592.0	**4,567.7**	–0.5
NPK	2,463.8	3,038.5	**3,513.9**	15.6
NPS	806.9	640.1	**640.6**	0.1
APP	199.7	193.0	**148.8**	–22.9
MCP	373.3	410.6	**492.0**	19.8
Total	**8,388.7**	**8,874.2**	**9,363.0**	**5.5**

In 2025, the production of phosphate-based fertilizers and feed-grade MCP grew by 5.5% y-o-y to almost

9.4 mt

driven by a surge in demand and sales

DAP output saw a notable increase of 31.3% compared to the previous year, following the launch of phase 3 pilot operations as part of the development project at the Balakovo branch of Apatit, introducing a flexible MAF/DAP/NPK/NPS fertilizer production scheme.

Feed-grade MCP output also increased in 2025, up 19.8%. This growth was attributable to the completion of the upgrade of the mineral salts unit (Balakovo branch of Apatit) in July–August 2024, which enabled the facility to reach full capacity during the reporting period.

In response to market demand, production of interchangeable NPS, NPK, and APP phosphate fertilizers varied as follows in 2025: NPS output remained unchanged from 2024, NPK output increased by 15.6%, and APP output decreased by 22.9%.

Nitrogen-based fertilizers

Nitrogen-based fertilizers production, kt

Item	2023	2024	2025	Change 2025/2024, %
Ammonium nitrate	723.4	728.6	**722.2**	–0.9
Urea	1,714.4	1,722.9	**1,751.1**	1.6
Ammonium sulphate	167.5	141.7	**139.3**	–1.7
Total	**2,605.3**	**2,593.2**	**2,612.6**	**0.7**

In 2025, the nitrogen segment output was virtually unchanged y-o-y at

2.6 mt

Production of granulated ammonium sulphate, urea and ammonium nitrate remaining broadly flat compared to 2024.



Other products

Output of other marketable products (primarily phosphogypsum, aluminium fluoride, sodium tripolyphosphate and others) amounted to 259.8 kt, down 13.9% y-o-y.

Sales

In 2025, PhosAgro Group increased total fertilizer and feed-grade MCP sales by 3.7% y-o-y to a record

12.0 mt

Sales of phosphate-based fertilizers amounted to 9.4 mt, up 3.4% y-o-y, driven by higher sales of agrochemical products in Asian and African markets.

Nitrogen segment sales increased by 4.8% y-o-y in 2025, mainly due to higher shipments to the markets of Asia and Latin America.



Sales by key product, kt

Item	2023	2024	2025	Change 2025/2024, %
Concentrates				
Phosphate rock	1,393.3	1,676.6	**1,533.5**	–8.5
Nepheline concentrate	1,154.8	1,134.7	**1,051.3**	–7.3
Total	**2,548.1**	**2,811.3**	**2,584.8**	**–8.1**
Phosphate-based fertilizers				
DAP/MAP	4,503.6	4,659.6	**4,538.4**	–2.6
NPK	2,696.0	3,181.4	**3,528.3**	10.9
NPS	803.9	677.2	**683.1**	0.9
APP	198.1	187.4	**162.0**	–13.6
MCP	376.6	399.1	**501.4**	25.6
Total	**8,578.2**	**9,104.7**	**9,413.2**	**3.4**
Nitrogen-based fertilizers				
Ammonium nitrate	688.3	679.5	**688.7**	1.4
Urea	1,698.5	1,681.2	**1,785.0**	6.2
Ammonium sulphate	173.7	138.9	**145.3**	4.6
Total	**2,560.5**	**2,499.6**	**2,619.0**	**4.8**
Total fertilizers	**11,138.7**	**11,604.3**	**12,032.2**	**3.7**
Other products				
STPP	61.7	65.2	**49.1**	–24.7
Other[1]	225.3	229.2	**213.1**	–7.0
Total other products	**287.0**	**294.4**	**262.2**	**–10.9**

[1] Other products include phosphogypsum, aluminium fluoride, sulphuric acid, phosphoric acid, sodium silicofluoride, and aluminium sulphate.

Customers and product management



Area, strategic goals and metrics

1 Developing a culture of sustainable farming and ensuring compliance with applicable mineral fertilizer requirements

Target 2.4

Target

- Promoting the responsible and rational use of mineral fertilizers, i.e. green agriculture, and providing expert support to agricultural producers and advancing a customised product offering

Actual

- The first international applied research conference titled "Education as a Pillar of Food Security in BRICS Countries" was held, bringing together representatives from more than 20 countries.

  A total of 46 agricultural universities and 3 vocational colleges have joined the Pro Agro Lectorium educational programme.

- The Company's specialists have enhanced the Agro Calculator algorithm using AI technology.

  The Agro Calculator supports 38 major crops and 47 preceding crops relevant to Russian agriculture.

- The feed safety management system complies with GMP + FC 2020 and the new national HACCP standard (GOST R 51705.1-2024). These certificates authorise production and sale of feed in Russia, the CIS countries, and the European Union.

  Compliance of the management system with the following standards was confirmed:

  - ISO 9001:2015;
  - GOST R ISO 9001:2015;
  - ISO 14001:2015;
  - ISO 45001:2018.

2 Mineral fertilizer consumer surveys

Targets 17.16

Target

- Establishing business partnerships built on mutual trust and respect and ensuring a shared understanding of obligations and expectations from the partnership

Actual

- **92%**
  customer satisfaction rate.

- **>50%**
  of respondents cited the Company's robust agronomic support as a crucial factor in their purchasing decisions.

- **56%** +16% y-o-y
  of respondents indicated that PhosAgro products accounted for the largest share of mineral fertilizers used on their farms in 2025.

- **54%** +7% y-o-y
  of participants intend to purchase PhosAgro Group mineral fertilizers in 2026.

Strategy



Mikhail Sterkin
Deputy CEO for Marketing
at PhosAgro

We are committed to the responsible use of our products making sure they are safe for people and the environment. Product life cycle management at PhosAgro is in full compliance with applicable Russian and international standards and regulatory requirements. We seek to minimise any potential negative impact of our products on safety, health and the environment throughout the value chain, from product development to the end of its life cycle.

Social and geopolitical turmoil, climate change, and increasing inequality are just some of the challenges faced by people over the recent years. Global food security remains one of the most pressing issues, including producing sufficient amount of quality and safe food accessible to all.

This lends strategic weight and global significance to the Company's mission of ensuring food security in Russia and beyond by reliably providing farmers with safe, high-quality fertilizers. We believe that tackling important problems is only possible through open dialogue and trust that foster productive cooperation among all stakeholders. This approach is at the heart of our interaction with customers.

To provide consumers with high-quality products and services, the Company's Strategy to 2025 has identified the following focus areas that reflect consumer needs regarding product innovations and new digital services:

- **Developing products** that meet customer requirements and enable farming with due consideration of environmental factors, soil and crop requirements, the climate agenda and the need to reduce greenhouse gas emissions in the value chain
- **Advancing digital technology in agriculture** to boost crop yields and quality in the near term, including by raising consumer awareness of innovations in agricultural production
- **Enhancing PhosAgro's competitive strengths** as one of the world's leading suppliers of phosphate fertilizers for farmers
- **Expanding** PhosAgro Group's involvement in programmes to protect human health and the environment, ensure food security and combat soil degradation
- **Developing circular economy** by increasing rates of recycling, including the use of by-products from PhosAgro Group's facilities



Management approach

GRI 3-3

An open dialogue with customers helps us understand their expectations and requirements for our products, services and the management system, as well as their vision of future products. This valuable information creates a solid foundation for the Company's further strategic growth and new product development.

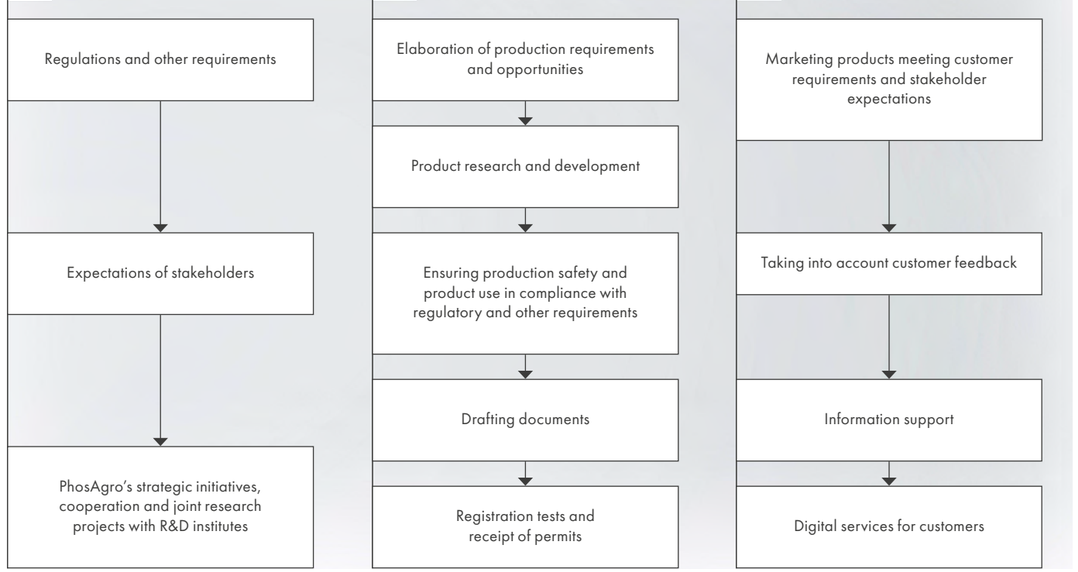
In 2025, the Company conducted an assessment of material topics among a broad range of external and internal stakeholders. Product quality and safety emerged as high priorities in responses from both stakeholder groups. The financial materiality assessment conducted as part of the same study confirmed that risks and opportunities related to product quality are regarded as significant.

PhosAgro Group's responsible production management framework is based on the following principles:

- compliance with Russian and international standards and regulations;
- integration of quality, occupational health and safety, and environmental management systems;
- accurate traceability of materials, elements and substances from product development to the end of life cycle;
- open and transparent information about the properties and quality of products for customers and other stakeholders;
- open dialogue with stakeholders regarding their expectations and satisfaction with the Group's products and services.

PhosAgro Group's vertically integrated business model is a competitive advantage. PhosAgro's upstream assets benefit from extensive and high-quality resource base boasting unmatched purity. Our production facilities are located close to key mineral resources used as feedstock for fertilizers and other products. At PhosAgro Group, we have a product management framework that relies on the assessment of product life cycle. It covers all production facilities and stages of product life.

Product management framework



System for planning and defining criteria for product development

Planning is an important element of PhosAgro Group's product management framework Planning involves complex and comprehensive research to determine a set of criteria for the development of a future product, including:

- stakeholder requirements and opinions about products and services;
- market expectations, requirements and trends;
- regulatory requirements applicable to activities and products;
- cutting-edge methods and technologies of production, including those aimed at ensuring greater safety of the product and its manufacturing processes for humans and the environment;
- changes in factors and risk assessment, with new opportunities reviewed;
- opportunities for implementing the circular economy principles and contributing to Russia's national goals and UN SDGs.

Internal quality control

All processes that ensure compliance of the product safety and quality criteria with stakeholder requirements and expectations throughout the product life cycle, from ore and material selection to the supplies of products to end consumers, are monitored, measured, analysed and managed to ensure continuous improvement of the quality of specific processes and the framework at large.

Interaction with customers and product safety are closely related issues regularly discussed by the Board of Directors' committees and submitted to the Board of Directors for consideration.

Dedicated departments at the Company's facilities manage quality, environmental, industrial safety, and occupational health management systems. Their teams coordinate the day-to-day functioning and development of these systems, integrate requirements into processes, conduct internal oversight, implement targeted measures, and update documented information while also collecting and presenting data for review by the Company's senior management.

External quality control

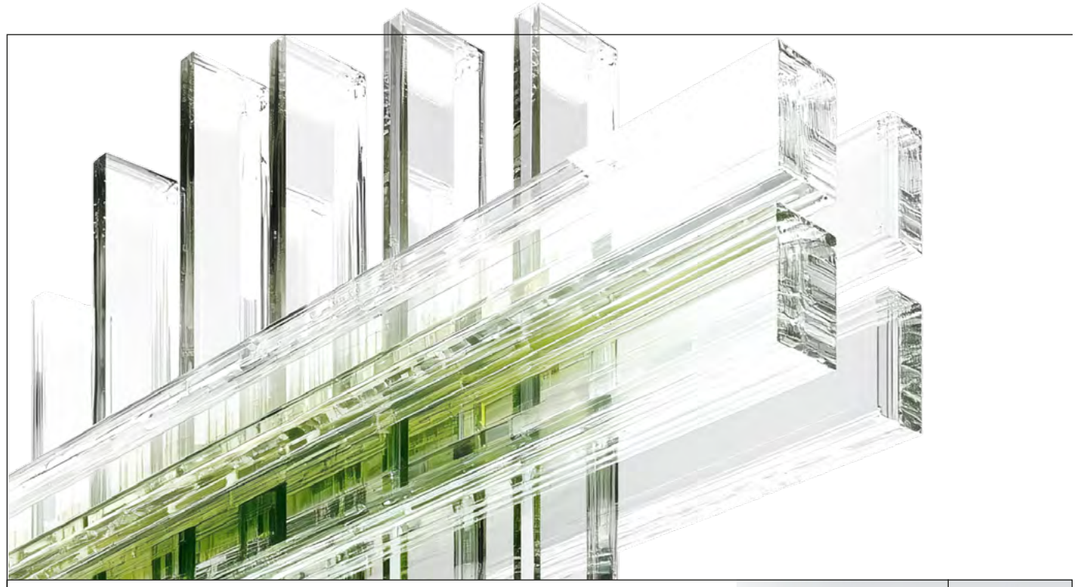
Every year, PhosAgro Group facilities undergo external audits by accredited certification bodies to confirm compliance of the Company's management systems with international and national standards for quality, feed safety, and HSE management.

Development of products and manufacturing processes is implemented in partnership with the Company's Research and Innovations Centre and Samoilov Scientific Research Institute for Fertilizers and Insectofungicides (NIUIF), Russia's only institute specialising in this area.

Stakeholder engagement

The key stakeholders for the Company in matters of product development, creation and application are consumers, regulatory bodies, and specialised research institutes. Our stakeholder engagement strategy is founded on balancing interests and effectively managing risks and opportunities throughout the life cycle of the Company's products. Engagement with each stakeholder group is built on the principles of transparency, open and constructive dialogue, and mutual respect.

Throughout 2025, PhosAgro Group maintained a strong focus on activities that help make information about the Company's products and services more accessible for a wide range of stakeholders. Customers enjoy our digital services, which are complementary to PhosAgro Group's core products and allow us to expand consumer opportunities, including by offering faster access to the relevant information and competencies of PhosAgro Group experts. PhosAgro Innovation Centre provided extensive expert support to consumers during the year.



Risks and opportunities

The following strategic risks, in particular, affect our product and customer related objectives:

For more information, see the Strategic Risks section p. 72

7 Environmental risk **9** Risk related to business processes and systems **13** Regulatory risk

Risks specific to the Group's operations include:

- Risks associated with chemicals management and regulatory requirements for product safety
- Risks associated with innovation and customer satisfaction
- Risks associated with ensuring ethical research and production principles

The Company develops corrective measures as necessary to mitigate those risks.

We also work to unlock new opportunities, including:

- certification of our products and enhancing consumer awareness about our products and services;
- attracting our target audience's attention through training services and agricultural technologies, including digital ones;
- continually developing our product line and services based on regular consumer feedback.

2025 metrics and highlights

Compliance with the requirements applied to mineral fertilizers 1

Regulatory environment and management of risks associated with chemicals

PhosAgro Group facilities ensure timely receipt of all necessary licences for their activities to strengthen public confidence in the safety of their operations and products. All types of fertilizers are registered in Russia. PhosAgro Group is committed to reducing hazardous substances in its activities. We ensure full transparency with respect to the chemicals we use and the content and properties of our products.

Regulations and certain requirements applicable to mineral fertilizers in Russia

We tap our extensive knowledge base and technologies to design products that are safe for the environment and people. In strict compliance with the regulations, all PhosAgro products undergo the necessary environmental and toxicological tests as part of their registration process before being marketed to our customers.

◆ **Mineral fertilizers produced by PhosAgro Group are subject to mandatory state registration of agrochemicals by the Russian Ministry of Agriculture. All grades of PhosAgro Group's mineral fertilizers registered in Russia passed a mandatory examination for compliance:**

- ◆ toxicological and hygienic – in Erisman Federal Research Centre of Hygiene;
- ◆ biological – in Pryanishnikov Institute of Agrochemistry;
- ◆ environmental – in the Federal Service for Supervision of Natural Resources (Rosprirodnadzor) and Lomonosov Moscow State University;
- ◆ sanitary and epidemiological standards – in Rospotrebnadzor.

We are committed to the ethical principles of animal welfare and seek to avoid using animals for research. This matter is addressed at the highest level by the Board of Directors. Our position on this is stated in our Code of Ethics: the Company does not conduct experiments on animals, except as required by law; when conducting an expert examination of fertilizers, the main method of evaluating information on the toxicity and hazard of a multi-component substance to animals is to analyse information from national and international databases, as well as information on previously registered fertilizers. Currently, there are very few alternatives to animal research that are recognised by the government. We are doing our best to expand the range of allowed research methods and reduce experiments on animals.



Foreign regulations and certain requirements applicable to mineral fertilizers by the European Union

REACH Regulation

PhosAgro Group's products exported to EU customers have been registered pursuant to Regulation (EC) concerning the Registration, Evaluation and Authorisation of Chemicals (REACH). For companies, REACH conformity means greater responsibility for assessing the risks associated with the use of chemicals and providing users with relevant safety information. Companies producing or importing 10 tonnes or more of hazardous substances per year are required to submit not only technical data, but also a chemical safety assessment (CSA). All information on such substances is communicated by PhosAgro Group in full to the regulators.

Pursuant to the above Regulation, Apatit's products contain no substances which are subject to restrictions on their sales in the European Union.

We produce ammonium nitrate, which is subject to para 58, Annex XVII of REACH. However, it does not apply if a fertilizer conforms to specifications defined in Annex I and Annex IV to Regulation (EU) 2019/1009. To assess conformity, samples of ammonium nitrate are sent quarterly to the Inspectorate Estonia AS lab for detonation resistance and oil retention tests. The results are formalised by a protocol for compliance with the requirements of Annex I and Annex IV of Regulation (EU) 2019/1009.

CLP Regulation

The quality and safety of mineral fertilizers produced by the Company is confirmed by state registration documents, declarations of conformity, and safety data sheets. According to expert reviews, new fertilizer grades of PhosAgro Group are effective and environmentally and toxicologically safe. The products are properly classified, labelled and packaged in accordance with Regulation (EC) No. 1272/2008 (CLP Regulation).

All types of manufactured fertilizers have safety data sheets (SDS).

FPR and ANSES recommendations (cadmium level requirements)

PhosAgro Group's enhanced phosphate-based fertilizers have perfectly low cadmium average content (0.2 mg per kg), making them among the safest in the world. EU Regulation 2019/1009 (Fertilizing Products Regulation, FPR) on fertilizers, establishes rules for CE-marked fertilizers (also known as EU Fertilizing Products). The regulation provides for reducing cadmium content in EU fertilizers, by introducing a single cap at 60 mg per kg of P_2O_5 and banning inorganic fertilizers in the EU with a cadmium content above that cap starting from 16 July 2022. Going forward, the regulation provides for tighter requirements and a gradual reduction of cadmium content to no more than 20 mg per kg of P_2O_5. The plans of cutting the cap to 40 mg per kg of P_2O_5 have been already announced.

At the same time, the French Agency for Food, Environmental and Occupational Health & Safety (ANSES) has already issued recommendations for a cadmium content in inorganic phosphate-based fertilizers of less than 20 mg per kg of P_2O_5.

Thus, PhosAgro Group's phosphate-based fertilizers have a much lower cadmium content than required in the EU, which is reflected in our product slogan: pure minerals for healthy lives.

In 2025 and early 2026, in line with Regulation (EU) 2019/1009, Apatit's mineral fertilizers were successfully recertified by an independent notified body in the area of fertilizer certification in the EU, making it possible for the fertilizers to continue to be CE-marked.

KKDIK Regulation

To align with Turkey's Regulation on Registration, Evaluation, Authorisation, and Restriction of Chemicals (KKDIK), PhosAgro obtained preliminary registration of chemical substances imported into Turkey as standalone substances and their mixtures. Work on provisional and full registration is ongoing.



[1] REACH (Registration, Evaluation, Authorisation of Chemicals) – regulation (EC) No. 1907/2006 of the European Parliament and of the Council of 18 December 2006 concerning the Registration, Evaluation, Authorisation and Restriction of Chemicals (REACH). The regulation took effect on 1 June 2007 and covers production and imports of chemical substances.

[2] (AN) CAS 6484-52-2 EC No. 229-347-8.

Voluntary ESG certification of products

GRI 2-28, 417-1

Green One
PhosAgro was the first Russian company to be certified to GOST R 58658–2019, a standard for products with improved characteristics which introduced the world's most rigorous limits on heavy metals and arsenic content. This allows PhosAgro to mark its products with a special Green One label.

In September 2025, the Company confirmed the status of its products as having improved characteristics and retained its right to use the Green One eco-label.

Green Label
Additionally, PhosAgro Group made a Green Label environmental claim asserting that its products are free from dangerous cadmium concentrations harmful to human health and soils.

Labelling in accordance with European Union legislation
PhosAgro Group's product packaging also features a pictogram from the EU regulations, which is used to inform consumers that the fertilizers are safe in terms of heavy metals, with cadmium content not exceeding 20 mg per kg of P_2O_5.

Renewal of existing certificates

In 2025, PhosAgro underwent a recertification audit to confirm compliance with ISO 9001:2015, GOST R ISO 9001:2015, and ISO 14001:2015, as well as an audit for compliance with ISO 45001:2018:

- **ISO 9001:2015;**
- **GOST R ISO 9001:2015;**
- **ISO 14001:2015;**
- **ISO 45001:2018;**
- **GOST R 58658-2019 (Green One).**

The Company also confirmed compliance of its feed safety management system with GMP + FC 2020 and the new HACCP national standard (GOST R 51705.1-2024).

- **Having the GMP+FC 2020 and HACCP (GOST R 51705.1-2024) certificates authorises production and sale of feed in Russia, CIS, and EU: GMP+ R1.0;**
- **HACCP (GOST R 51705.1–2024).**



Pro Agro Lectorium training programme

Meeting the demand for skilled professionals in the rapidly growing agriculture sector is a major concern worldwide. The gap between educational programmes and the industry's technological advancements poses a significant obstacle in training qualified experts ready to tackle modern agro-industrial challenges. To address this gap, PhosAgro Group has established Pro Agro Lectorium, an educational programme for students, postgraduates, university professors, agricultural producers, and employees of agricultural companies in Russia and BRICS countries.

Through collaboration with universities, Pro Agro Lectorium offers over 400 lectures and 18 additional professional education courses with official state-recognised qualifications. These include "Digital Transformation of the Agro-Industrial Sector", "Soil Health, Mineral Plant Nutrition", "Economics of Organic Agriculture", "Organic Farming", "Legal Foundations of Entrepreneurial Activity in Agriculture", and others.

Pro Agro Lectorium offers lectures in Russian, English, and Portuguese. An important outcome of the Pro Agro Lectorium project was the signing of agreements on scientific and educational cooperation with BRICS countries.

In addition to its educational content, the platform features an internship, traineeship, and job search service connecting students directly with agricultural businesses.

Programme milestones to date:

46
agricultural universities
and 3 vocational colleges enrolled in the programme

24
educational centres
operating at universities

More than 25,000
people
monthly audience of the Pro Agro Lectorium programme

More than 4,500 lectures
delivered to students and lecturers at agricultural universities

More than 267,000 people
have completed educational modules

10 scientific and educational cooperation agreements
signed with BRICS countries

An important goal of the platform is to build a student community centred around Pro Agro Ambassadors – agricultural university students who promote PhosAgro's research and educational model to their peers. More than 30 students from 13 universities have already become ambassadors and are helping to deliver PhosAgro's educational initiatives.

In 2025, the first international applied research conference titled "Education as a Pillar of Food Security in BRICS Countries" brought together representatives from more than 20 countries to discuss sustainable agribusiness development, young people's scientific and technological potential, and the promotion of agricultural knowledge.

Through the integration of PhosAgro's research and educational model, universities are creating educational infrastructure and updating curricula in line with today's production requirements. From day one, students gain exposure to advanced technologies and industry expertise, learning from the industry's best experts. The Pro Agro Lectorium platform offers them a full range of tools to effectively plan their professional future, integrating education and career tracks.

For more information on Pro Agro Lectorium, see the Research and Education section **p. 114**

Digital services for farmers

The agro-industrial sector is now one of the most promising fields for digital transformation, with AI-powered digital technologies being rapidly adopted by farmers worldwide.

From January 2020 to December 2025, the target audience had over 38 million interactions with PhosAgro's ecosystem.

PhosAgro Group is committed to helping farmers efficiently calculate mineral fertilizer applications and easily order recommended nutrition systems. The Company's digital tools – PhosAgro's online trading platform and AgroResult mobile app – are specifically designed for these needs. They enable users to calculate precise fertilizer application rates, receive tailored recommendations on application timing and methods, and order our products online via any device (computer, tablet, or mobile phone).

The Agro Calculator supports 38 major crops and 47 preceding crops relevant to Russian agriculture. Nutrition system recommendations draw from a diverse product range, including the ten most popular fertilizer brands in PhosAgro Group's portfolio.

The Company continuously refines the Agro Calculator algorithm to enhance its precision. Calculations incorporate not only yield parameters and nutrient removal rates, but also site-specific soil characteristics, based on scientifically validated mineral nutrition data. The database is regularly updated to ensure users have access to the latest information available.

The Agro Calculator is a versatile software solution capable of integrating with various external data sources, including weather services and satellite monitoring systems for agricultural land.

Going forward, the Agro Calculator will also incorporate a low-carbon farming component.

For more information on our new solutions, see the Research and Education section **p. 114**

[1] Crops grown on the same plot in the previous year.

Agro Calculator with generative AI

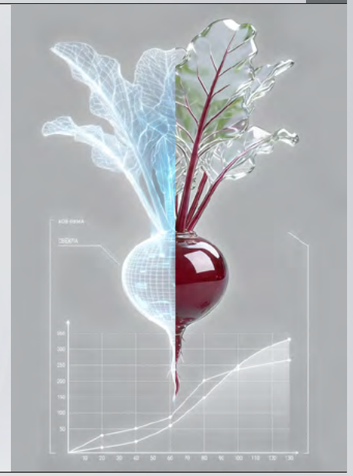
Machine learning

In 2025, the Agro Calculator algorithm was significantly enhanced:

- new models were developed from agronomist data;
- generative AI was incorporated to enable direct responses to agronomist queries;
- an API (Application Programming Interface) was developed for integration with external services, connecting the Agro Calculator to other Russian agri-tech platforms.

The system is currently being prepared for pilot operation.

The model operates by analysing soil quality data from the regional reference database, historical meteorological data, crop rotation information, and the intended crop, after which it generates nutrient and fertilizer volume recommendations.



Consumer behaviour survey 2

Between October and December 2025, we conducted a study to assess consumer preferences among agribusiness sector players across all agricultural regions of Russia. The study utilised a survey to identify farmers' priorities regarding fertilizer manufacturers, factors influencing their product choices, and their familiarity with various products, including newly introduced grades. The survey also explored consumers' perceptions of services offered by different companies.

The survey was conducted by an independent research agency to ensure broad coverage and objectivity.

Survey participants

430 people
from 8 federal districts

87%
hold higher education degrees

More than 50%
have over 15 years of agricultural experience

13%
have secondary vocational or secondary education

More than 50%
are business owners or agronomists

According to the survey, consumers prefer PhosAgro products to all other fertilizers available in the market. Additionally, survey participants specifically emphasised the Company's extensive product range and complex fertilizer solutions as distinctive advantages – features uniquely attributed to PhosAgro's portfolio.

PhosAgro Group remains the leading manufacturer both in terms of 2025 product usage and anticipated 2026 purchases.

+16% y-o-y

56% of respondents
indicated that PhosAgro products accounted for the largest share of mineral fertilizers used on their farms in 2025.

+7% y-o-y

54% of respondents
intend to purchase PhosAgro Group mineral fertilizers in 2026

More than 50% of respondents
cited the Company's robust agronomic support as a crucial factor in their purchasing decisions

The proportion of consumers with strong awareness of the Company's product brands has increased markedly compared to 2024. Respondents also highlighted positive cooperation experience, smooth logistics, and delivery convenience as key factors in supplier selection.

The Company also led across all three brand awareness metrics: top-of-mind, spontaneous, and prompted.

Customer satisfaction surveys

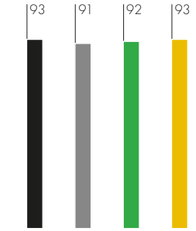
Customer satisfaction is central to the Company's operations. Customer satisfaction with PhosAgro Group's products and services is assessed in accordance with the requirements of ISO 9001 through questionnaire surveys, with the results used to evaluate satisfaction levels. Prior to 2024, these surveys were conducted annually, revealing consistently high levels of consumer satisfaction regarding quality, product range, and services. Beginning in 2024, the Company transitioned to a biennial schedule for customer satisfaction evaluations.

In the reporting year, satisfaction was assessed across product composition (nutrients), quality (grain-size composition, dusting, and caking), packaging (design, durability, and moisture protection), and product range.

The overall satisfaction rate across all criteria reached 92% – consistent with prior years and reaffirming the Company's ability to successfully address customer needs.

Customer satisfaction with the Company's products in 2025, %

To what extent are you satisfied with the following parameters at PhosAgro? Please rate each parameter on a scale from 1 to 5, where 1 means "not satisfied at all" and 5 means "completely satisfied".



- Composition (nutrients)
- Quality (grain-size composition, dusting, caking)
- Product range
- Packaging (design, durability, moisture protection)

92%
consistent with prior years

Research and education



Area, strategic goals and highlights of 2025

1 Improvement of production processes

МАТЕРИАЛЫ И ХИМИЯ НАЦИОНАЛЬНЫЕ ПРОЕКТЫ РОССИИ

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

Target 12.5

Target

- Ensuring quality and enhanced properties of products, including a production process that respects safety and the environment throughout the life cycle

Actual

- A comprehensive upgrade of high-capacity sulphuric acid units SK-600/1, SK-600/2, and SK-7/4 at the Cherepovets chemical facilities was completed, exceeding best available technique (BAT) benchmark indicators for marker substances
- Software was developed for a computer-based training simulator for remote control panel operators at the Balakovo branch of Apatit

2 Improvement of the product mix

2 ZERO HUNGER

Target 2.4

Target

- Promotion of sustainable farming practices, development of new fertilizer grades for increased availability of best practices in farming

Actual

- Trials of new controlled-release fertilizer types with micronutrients and organic coatings demonstrated yield increases exceeding

  >10% against the control group

- Prototypes of feed additives with an extended composition – combining a mineral matrix, probiotics, and fibre – were developed
- A safe and effective non-protein nitrogen source for cattle was also developed

3 Application improvement

13 CLIMATE ACTION 15 LIFE ON LAND

Targets 13.2, 15.3

Target

- Soil safety, biodiversity conservation, fertility growth and lower GHG emissions in agricultural production and throughout the product's life cycle from mine to plate

Actual

- In collaboration with the Izrael Institute of Global Climate and Ecology, carbon farming methodologies were developed for

  100 crops

- The Pro Agro Lectorium platform now hosts:

  > **400 lectures**

  18 additional professional education courses available in three languages

- The Pro Agro Lectorium platform ranked third at the Workspace Digital Awards 2025 in the Education category, and its project manager was named a winner of the People Who Change the Country 2025 Award

4 Cooperation with universities and Russian and international R&D centres

4 QUALITY EDUCATION 17 PARTNERSHIPS FOR THE GOALS

Targets 4.4, 17.16

Target

- Implementation of a comprehensive phased programme to support sustainable agricultural practices and support young scholars in running sustainable development projects

Actual

- PhosAgro Group and FAO, with the participation of the Soil Science Faculty of Lomonosov Moscow State University and KEPT consultants, advanced the RECSOIL project at the partner farm of AgroGard in the Oryol region

Strategy

The Company's developments in fertilizer production are a sustainable development driver in agriculture and make a meaningful contribution to strengthening cooperation for food security.

PhosAgro Group seeks to ensure efficient and safe agricultural production and develops new grades and types of fertilizers while also working hard to minimise the environmental impact of mineral fertilizer application and production. In doing so, the Company relies on Russian and international experience and leading research and production practices.

The priorities set out in our Strategy to 2025 – raising the share of products that address emerging agricultural challenges, advancing technology and production, and strengthening engagement with stakeholders and partners in the areas of research and education – carry forward into the draft Strategy to 2030.

PhosAgro Group's product mix comprised over 58 grades of fertilizers of all types in 2025. The Company's Strategy focuses on developing products that address the evolving challenges faced by farmers. These include shifting climatic conditions, growing demands for plant nutrition efficiency per unit of nutrient, and better feed-to-output conversion in food-producing animals. The draft Strategy to 2030 envisages new products that will substantially expand what is possible for agriculture.

Management approach

GRI 3-3

Our product development and research and education management system is an integral part of the overall management framework covering all Company processes.

PhosAgro Group runs the Samoilov Scientific Research Institute for Fertilizers and Insectofungicides (NIUIF), Russia's only institute specialising in this area.

PhosAgro Innovation Centre was established in 2018 to create cutting-edge products and technologies in partnership with research institutions in Russia and abroad. The NIUIF and PhosAgro Innovation Centre bring together world-class researchers, engineers, and experts from various areas to address the most complex operational issues as well as applied and fundamental research problems.

The Group actively cooperates with the Ministry of Agriculture of Russia, the Russian Academy of Sciences, federal research centres, universities, funds that promote frontier research, and international R&D organisations (University of Belgrade and Brazil's Federal University of Lavras), along with recognised international partners for the integrated delivery of humanitarian and research-intensive projects. The Company is also in discussions with the following universities to set up agricultural competence centres and develop lecture series covering a broad range of subjects: the Federal University of Rio de Janeiro, Federal Rural University of Rio de Janeiro, Federal University of Parana, University of South Africa, University of Zululand (UniZulu), and Shankara Group of Institutions (India).

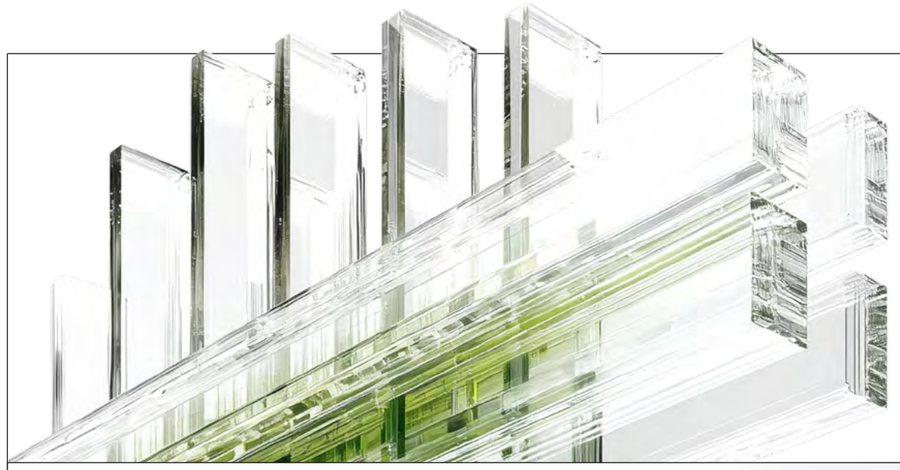
Scientific, research, and educational matters fall within the remit of Apatit's Technical Development Department, PhosAgro's Sales and Marketing Department, and PhosAgro's International Development and Projects Department. These matters are reviewed annually by the Board of Directors' Strategy and Sustainable Development Committee and by the Board of Directors.

◆

Stakeholder engagement

The Company's operations span the entire production cycle from mining apatite-nepheline ore and processing it into mineral fertilizers to their end use by consumers. Combined with our efforts to develop innovative plant nutrition systems, this creates a wide network of stakeholders which we seek to engage with on a priority basis: scientific institutions, university research teams in Russia and abroad, the wider international community, and international organisations.

We are committed to fostering partnerships with the scientific community, international organisations and universities through joint working groups and collaborative projects aimed at driving innovations, enhancing the reputation of Russian science, and unlocking its full potential.



Risks and opportunities

For more information, see the Strategic Risks section p. 72

The following strategic risks affect our research and education objectives:

7 Environmental **13** Regulatory **19** Climate

Risks specific to the Company's operations include:

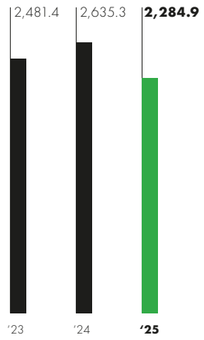
- non-compliance of products' manufacturing process and their use with carbon footprint standards and other environmental requirements;
- insufficient environmental friendliness of production processes;
- insufficient resource use efficiency;
- non-alignment of plant nutrition systems with specific farming conditions;
- lack of awareness about the Company's products and services, coupled with the level of expertise prevailing among agricultural professionals both in Russia and abroad.

The Group develops corrective measures as necessary and unlocks opportunities to mitigate those risks. Below you can find more information about what we do on this front, including:

- development of proprietary technologies and import substitution solutions;
- introduction of new sustainable products and nutrition systems with enhanced environmental safety, improved biological availability, and adaptability to the climate change;
- opportunities related to the development of partnerships in science, education, and awareness raising;
- promotion of responsible agricultural practices.

2025 metrics and highlights

Investments in R&D activities and development of new products,
RUB mln



Improvement of production processes, solutions and projects by NIUIF 1

Sulphuric acid production technology improvements

In 2025, guided by NIUIF's developments, a comprehensive upgrade of high-capacity sulphuric acid units SK-600/1, SK-600/2, and SK-7/4 at the Cherepovets chemical facilities was completed, achieving design output and SO_2-to-SO_3 conversion targets and exceeding BAT benchmark indicators for marker substances.

The project made extensive use of Russian-manufactured equipment and catalysts, as well as domestic automated process control solutions.

Development and registration of new product grades

The Company analysed available technologies and conducted a body of research into water-soluble calcium nitrate production.

Work was carried out to collect and develop baseline data for the design of a 100 ktpa calcium nitrate production unit.

Development and implementation of training solutions

Software was developed for a computer-based training simulator for remote control panel operators at the Balakovo branch of Apatit. Mathematical algorithms were built to simulate five stages of the production process with precision. A variety of initial operating modes was designed to let trainees practise process control under different conditions, and a procedure for analysing trainee actions on completion of a virtual shift was established.

Improvement of ore extraction and processing

In collaboration with leading research teams from NIUIF, the Federal Research Centre of the Kola Science Centre of the Russian Academy of Sciences, St Petersburg State University, National University of Science and Technology, and others, work on improving ore mining, beneficiation, and processing continues.

In 2025, exploratory research covered:

- chemical and mineralogical composition and beneficiation amenability of apatite-nepheline ores from prospective Khibiny deposits;
- potential comprehensive utilisation of extracted mineral raw materials;
- new flotation reagents to stabilise and improve apatite flotation efficiency under adverse ore composition conditions;
- control algorithms for key beneficiation processes;
- geomechanical state of the rock mass during blasting operations;
- scientific support for mining operations at apatite-nepheline deposits under complex geomechanical, engineering, and hydrogeological conditions;
- pilot industrial trials of main and auxiliary process equipment and materials.

Energy and elements of circular economy

Improving the efficiency of using resources, including water, and increasing the energy efficiency of production processes are crucial tasks for the Company.

In 2025, the Company completed a significant body of work on developing key technical solutions to improve energy efficiency across core production facilities at all Group sites, including solutions for reducing energy consumption at the existing sulphuric acid facilities of the Volkhov and Balakovo branches of Apatit, and for optimising energy consumption at newly designed sulphuric acid facilities.

Key technical solutions were also completed for the modernisation of the second ammonia production line's steam and power unit and for water treatment sections at the first and second ammonia production lines of Apatit.

Engineering documentation under the water use optimisation programme for the Cherepovets site was finalised.

Design supervision is underway for energy and key production facilities being built at Balakovo branch to expand in-house power generation.

The NIUIF team completed a broad range of tasks related to increasing mineral fertilizer performance, including the development of draft technical specifications and the validation of measurement methods for food grade and technical grade purified phosphoric acid and feed phosphates, and state registration of the Company's new fertilizer grades.



Sergey Lobanov
General Director of the Y. Samoilov Research Institute for Fertilizers and Insectofungicides

The research teams at NIUIF and the PhosAgro Innovation Centre are tasked with ensuring technological leadership and developing new, efficient technologies for mining and processing apatite-nepheline ore and producing fertilisers across PhosAgro Group's facilities.

Improvement of the product mix, solutions from the Innovation Centre 2

The primary focus of all of these solutions is biologisation of agriculture, improvements in the quality of agricultural products, reduction of the environmental impact of chemicals in intensive farming, and introduction of specialised niche products, which will bolster crop yields and improve product quality, while also mitigating the climatic and environment impact.

Development areas to 2030:

- adaptive variety-specific crop cultivation technologies;
- integrated crop management with long-term field carbon balance monitoring;
- addressing nutrient deficiencies in food-producing animals;
- enhancing plant and animal resilience to stress factors, including climate-related ones.

Development of new fertilizers

Development of biologised fertilizers

In 2025, PhosAgro Group continued its research into the impact of biologisation on GHG emissions from fertilizers. In partnership with the Russian State Agrarian University – Moscow Timiryazev Agricultural Academy, the Caspian Federal Agrarian Research Centre of the Russian Academy of Sciences (CFARC of RAS) and Ulyanovsk Research Institute of Agriculture (URIA, a branch of Samara Federal Research Centre of the RAS), the Company ran second-year in-depth trials to study nitrogen emissions resulting from the use of both traditional mineral fertilizers and their biologised alternatives. The trials took place in the Astrakhan region on irrigated lands typical for arid areas of risky farming, which are especially vulnerable to climate change and associated stress factors for plants and soils. Additional trials were carried out in the Ulyanovsk region on chernozem soils with average national crop yield levels and without irrigation. The trials clearly demonstrated that biologised fertilizers contributed to an overall increase in biomass and a notable boost in marketable crop yield.



Average results of testing biologised and non-biologised fertilizers under different climatic conditions in 2024–2025

Fertilizers	Nitrogen dosage, kg of nutrient / ha[1]	CFARC of RAS (irrigation)		URIA (no irrigation)	
		Grain, t/ha	Straw, t/ha	Grain, t/ha	Straw, t/ha
Spring wheat					
Control (no fertilizer)	0	1.48	2.18	3.26	2.47
Urea N 46.2	30	2.55	3.74	3.75	2.88
	120	4.09	5.59	3.68	2.87
Bio-urea bio-N 46.2	30	3.28	4.69	3.71	2.88
	120	4.78	6.65	3.73	2.83
NPK(S) 10:26:26 (1)	12	3.10	4.51	3.99	3.05
	46	3.06	4.19	4.30	3.33
Bio-NPK(S) 10:26:26 (1)	12	4.02	5.75	3.84	2.94
	46	3.16	4.55	4.11	3.14
Field peas					
Control (no fertilizer)	0	0.76	1.01	3.34	2.54
Urea N 46.2	30	3.42	4.45	3.70	2.91
	60	5.05	6.70	3.65	2.85
Bio-urea bio-N 46.2	30	5.38	7.25	4.06	3.13
	60	5.44	6.74	3.89	3.01
NPK(S) 10:26:26 (1)	12	3.78	5.23	4.40	3.47
	46	1.80	2.47	4.20	3.33
Bio-NPK(S) 10:26:26 (1)	12	4.72	6.32	4.49	3.48
	46	2.09	2.83	4.41	3.42

In 2025, we patented a technology for producing biologised fertilizers, securing two patents for innovative methods of manufacturing biologised nitrogen-based and NPK fertilizers. The product line will include N, NP and NPK fertilizers, allowing for smooth integration of a biological component into the existing nutrition system through replacement of the traditional counterpart with a view to ensuring seamless transition to biologised farming.

The technology enables the application of high concentrations of biologically active strains that are resilient to concentrated inorganic salts.

The trials clearly demonstrated that biologised fertilizers contributed to an overall increase in biomass and a notable boost in marketable crop yield.

In 2026, the production line will be fully established and product registration completed, making biologised fertilizers available to agricultural organisations and subsistence farmers ahead of the 2027 spring planting season.

[1] Kg of nutrient / ha.

In 2024–2025, four patents covering the entire biologised product range were obtained:

- patent for the invention No. 2828459, 20 February 2024: "Method of applying biocomponents to the surface of granulated diammonium phosphate";
- patent for the invention No. 2828467, 20 February 2024: "Method of applying biocomponents to the surface of granulated monoammonium phosphate";
- patent for the invention No. 2833360, 20 February 2024: "Method of applying biocomponents to the surface of granulated urea";
- patent for the invention No. 2835041, 5 March 2024: "Method of applying biocomponents to the surface of granulated NPK fertilizers".

The next phase of agro-technology development will introduce biological fertilizer modifiers with varying effects, along with a urea-based crop residue decomposer. This will extend biologisation measures across the full agro-technological cycle, from sowing through foliar application to organic matter decomposition. The approach combines phosphorus and potassium mobilisation, nitrogen fixation, organic matter decomposition, biological protection, and the stimulation of plant growth and development.

Determining the optimal method of incorporating crop residues is a key challenge in integrated crop management: residues simultaneously serve as a nutrient source for both beneficial microorganisms and pathogens. Preventive post-harvest inoculation with beneficial and decomposer bacteria (detritivores) significantly reduces the pathogen load and enables winter crops to draw on the nutritional elements in spring crop residues.

Trial results for crop residue decomposer fertilizer

Prototype	Reduction in mass of 300 g cellulose sample, mg		
	1 month	2 months	3 months
Control	0	–3	–4
Pseudomonas fluorescens strain	–13	–22	–24
Fertilizer + Pseudomonas fluorescens strain	–7	–32	–38
Fertilizer + Bacillus subtilis strain	–20	–30	–54
Fertilizer + Bacillus subtilis strain + Cellulomonas flavigena strain	–28	–39	–69

Trials of the fertilizer and crop residue decomposer showed that a more active decomposer strain, combined with the fertilizer, accelerates the decomposition of crop residue compared to the control group, prevents disease development, and improves the uptake of nutrients from crop residue by subsequent crops.

Given that 1 tonne of wheat grain generates 1.3–1.5 tonnes of straw, targeted decomposition of crop residues at 20–30% could support yield increases of up to 10% at fertilizer application rates of 10–20 kg/ha.

Micronutrient application technologies

The Group's product range already includes 16 products with micronutrients, such as boron and zinc, incorporated directly into granulated fertilizers; many grades also contain mesoelements: magnesium, calcium, and sulphur in mineral salt form.

Ten research institutes with chemical engineering and agricultural expertise are engaged in parallel on the development of new fertilizers with micronutrients in protected form.

In 2025, the first trials of fertilizers with molybdenum and copper were completed; in 2026, research will extend to selenium.

In partnership with Mendeleev University of Chemical Technology, PhosAgro is pursuing the engagement of talented young scientists in micronutrient technology development, with an expansion of research laboratory capacity planned for 2026.



Trial results for new controlled-release fertilizer types with micronutrients and organic coatings

Fertilizer forms	Dosage	Gross yield, t/ha	Extra yield,	
			t/ha	%
Potato, Krasa Meshchery variety				
N90P60K135 – background	–	44.5	–	–
Background + biostimulant (liquid)	2.0 l/ha	50.5	6.0	13.5
Background + micronutrient stimulant 1 (solution)	0.3 l/ha	51.7	7.2	16.2
Background + micronutrient stimulant 2 (powder)	20 g/ha	53.5	9.0	20.2
Potato, Babyninsky variety				
N60P60K60 – background	400 kg/ha	30.0	–	–
N60P46K69 organo-mineral fertilizer 1	460 kg/ha	34.3	4.3	14.3
Spring wheat, Zlata variety				
N60P60K60 – background	400 kg/ha	3.2	–	–
N60P45K60 organo-mineral fertilizer 2	500 kg/ha	3.6	0.4	13.2
Spring wheat, Darya variety (under nutrient deficiency)				
No fertilizers	–	1.2	–	–
Liquid complex fertilizer	50	1.3	1.1	9.2
Liquid complex fertilizer + micronutrients	50	2.2	9.6	80.7

Organo-mineral fertilizers with organic coatings and fertilizers with micronutrients can significantly increase yields (see the table above).

Application improvement 3

Carbon farming technologies

Drawing on experimental data and in collaboration with the Izrael Institute of Global Climate and Ecology, carbon farming methodologies were developed for 100 crops. In 2026, these results are to be integrated into PhosAgro's Agro Calculator, where they will work in combination with other parameters for calculating individual plant nutrition systems. With the Agro Calculator, users will be able to evaluate the carbon footprint of agricultural products and streamline relevant nutrition strategies to minimise emissions, which is of particular importance for products exported to markets with GHG border tariffs.

Adaptive variety-specific agro-technologies

The Company is systematically collecting and analysing data on the varietal sensitivity of high-margin crops. Varietal characteristics, set out in each variety's description, directly determine the quantity and quality of yield obtained. In 2024–2025, variety sensitivity trials for identical nutrition systems were conducted using potato as a model crop, and extended to crops such as tomato, pepper, onion, and aubergine. The trials are designed to generate in-depth knowledge and conversion coefficients linking theory to practice, with the aim of improving the accuracy and functionality of the Agro Calculator and sharpening yield forecasts for adaptive crop-specific PhosAgro nutrition systems.

Varietal sensitivity of vegetable crops to nutrition systems under Astrakhan region conditions

Crop	Potato	Nutrition system	Yield, t/ha	Extra yield, %
Potato N280P90K190	Prime	Control	51.7	–
		Bio + Apasil + micronutrients	58.9	13.9
	Flamingo	Control	52.3	–
		Bio + Apasil + micronutrients	58.8	12.4
	Carmen	Control	41.6	–
		Bio + Apasil + micronutrients	47.0	12.9

Field trials of established regional agro-technologies showed that, at identical NPK application rates and agronomic conditions, yield varies substantially depending on variety and the presence of stimulating components: tomato – 59.6 ± 9.1 t/ha; pepper – 43.5 ± 8.9 t/ha; aubergine – 57.1 ± 10.8 t/ha; onion – 55.8 ± 14.6 t/ha; potato – 50.3 ± 8.6 t/ha.

Trials on other vegetable crops (aubergines, peppers, tomatoes) showed similar results.

Development of feed additives

In 2025, PhosAgro's Innovation Centre continued research and production trials in animal farming, aimed at broadening the range of feed solutions, improving animal productivity, and reducing the environmental footprint of production. The work was carried out in collaboration with scientific and educational institutions, including the Federal Williams Research Centre of Forage Production and Agroecology, Skryabin Moscow State Academy of Veterinary Medicine and Biotechnology, Mendeleev University of Chemical Technology, Russian State Agrarian University – Moscow Timiryazev Agricultural Academy, and Ulyanovsk State Agricultural University named after P.A. Stolypin.

Achieving high animal productivity is a multifaceted undertaking encompassing high-quality feed production, effective preservation, and targeted supplementation of rations with purpose-built feed additives.

A central area of focus was the development of protected feed grade urea as a safe and effective non-protein nitrogen source for cattle. Protective coatings enable the slow release of urea in the rumen, improve microflora uptake, and reduce the risk of toxic ammonia concentrations. The product will be manufactured using a unique patented technology, with the patent application planned for 2026.

In 2024–2025, trials of microbiological feed preservatives for roughage production were conducted. At the Federal Williams Research Centre's Poima breeding farm, 2,000 tonnes of maize silage were ensiled using the Fermasil inoculant (Innopraktika) and subsequently fed to dairy cattle.

Quality and nutritional value of maize silage preserved with Fermasil compared with standard farm practice

Ensiling variant			Digestibility, %	Metabolic energy, MJ
	Dry matter	Crude protein	Crude fat	
Farm's practice	68.3	57.9	86.8	10.6
Fermasil	72.6	61.4	89.7	11.2
Increase in nutritional value	+6.3	+6.0	+3.4	+5.7%

The use of Fermasil-preserved silage improved both dairy productivity and production economics, generating additional revenue and profit from milk sales in the trial group of cows.

As part of the biologised nutrition systems programme for forage crops, a multi-year field trial on calves at the Federal Williams Research Centre was completed, examining alfalfa cultivation using PhosAgro products.

Results of biologised nutrition systems applied to alfalfa (2023–2025)

Variant	Green mass weight over 3 years, t/ha	Deviation from control, %	Crude protein in 2023–2025, t/ha	Deviation from control, %
Farm's practice	115.5	–	3.62	–
Biologised nutrition system 1	132.8	+15	3.95	+9
Biologised nutrition system 2	153.6	+33	5.34	+47

The data obtained lay the foundation for developing comprehensive forage crop growing programmes and animal nutrition systems using PhosAgro products.

The results of biologised nutrition systems applied to alfalfa relate to feed additives and are of interest at the intersection of livestock and crop farming, as biologised plant nutrition technology is used for pastures, hayfields and preserved forage production. Enriching plant biomass with bacteria, which also act as probiotics, supports healthier development of farm animals.

Research as part of PhosAgro's carbon farm project in the Vologda region

As part of a long-term climate action, the Company has set up a carbon farm to study CO_2 compensation, absorption of carbon emissions by various ecosystems, as well as to test hands-on solutions for establishing large-scale carbon farms in agriculture and forestry.

In 2025, PhosAgro Group and its scientific partners, working under the leadership of the Russian Academy of Sciences, completed the scientific phase of the project. The work yielded unique data on the accelerated cultivation of deciduous and coniferous trees and on the soil carbon balance in forest and agricultural ecosystems. Drawing on these findings, and in collaboration with the Izrael Institute of Global Climate and Ecology, Russian State Agrarian University – Moscow Timiryazev Agricultural Academy, Caspian Federal Agrarian Research Centre of the Russian Academy of Sciences (CFARC of RAS), and Ulyanovsk Research Institute of Agriculture (URIA, a branch of Samara Federal Research Centre of the RAS), practical recommendations were developed for 100 agricultural crops.

To refine the calculation algorithms in line with carbon farming methodologies, a production trial was launched in 2025 covering seven crops and one green manure crop at an operating farm, with the aim of quantifying the deviation between calculated and actual results.

Trial results for deviations of calculated methods from practical outcomes

Crop	Preceding crop	Nutrition system	Calculated yield, t/ha	Actual yield, t/ha	Deviation, %
Spring wheat	Potato	N94P40K60	4	5	25
Spring barley	Potato	N57P40K60	4	5	25
Oats	Wheat	N67P40K60	4	4	0
Potato	Oats	N162P60K90	35	38	9
Potato	Oilseed radish	N162P60K90	35	40	14
Beetroot	Wheat	N157P160K240	60	62	3
Carrot	Potato	N133P160K240	40	41	2
Onion	Potato	N39P40K60	25	26	4

The data show that the Company's Agro Calculator can reliably calculate the required fertilizer doses to achieve high yields, with actual yields exceeding calculated yields by up to 25%. This means that the ongoing development of the Agro Calculator already enables farmers to plan field operations with confidence and achieve high harvests. The Company plans to continue improving the calculator's algorithms for its users.

In 2026, the data obtained are to be consolidated jointly with the Russian State Agrarian University – Moscow Timiryazev Agricultural Academy and integrated as updated carbon calculation algorithms into PhosAgro's Agro Calculator.

Pro Agro Lectorium innovative training platform

Meeting the demand for skilled professionals in the rapidly growing agriculture sector is a major concern worldwide.

Since 2019, PhosAgro has been building a scientific and educational model comprising:

- 24 PhosAgro educational centres established at agronomy universities;
- 47 partner universities and colleges;
- the Pro Agro Lectorium digital educational platform, offering free access to lectures on agronomy and agrochemistry, crop and livestock production, innovation, and digitalisation in agriculture.

Pro Agro Lectorium currently hosts more than 400 lectures and 18 additional professional education courses culminating in the awarding of official state qualifications. Pro Agro Lectorium offers lectures in Russian, English, and Portuguese. By 2030, the programme is set to expand to 50 educational centres and 1,100 lectures.

In ProAgro Lectorium, university students can access modern expertise in agriculture and better understand the nature of their future profession; graduates can use the lectures for a smoother onboarding at a new job; teachers can align their knowledge with the latest scientific developments and engage in self-study; and seasoned farmers can receive additional training. The platform has been integrated into the academic curricula of the Russian State Agrarian University – Moscow Timiryazev Agricultural Academy and Skryabin Moscow State Academy of Veterinary Medicine and Biotechnology.

Equal opportunities and unhampered access to knowledge make it easier to adapt university curricula to modern labour market requirements, providing students with relevant knowledge and practical skills.

In 2025, new PhosAgro educational centres were opened at Tver State Agricultural Academy and Nizhny Novgorod State Agrotechnical University; in early 2026, the Ulyanovsk State Agricultural University named after P.A. Stolypin will join the network.

PhosAgro's scientific and educational model takes a comprehensive approach to digitalising agricultural education, integrating educational, career, and analytical tools, and tackling sector-specific challenges through technological and international collaboration. The project is a key element of the joint PhosAgro – Russian Ministry of Agriculture initiative to develop digital competencies in agricultural universities.

The platform ranked third at the Workspace Digital Awards 2025 in the Education category, and its project manager was named a winner of the People Who Change the Country 2025 award.

The platform aims to provide unique up-to-date expertise in various farming practices.

Over 200 speakers from Russia, China, India, Brazil, South Africa, and other countries have already contributed lectures in 22 areas to the platform.

Cooperation with universities and Russian and international R&D centres

4

Our strategy for innovating and helping students, teachers, and farmers to develop professional competencies relies on partnerships with the leading agricultural universities and R&D centres.



Alexander Antonov
Head of International Development and Projects at PhosAgro

In the face of global challenges, PhosAgro Group, a recognised global leader in the agrochemical industry, actively engages in large-scale international research, education and humanitarian projects designed to ensure global food security and sustainable agriculture. We recognise our responsibility to future generations and are committed to the UN 2030 Agenda by making improved mineral fertilizers accessible and rolling out innovative solutions that increase yields and reduce environmental impact.

International science, education and awareness raising projects

50th IUPAC World Chemistry Congress on Green Chemistry: "Chemistry for a Sustainable Future"
PhosAgro was the General Partner of the 50th IUPAC World Chemistry Congress on Green Chemistry "Chemistry for a Sustainable Future". On the sidelines of the congress, PhosAgro, UNESCO, and IUPAC also held the international symposium titled "Green Chemistry: Experience and Opportunities for Cooperation", which marked the tenth anniversary of the Green Chemistry for Life grant programme and reviewed its achievements.

International Union of Pure and Applied Chemistry (IUPAC)





IUPAC Summer Schools on Green Chemistry

A joint project of PhosAgro and Green Sciences for Sustainable Development Foundation, supported by IUPAC
The seventeenth session of the IUPAC Summer School on Green Chemistry took place at Ca' Foscari University, Italy in July 2025. It brought together 75 young scientists from 33 countries, including 25 African researchers. Since the project's inception, it has attracted over 1,000 young researchers from 75 countries.



UNESCO

A joint grant programme by PhosAgro, UNESCO and IUPAC
In December 2025, the INOMER international consultancy completed an evaluation of the Green Chemistry for Life programme. Its findings described the project as a relevant, coherent, effective, efficient, and sustainable initiative that delivers significant benefits for early-career scientists and contributes to global green chemistry capacity. The programme was recognised as consistently generating outcomes and long-term scientific effects. The report is available at: https://unesdoc.unesco.org/ark:/48223/pf0000396872.



UN Food and Agriculture Organisation (FAO)

Development of Sustainable Agriculture through the Implementation of the Global Soil Doctors Programme and the Creation of the Global Soil Laboratory Network (GLOSOLAN)

In 2025, PhosAgro Group received the prestigious FAO Global Technical Recognition Award in the category "Land, Soil, and Water Resource Management for Resilient Agriculture and Food Security" – placing it among the world's leading companies recognised for this work. The award was presented to PhosAgro Group CEO Alexander Gilgenberg by the Director of the FAO Liaison Office with the Russian Federation Oleg Kobiakov at the World Soil Day celebration in Russia.



Recarbonisation of Global Soils (RECSOIL) Project

The initiative's key objective is to improve soil carbon content while reducing greenhouse gas emissions from farm lands through the implementation of sustainable soil management practices.

In 2025, PhosAgro Group and FAO, with the support of AgroGard and the Soil Science Faculty of Lomonosov Moscow State University, launched a series of scientific and practical workshops on soil recarbonisation as part of the RECSOIL project.

On 5 December, World Soil Day, PhosAgro Group, AgroGard, and Lomonosov Moscow State University co-hosted an international conference on maintaining soil fertility, reviewing the outcomes of the project's first year in Russia and the application of advanced carbon farming technologies on AgroGard's agricultural land in the Oryol region.



Development of Scientific and Educational Cooperation with African Countries

Through its African partnerships, PhosAgro Group actively engages with diplomatic missions, agricultural universities, and research centres, with the aim of sharing the Company's educational and scientific practices in agro-industrial workforce training.

In 2025, delegations from Equatorial Guinea, Kenya, Ethiopia, Zambia, and Nigeria visited the educational centres at the Russian State Agrarian University – Moscow Timiryazev Agricultural Academy and Moscow State Academy of Veterinary Medicine and Biotechnology.



United Nations Global Compact

PhosAgro Group contributes by providing expert advice on a wide range of topics on the UN's global socioeconomic agenda

In 2025, the Group joined the UN Global Compact's CFO Coalition for the SDGs initiative, which fosters transformative change by harnessing corporate finance as a key tool for achieving the SDGs and building an environmentally sustainable future.



United Nations Convention to Combat Desertification (UNCCD)

In 2025, PhosAgro Group submitted its application to accede to the UNCCD and join Business 4 Land; formal accession will take place at the 17th Conference of the Parties (COP17) in August 2026.

Joining the UNCCD will give the Group a platform to promote its expertise and best practices in sustainable agriculture within the UN system, contributing to improved environmental outcomes, higher-quality land use, and stronger global food security.



Arab Fertilizer Association (AFA)

PhosAgro Group expert participation across topics ranging from new product development and advanced technology deployment to shaping effective sustainable development and environmental protection strategies.

PhosAgro Group experts participated in the 37th International Technical Conference of the Arab Fertilizer Association, held from 16 to 18 September 2025 in Morocco, an event devoted to fostering innovation, sustainable development, and international cooperation in the global fertiliser industry.



Peoples' Friendship University of Russia (RUDN)

BRICS International School for Sustainable Agriculture

Since 2024, PhosAgro Group and Peoples' Friendship University of Russia have been running the BRICS International School for Sustainable Agriculture for students from BRICS member states, annually welcoming participants from Egypt, India, Iran, China, Russia, and South Africa.



Mendeleyev University of Chemical Technology of Russia

Partnership in promoting fundamental scientific knowledge and research in chemistry in support of the Sustainable Development Goals and the legacy of the great Russian scientist Dmitry Mendeleyev.

In 2025, PhosAgro awarded scholarships to 20 winners of the 7th and 8th competitions of the Laverov scholarship programme. Since the programme's launch in 2022, 80 talented students of the Mendeleyev University of Chemical Technology have been recognised as laureates.



International Forums and Events

PhosAgro Group expert engagement in international events, reinforcing the Company's position as a global leader in mineral fertilizer production in support of food security, environmental protection, and public health.

In July, the Group participated in the BRICS Business Council in Rio de Janeiro, presenting a report on the expansion of strategic partnerships with partner nations in the panel session "Strengthening Trade and Food Security in BRICS".



Cooperation within BRICS









On 24 November 2025, the first international scientific and educational conference titled “Education as a Pillar of Food Security in BRICS Countries” was held at the Timiryazev Centre.

Key conference topics included BRICS cooperation on agricultural workforce training, young people’s scientific and technological potential development, and the dissemination of agricultural knowledge.

The conference was attended by more than 250 students from 30 countries across Africa, Asia, the Middle East, and Latin America, along with business representatives and the extraordinary and plenipotentiary ambassadors of India, Brazil, Kenya and Ethiopia. The Company’s Pro Agro Lectorium digital platform – an educational project for international cooperation and workforce training for the fertilizer industry and agriculture – was presented at the conference.

Russian Deputy Foreign Minister Sergey Ryabkov said that education is the foundation for building the future. Supporting technical and vocational training has become a key BRICS cooperation priority.

In this context, Sergey Ryabkov expressed full support for PhosAgro’s Pro Agro Lectorium platform, which helps train and upskill agricultural personnel.

Cooperation in the UN Food and Agriculture Organization (FAO)

PhosAgro’s partnership with the FAO is a unique private-sector collaboration with a UN specialised agency. In 2018, PhosAgro became a FAO global partner and the first Russian company chosen to implement a global soil protection initiative.

Under the partnership, a sustainable agriculture project is being carried out through the Global Soil Doctors Programme and the Global Soil Laboratory Network (GLOSOLAN). The goal is to improve farmers’ soil management skills and strengthen soil laboratories in Africa, Asia, Latin America, the Middle East, Russia and beyond. The global network now spans 160 countries and over 1,000 laboratories. The Global Soil Doctors programme trains farmers in effective and safe soil management, providing a unique soil testing kit for assessing soil condition and identifying optimal management practices. Over 15,000 farmers from 27 developing countries have already participated.

PhosAgro, together with Agrogard and Moscow State University and with technical support from the FAO, is for the first time in Russia implementing the RECSOIL (Recarbonisation of Global Soils) initiative under the FAO Global Soil Partnership.

PhosAgro also participated in the establishment of the Regional Soil Laboratory Network (RESOLAN) in Africa, which currently comprises 220 laboratories across 54 African nations.

PhosAgro’s total contribution to the global soil protection project amounts to USD 5.4 mln over the 2018–2026 period.









Information technology

Area, strategic goals and metrics of 2025

1 IT development

Implementation of domestic IT solutions and development of in-house digital projects

Target

- Strengthen the Company's technological sovereignty and expand the capabilities of its IT infrastructure

Actual

- We continued implementing projects for a manufacturing execution system (automated enterprise management system) and a domestic automated process control system
- **With more than 180 robots** already in operation, we focused on scaling up their use and integrating them into key business processes
- Work continued on implementing a domestic enterprise resource planning system (Global ERP)
- The Intelligent Transport Logistics System project was launched

2 Development of artificial intelligence solutions to improve production efficiency

- Computer vision technologies
- Machine learning
- Generative AI

Target

- Reduce industrial safety violations and prevent accidents and man-made incidents
- Reduce unscheduled downtime of process equipment and improve process stability
- Reduce routine tasks and increase labour productivity

Actual

- Launch of the Company's AI potential diagnostics project
- Demonstration of the AIChemist AI solution to the President of Russia at the AI Journey international conference
- Successful completion of pilot tests of a computer vision system to monitor hazardous zones of tipplers at the Kirovsky mine
- Integration of AI agents into Russian heavy industrial automated enterprise management and enterprise resource planning systems
- Development of an HR assistant based on the GigaChat generative model to accelerate hiring
- Launch of three projects at the Cherepovets and Kirovsk sites, including PPE detection at the Mekhanik mechanical repair shop and conveyor belt defect detection at the Rasvumchorrsky mine (Kirovsk branch)

3 Cybersecurity

Target

- Maintain reliable and resilient IT infrastructure, and ensure the security of confidential information and personal data

Actual

- Improvement of information security event and incident management processes
- Drills on rapid response to critical information security incidents in the IT infrastructure
- Deployment of new information security tools
- Training personnel in information security culture

For more information on the Company's cybersecurity activities, see the Information Security section p. 296

Awards

- PhosAgro Group won the AI Solution for Mining category at the Mining Industry 4.0 international competition with its Predictive Analytics project. The project uses a mathematical model to track ball mill performance across multiple parameters and predict potential faults before they occur.
- PhosAgro Group's production automation projects were winners in two categories at the prestigious Oil and Gas 5.0 awards. The manufacturing execution system (automated enterprise management system) won the special Effective Import Substitution category.
- Designed from the start as an industry-specific solution, the project has attracted strong interest and high praise from the oil, gas, and chemical sectors – confirming both its maturity and the wider demand for such digital products in Russian industry.
- Apatit also won an award in the Industrial Automation category for its project to replace the automated process control system with a domestic solution at the Cherepovets site.
- The implementation of the eXpress corporate messenger at PhosAgro Group earned a Digital Leaders Award 2025 in the Platform of the Year (Information Security) category at Moscow's Digital Time forum.
- The annual PIX Day 2025 conference became a key gathering for the RPA [1], BI [2], and process management community, with PhosAgro receiving a PIX Award 2025 in the Large-Scale Robotics in the Chemical Industry category.
- At the Russian Chemists Union Digital Chemical Triathlon plenary session, Apatit was awarded two diplomas: one for spreading best industry digitalisation practices in 2025, and the other for implementing a landmark project – a manufacturing execution system (automated enterprise management system) for a large chemical holding company.



[1] RPA – robotic process automation, a business process automation technology that uses software robots to perform routine and repetitive tasks.
[2] BI – business intelligence (dashboards, (dashboards, metrics analysis, etc.).



Denis Novikov
CEO of Apatit

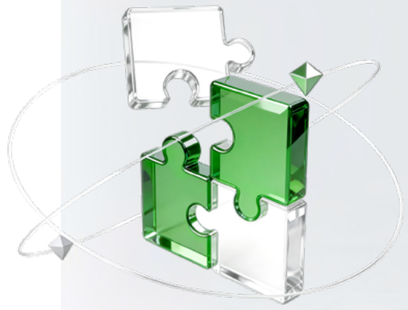
We aim to make AI a core technology for all employees and integrate it into every business process. AI solutions – from predictive analytics to AI agents – are being embedded into all our import-substituted information systems.

Using artificial intelligence in production will boost finished product output, potentially adding hundreds of thousands of tonnes of mineral fertilizers and helping ensure Russia's food security.

Strategy

Strategic IT priorities

Shift the Company's IT focus towards domestic products (work, services).



Phase out foreign-made IT assets and replace them with domestic equivalents, taking into account:

- operational risk priorities:
  - priority 1: corporate information systems, system software, and IT infrastructure critical to production and business continuity.
  - priority 2: corporate information systems, software, and IT infrastructure no longer supported in Russia.
  - priority 3: corporate information systems, software, and IT infrastructure to be replaced as needed.
- economic feasibility;
- success of long-term programmes;
- measures to mitigate and minimise risks associated with the use of foreign products (work, services) in the Company's operations;
- risk assessment tools for exceptional cases where no domestic alternative exists, involving the procurement of foreign products (work, services) and their use in the Company's development projects and ongoing operations.

Targets:

80%
replacement of imported hardware and software, with user satisfaction maintained at 90%

AI transformation

PhosAgro Group is pursuing its own AI transformation strategy, actively integrating AI into key production, service, and corporate business processes.

The Company is improving efficiency through both ready-made Russian generative AI solutions and an internal ecosystem of AI solutions – including those based on import-substituted information systems – to drive comprehensive transformation. By developing its own infrastructure and AI solutions, the Company ensures the complete security of its commercial, production, and internal data, while also gaining independence from foreign software and building its own data assets. This enables us to create end-to-end digital production and company-wide business processes powered by AI, materially strengthening our competitive position.

Key development areas include machine learning, video analytics, and generative AI. Large language models, including Sber's domestic GigaChat Max, are deployed within the Company's internal IT systems.

The flagship AI transformation project – Diagnostics of AI Potential in PhosAgro Group – audits AI readiness across 16 business areas and produces a heat map to prioritise AI projects by cost, impact, and speed of implementation.

For more information on the Diagnostics of AI Potential in PhosAgro Group project, see the Strategy section **p. 50**

Management approach

GRI 3-3

IT governance structure

Board of Directors level

IT strategy review and approval

Company management level

IT Department

Overall IT management

Economic Security Department

Information security management

Operational level

AI Solutions Division

Management and development of AI initiatives

Digitalisation Department

Research and analysis of the digital technology market and internal needs to provide advanced solutions for all production and business processes

Import Substitution Department (Astra Linux OS)

Market analysis and phased replacement of Western information systems and software, implementation (import substitution) of the Astra Linux operating system

IT Infrastructure Department

Maintenance and development of technical IT infrastructure and telecommunications equipment

Process Management Department

Development and implementation of digital solutions, analysis and improvement of business process efficiency, and organisation of quality user support

ERP Global Department (Project Office)

Implementation of the domestic ERP Global and Amber CRM systems as part of import substitution

Generative AI Solutions Function

Implementation of generative AI solutions, such as corporate GPT chat and AI agents

Data Analytics Unit

Implementation of classical AI solutions, such as machine learning models and computer vision systems

Infrastructure Analytics Team

Maintenance of AI-based services and expansion of existing IT infrastructure

PhosAgro Engineering Centre

Technical support and maintenance of IT infrastructure, user support, maintenance of computers, servers, databases, corporate applications, communication systems, security systems, energy metering, local networks and internet, and fire protection systems

All projects are implemented in close cooperation with the Information Security Division of the Economic Security Department.

The Company's computing capabilities are supported by a GPU-powered server cluster housed in two of its own data centres – in Kirovsk and Cherepovets – which eliminates the risk of sensitive information loss and enhances technological sovereignty.

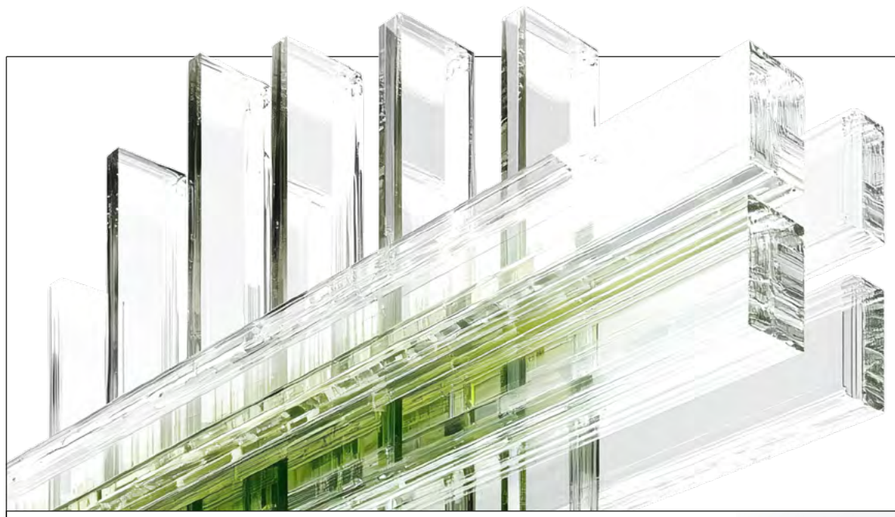
An important advantage of this approach is flexibility: the modular architecture of the data centres enables us to expand capacity in line with growing digital needs. Furthermore, almost all Company's production sites power their data centres using self-generated electricity, which also makes them reliable and cost-effective. A third data centre is now being built in Volkhov in partnership with Rostelecom.

Stakeholder engagement

The IT function interacts with every structural unit of the Company. It handles requests for technical support, IT infrastructure maintenance, and user support in line with established procedures. Along with meeting prescribed deadlines, a key performance indicator is user satisfaction with the request outcome, measured through feedback. Both the IT function and functional units put forward proposals for digitalisation, automation, and – more recently – AI integration, which are then are taken forward jointly.

The aforementioned Diagnostics of AI Potential in PhosAgro project, launched in the reporting year, has significantly strengthened collaboration between the AI function and business units, bringing together 180 people from 16 structural units around common goals.





Risks and opportunities

The following strategic risks affect our IT objectives:

for more information, see the Strategic Risks section **p. 72**

4 HR risk **11** Information security risk **13** Regulatory risk

IT-specific risks:

- risks associated with heavy investment in AI technologies, equipment, and personnel, alongside the fast pace of obsolescence and the challenge of maintaining relevant competencies up to date;
- risks associated with restrictions on the operation of foreign software and IT infrastructure, as well as the insufficient maturity of new domestic solutions;
- risks associated with substandard or scarce historical data, as well as challenges of data harmonisation and integration when implementing AI.

The Group develops corrective measures as necessary and unlocks opportunities to mitigate those risks. Below you can find more information about what we do on this front, including:

- ensuring enhanced quality and cost efficiency of software and IT infrastructure implemented as part of import substitution;
- leveraging opportunities to streamline production processes driven by the innovative nature of IT projects (robotics, AI, big data, etc.);
- improving industrial safety and occupational health, reducing negative environmental impact, streamlining logistics, and forecasting market drivers through more effective data analysis, machine learning, and predictive analytics.

2025 metrics and highlights

IT development **1**

IT projects completed in 2025[1]

Fully domestic MES-class system

- Full replacement of the foreign OSIsoft PI automated enterprise management system with the domestic ZIIoT automated enterprise management system at Apatit's Cherepovets site of Apatit. The new system offers mnemonic diagrams, reports, data storage, calculations, business processes, and production object models (over 1,000 in total).
- This is the first fully domestic MES-class system for a large chemical holding company. The project was implemented by PhosAgro together with Tsifra Group, with grant support from the Skolkovo Foundation.

Replacement of the Avaya (US) telephone exchange core with domestic Protey PBX

The new exchange is deployed at 13 sites in Cherepovets and 6 in Kirovsk, with a total capacity of 17,000 subscribers. Call recording and billing systems were also introduced, along with a fault-tolerant cluster.

Replacement of Cisco firewalls with Continent firewalls

This gave the Company a unified standard for connecting its branches, enabling flexible and efficient network segmentation management at the site level with zero information security incidents.

Installation of the eXpress corporate communication and mobility platform (replacing Skype for Business) on secure servers inside the Company's network

With over 6,000 registered users, the platform provides full control over data flows and the ability to connect external users.

Implementation of a domestic automated process control system

Deployment of a domestic cross-platform distributed automated process control system at the Cherepovets production site. The fully Russian hardware and software solution increased performance and reduced equipment downtime.

An interactive 3D tour

Completion of an interactive 3D tour (360° view, compatible with VR headsets) showcasing production processes at the Cherepovets site.



For more information on IT projects implemented in 2025, see the Strategy section **p. 50**

[1] Software fully deployed and running efficiently.

IT projects in progress

- PhosAgro Group is a member of the Chemistry and Pharmaceuticals industrial competency centre (ICC). In this capacity, it acts as the anchor customer for the projects to introduce an intelligent transport logistics system and a digital model for power supply systems, both of which receive state co-financing through the Skolkovo Foundation.
- A data centre construction agreement has been signed with Rostelecom in Volkhov.
- The rollout of the domestic Global ERP system (replacing Oracle eBS) continues, including integration with Sber's GigaChat large language model.
- The migration from Microsoft products to domestic software – Astra Linux OS, the R7 office suite, and a domestic directory service – is ongoing.
- A VR tour of the mining and beneficiation operations at Apatit's Kirovsk branch is being developed.

Development of artificial intelligence solutions to improve production efficiency 2

AI projects in 2025

Predictive analytics for ball mills
The solution was successfully deployed at the apatite-nepheline beneficiation plants of Apatit's Kirovsk branch, with other sites, including the Kirovsk branch and the Cherepovets site, now seeking to adopt it.

For more information on the project, see the Strategy section **p. 62**

Agro Calculator algorithm update
At the request of PhosAgro-Region, the algorithm was refined with new models based on agronomist data and generative AI functionality to respond to agronomists. An API for external service integration has been developed, and the system is being prepared for pilot operation.

For more information on the project, see the Customers and Product Management section **p. 112**

Boiler unit emergency simulator for the heat and power plant
Pilot operation has been completed, and commercial operation has begun. The computer simulator is designed for emergency training on boiler units at the heat and power plant.

For more information on the project, see the Environmental Review section **p. 236**

250 Horizon video analytics system
Designed for industrial safety and occupational health tasks, the solution detects the presence of personnel in hazardous zones. Pilot tests have been completed.

For more information on the project, see the Industrial Safety section **p. 193**

Internal corporate GPT chat
The service has been deployed, and its functionality is being expanded and developed.

For more information on the project, see the People Development section **p. 163**

- A mineral fertiliser product flow model is under development. A single-period DAP model and system dashboards for calculation visualisation have been created.
- An information system is being developed to boost the efficiency of 4.0 MPa steam generation and distribution at Apatit's nitrogen facility.
- For AI-related tasks, the Company uses local Russian models such as GigaChat Max and T-Pro, as well as open-source models, including Qwen, DeepSeek, and others.
- The first digital flotation assistant models have been developed at ANBP-2 in Apatit's Kirovsk branch.

AI assistant to streamline HR operations
In 2025, the Company developed an HR assistant using Sber's GigaChat generative model to accelerate hiring. Active testing of the system and collection of feedback from HR departments is underway.

For more information on the project, see the People Development section **p. 166**

AI technologies have been integrated into the Russian automated enterprise management system
Integrating Sber's GigaChat Max large language model was the next step after the system's commercial launch.

For more information on the project, see the Strategy section **p. 62**

Machine learning: three projects were launched in 2025:

- Employee detection in hazardous zones of tipplers at the Kirovsky mine (Kirovsk branch)
- PPE detection at the Mekhanik mechanical repair shop
- Conveyor belt defect detection at the Rasvumchorrsky mine (Kirovsk branch) – a real-time video system that identifies belt defects and highlights potential tear risks.



Training in IT and AI 3

In 2025, the AI Solutions Department created training courses on:

prompt engineering and generative AI

data labelling for video analytics

The materials are available to all PhosAgro Group employees on corporate portals.

Our current priority is to bring both managers and line staff on board with using AI.

As part of the AI potential diagnostics project, 180 participants from various business lines took part in workshops on applying AI across different areas of the Company's operations.

The Company knows that without business process owners and lead specialists, AI solutions will not be truly effective or widely adopted. That is why 17 key areas have been identified, each with its own business-led product team made up of managers and specialists from production and shared services units. Alongside their regular work, these employees are actively building their AI skills so they can act as clients for AI solutions, helping tailor new products and services to real production needs and operate them effectively.

Collaboration with universities and vocational colleges on AI

Plans are underway to launch an AI lab at the Apatity branch of Murmansk Arctic State University, focusing on computer vision, machine learning, and generative AI. Students will gain hands-on experience through practical cases and tasks from Apatit. Around 25 first-year students will start their training at the new lab in 2026.

The Company is also engaging with vocational colleges. Work is underway to bring IT students into applied projects for the Company.

Training in information security

Ensuring information security is the responsibility of each employee. To this end, the Group regularly holds events to raise employee awareness of information security issues and develop practical skills to deal with modern threats. In 2025, the Company held drills on responding to computer incidents for production staff and employees in charge of the automated process control system.

Supply chain



Area, strategic goals and highlights of 2025

1 Digital transformation

Target 9.1

Target

- Participation in AI transformation – a comprehensive transformation of the Company's business processes and corporate culture through the introduction of artificial intelligence technologies
- Preparation for the transition to a new ERP system
- Further development of Process Mining and robotisation
- Development and implementation of new digital tools

Actual

- Work underway as part of the Diagnostics of AI Potential in PhosAgro Group project.
- An intelligent search system developed jointly with the Economic Security Department of Apatit.
- Work carried out to assess the feasibility of applying AI in procurement procedures.
- The preparatory stage of the transition to a new ERP system completed.
- Five new robotic solutions developed, eight robotic solutions transferred to PIX Robotics, a new domestic platform, with changes in the logic.
- The following tools developed and implemented on the basis of Process Mining: Support Workstation and Incoming Control Department Workstation.

2 Procurement function development

Target 12.5

Target

- Strengthening long-term relationships with manufacturers and suppliers in Russia
- Developing direct and alternative supplies of imported equipment and spare parts
- Development of procurement via online store
- Further development of category strategies
- Establishing a counterparty development system
- Training and professional development of Procurement Department professionals

Actual

40% +2 p.p. y-o-y
of inventory requirements met as part of long-term relationships (as a share of total purchase order lines):
- 30% via online store procurement
- 10% through price agreements

- The Reliable Counterparty project is in active implementation. Its goal is to refine the existing counterparty assessment and rating system within the SCOUT 3.0 platform and use it as the foundation for a supplier development system.
- Procurement Department professionals of Apatit participated in the Functional Experts programme.

10%
rise in procurement using corporate bank cards compared to 2024

The category strategies cover:

17 raw material categories

22 categories of materials
and equipment (with a further 8 new categories under development)

1 service category

3 ESG evaluation of suppliers

Target 8.5, 12.5, 13.2

Target

- ESG evaluation coverage of at least 50% of counterparties that participated in the procurement and at least 50% of procurement volume from the evaluated counterparties

Actual

Share of suppliers in 2025 that underwent ESG evaluation:
71% +3 p.p. y-o-y

Share of procurement from evaluated suppliers:
63% unchanged vs 2024

Training materials on engaging with suppliers in sustainable development are available in the Procurement section on PhosAgro's official website

Competitive Procurement Leader 2025

- PhosAgro Group won the Competitive Procurement Leader professional contest in the Best Supplier Management System category with its Reliable Counterparty project.

The Company is guided by the principles of procurement transparency, objectivity and impartiality in all competitive bidding and tenders, as well as high ethical standards, including anti-corruption measures. Environmental and social responsibility are considered alongside quality, cost, and reliability when selecting suppliers.





Oleg Minnullin
Head of Procurement at Apatit

In building partnerships, the emphasis must be placed on transparency in working with suppliers, integrity, and equal conditions for all procurement participants.

Our goal is to build long-term, trust-based, and mutually beneficial relationships with our partners. We support the development of small and medium-sized businesses, invest in their capabilities, and provide equal access to procurement through our own electronic trading platform and transparent procedures. This approach – grounded in ethics, partnership, and sustainable development – strengthens the efficiency of the entire supply chain.

Strategy

The Group aims to create a sustainable procurement system that balances financial, environmental, and social considerations in the procurement of goods, services, and works. The strategy rests on three pillars:

- continuous operational improvement, encompassing business process optimisation and the development of suppliers and contractors;
- digital transformation: the integration of digital technologies across all procurement business processes;
- human resources policy: a comprehensive set of measures to build, retain, and develop talent within the Procurement Department.

Management approach

GRI 3-3

Supply chain management at the Company is built on transparent, trust-based, and mutually beneficial relationships with partners, conducted in strict compliance with applicable law and the obligations of both parties. The primary objective of procurement is to ensure the achievement of production targets via timely, complete, and high-quality procurement, as well as boost the Company's efficiency.

Key documents governing the Company's procurement activities

- Procurement Policy
- Code of Ethics
- Regulations on Trade Secret Requirements of Apatit
- Anti-Fraud and Anti-Corruption Policy of Apatit
- Code of Conduct for Counterparties
- Anti-Fraud and Anti-Corruption Policy of PhosAgro
- PhosAgro Group's Electronic Bidding Platform (EBP) Regulations



Procurement governance structure

Board of Directors level

Strategy and Sustainable Development Committee of the Board of Directors

- Setting strategic priorities in procurement;
- review of the executive management's procurement reporting.

To assess performance, increase engagement, and motivate employees, the Procurement Department has established KPIs aligned with the Company's business objectives, enabling an evaluation of the Department's goal attainment. The Board of Directors reviews the Procurement Department's results annually.

Procurement Department management level

Director (Supervisor, officer-in-charge) of the Department

- Organising the overall operation, allocation of functions, business development strategies, definition of methodologies and procedures for the uninterrupted supply of equipment and materials.

Department Director

Head of Division

- Meeting the Company's needs in a timely manner;
- Apatit's warehouse inventory management;
- day-to-day functioning of the Department, supervising operations of the Department's structural units;
- developing a strategy for re-engineering of business processes in the Department, etc.

Procurement Department operational level

Heads of units and working groups

- Managing operations of subordinate business units, selecting and deploying staff;
- acting in accordance with the requirements of the management system, contributing to its improvement within their remit, etc.

Specialists

- Meeting the Company's needs for equipment and materials, controlled materials, and services in a timely manner, in full and at the best possible prices;
- pursuing professional development and upskilling.

Cross-functional teams

The Company actively adopts best practices and technologies to achieve stronger outcomes. Through supply chain stability and a culture of continuous improvement, the Procurement Department reliably supplies the Company's business units with materials, equipment, raw materials, works, and services.

Engagement with suppliers and contractors

PhosAgro engages with both potential and existing suppliers and contractors, focusing on procurement transparency, fair competition, and ensuring equal terms for all counterparties.

The Company operates a convenient open system for the procurement of goods and services. Procurement procedures are competitive, and information on the needs for materials, equipment, and services is published on PhosAgro's electronic bidding platform (EBP). Registration and participation in tenders on the ETP trading are free of charge for all counterparties and contractors. Supplier evaluation and selection follow the Company's procedures.

For the link to the registration form, main regulations, the EBP registration instructions and step-by-step guide, see the Procurement section of the Company's official website

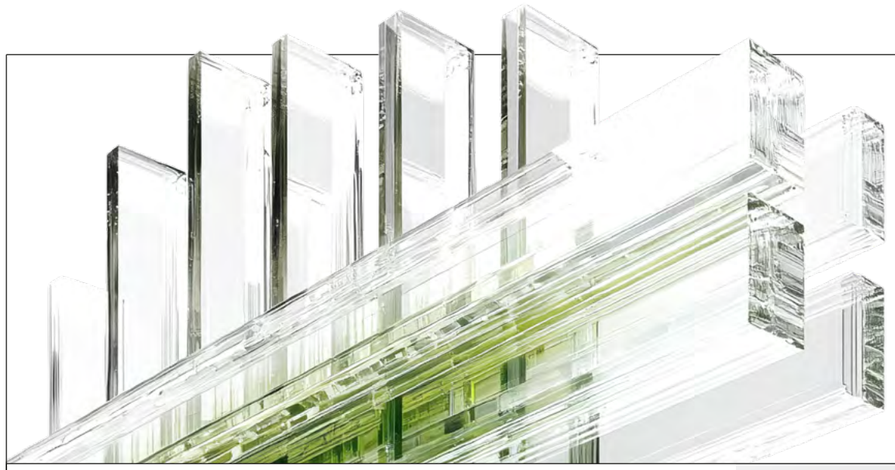
PhosAgro Group upholds the principles of ethical business conduct and zero tolerance for corruption. The Company seeks to build and maintain business relationships with partners who conduct business with integrity, and reserves the right to refuse cooperation with any counterparty involved in corruption or other unlawful activities.

The Company operates a hotline for counterparties and other stakeholders to report on potential violations.

Hotline Regulations

For more information on the Company's engagement with local and SME suppliers **p. 154**





Risks and opportunities

The following strategic risks affect our procurement objectives

14 Corruption risk

18 Commodity risk

20 Sanctions risk

For more information, see the Strategic Risks section p. 72

Procurement-specific risks:

- Suppliers' failure to perform, changes in the product range or late delivery of materials and equipment, including as a result of geopolitical factors
- Violations of ESG principles by suppliers, including breach of human rights, use of child and forced labour, non-compliance of products with environmental standards, etc.
- Quality of raw materials, commodities, and equipment, dissatisfaction of the internal customer

To mitigate these risks, PhosAgro Group implements corrective measures and leverages emerging opportunities, as described below, including:

- deployment of digital procurement tools, including AI-based solutions;
- development of relationships with domestic manufacturers, including local suppliers, and securing alternative supplies of imported equipment and spare parts;
- enhancement of the procurement efficiency and the quality of procured materials and equipment through continued development of the procurement function and supplier evaluation, incorporating ESG criteria.

Digital transformation 1

In 2025, the Company was actively working to develop and implement digital tools in various procurement areas. The Procurement Department is also strongly involved in the process of integrating artificial intelligence into business operations.

In 2025, the Procurement Department of Apatit joined the Diagnostics of AI Potential in PhosAgro Group project. The work included upskilling in the AI field and assessing ideas and proposals from product teams, prioritising them by expected impact. The most promising initiatives will be presented to Apaptit's management for implementation.

The Procurement Department led the conceptual work for an AI-powered intelligent search system for retrieving information from corporate systems, delivered jointly with the Economic Security Department.

The potential for applying predictive analytics in procurement procedures was explored.

As part of the ERP system import substitution programme, the preparatory stage for transitioning to a new Procurement/Supply ERP system was completed: all current business processes in the designated areas were audited, and the principal requirements for the new ERP system were formulated and documented.

Development of robotic solutions for procurement continued to advance. The Procurement Department now runs 47 robotic solutions, with six more in development. Five new solutions were introduced in 2025 to reduce manual workload across processes, including warehouse stock management, tender submission preparation on PhosAgro's EBP, approved tender result uploads, error reduction in manual processing, and quality performance assurance.

The following tools were developed and implemented on the Process Mining platform:

- Support Workstation – a structured work plan for support professionals to monitor deliveries, arrange passes, and ensure timely approval of contractual documents;
- Incoming Control Department Workstation – a tool for prioritising items for incoming control based on the customer's required delivery date or payment deadline.



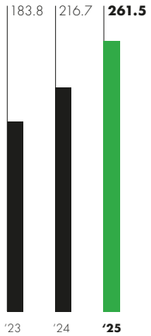
Procurement function development

2

Shifting technological standards, a changing external economic environment, and rising expectations for business resilience require the Company to be agile, responsive, and strategic in its approach. PhosAgro Group continues to intensify engagement with domestic manufacturers. Joint work has already resulted in numerous pilot industrial tests and the signing of long-term cooperation agreements. Special emphasis is placed on adapting and upgrading domestic equipment to Apatit's specific requirements (covering pumps, filtering materials, and stainless steel, and more) as well as on securing supplies of spare parts, self-propelled underground machinery, and automation and control equipment.

Procurement highlights in 2025

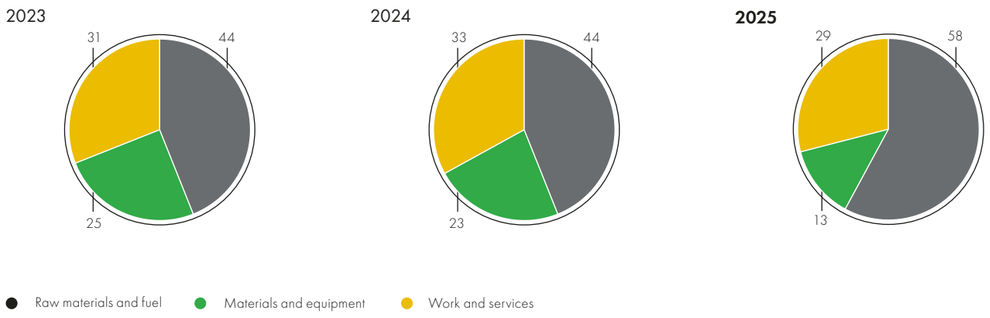
Apatit procurement costs, RUB bln



The Company's procurement costs in 2025 totalled **RUB 261.5 bln,** of which raw materials and fuel accounted for 58%.



Breakdown of Apatit procurement costs, %



Key performance indicators

Service procurement in 2025

KPI	Performance level			Actual
	Threshold	Target	Stretch	2025
Average number of tender participants in the reporting period	3	5	7	**7**
Tender price reduction in the reporting period, %	20	30	35	**36**
Holding tenders on time, %	90	95	100	**100**

Commodity procurement in 2025, %

KPI	Performance level			Actual
	Threshold	Target	Stretch	2025
Timeliness of procurement (integrated)	87	90	93	**97**
Reject rate at incoming control	5	3	2	**2**

Raw materials procurement in 2025

KPI	Performance level			Actual
	Threshold	Target	Stretch	2025
Raw materials procurement index	1.05	1	0.95	**1**



Performance improvement

A project to procure low-value goods through the Marketplace online platform was implemented, generating 456 order lines across eight materials and equipment categories. Next steps include broadening the range of categories and items, and evaluating delivery quality, lead times, and service levels.

As part of the Procurement Department's business process optimisation, 35 initiatives were implemented. Key measures included the introduction of configurators – parameter sets for generating item names in the stock item catalogue — and a 10-calendar-day reduction in average procurement procedure duration compared with 2024.

The transition to purchasing electrical products via the Elektrotechmontazh (ETM) online store is actively progressing, enabling shorter delivery times and purchases at prices averaging 28% below market rates. By year-end 2025, products from 149 manufacturers were available for purchase through the online store.

Procurement Department professionals participate in the in-house Functional Experts programme, designed to improve business process quality and accelerate the onboarding of new employees. Graduates of the programme will be equipped to:

- design training courses in their area of expertise, including setting objectives, structuring course plans, and selecting interactive learning methods;
- deliver effective training sessions;
- maintain an engaging learning environment and handle challenging situations.

The Reliable Counterparty project is in its active implementation phase. Aimed at creating a supplier development system, it is designed to:

- inform counterparties about how their rating is calculated and how they can influence it;
- identify a pool of counterparties classified as Reliable and meeting Apatit's requirements;
- create incentives for counterparties to pursue the Reliable status;
- ensure stable operations by building partnerships with responsible companies.



Engagement with local suppliers

PhosAgro Group actively supports local suppliers and contributes to the development of small and medium-sized businesses by:

- participating in the project of the Vologda region government and the Vologda Region Union of Industrialists and Entrepreneurs titled "Cluster Model for the Development of the Vologda Region Economy", which aims to build investment projects and cooperative supply chains involving SMEs based on long-term orders from large businesses;
- holding regular Supplier Day and Contractor Day events with representatives of local businesses;
- participating in exhibitions, forums, conferences, and strategic sessions;
- holding meetings with self-regulatory organisations (SROs).

In September 2025, the annual Apatit Supplier Day was held, organised jointly with the Urban Development Agency in Cherepovets and the Cherepovets branch of the Regional Association of Employers – the Vologda Region Union of Industrialists and Entrepreneurs. Over 60 representatives of Vologda region businesses attended in person, with more than 90 SME representatives from other regions joining online. The discussions centred on key matters of engagement with Apatit.

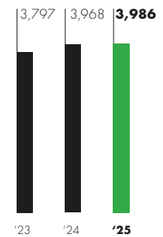
In November 2025, the Apatit Contractor Day online conference brought together more than 150 contractor organisations.

We actively seek feedback from our partners. Events of this kind serve not only to share updates but also to address questions in real time. Following each event, participants receive materials summarising the topics discussed.

To attract local contractors to tenders during 2025, the Company:

- presented its 2025 work plan to contractor organisations and SROs of the Murmansk region at Contractor Day conferences in Murmansk;
- presented the investment project for the development of the Volkhov branch of Apatit to contractors and SRO representatives from the Leningrad region;
- participated in the ICID-2025 forum on industrial construction and design, organised by the Ural Association of Builders SRO;
- presented its 2026 work plan at the Cooperation Economy: Prospects and Opportunities conference, organised by the Urban Development Agency in Cherepovets for contractors and SRO representatives from the Vologda region.

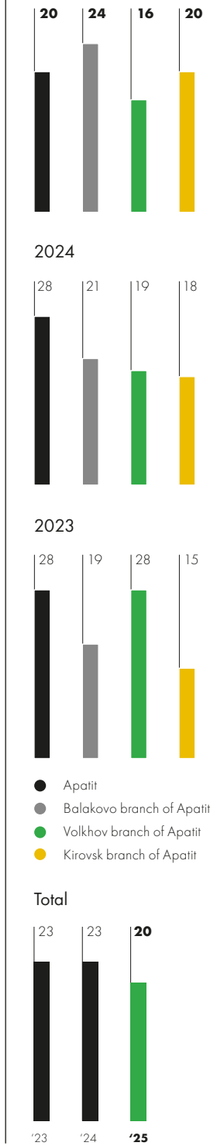
Number of suppliers in procurement



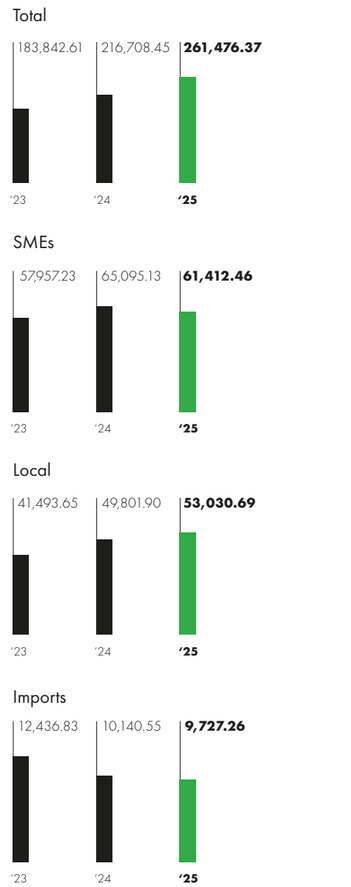
Share of local procurement, %

(of total volume of products and services procured)

GRI 204-1



Procurement value, RUB mln



SME procurement accounted for

23.5%

of total procurement volume in 2025

ESG evaluation of suppliers

3

In 2025, the total number of counterparties that underwent ESG evaluation based on the Sustainable Procurement Indicators checklist reached

19,009

Since 2020, PhosAgro Group has assessed suppliers against ESG criteria using its Sustainable Procurement Indicators checklist. This enables us to assess our suppliers' environmental, social and governance performance.

The checklist addresses environmental practices, social responsibility, and quality management, with each supplier receiving an individual rating based on the assessment results.

We believe that making counterparties aware of the Company's system of values contributes to a more responsible and sustainable business culture in the long run.

To ensure reliable and predictable cooperation, the Company conducts technical audits of suppliers, covering environmental and social impact requirements. In 2025, we held 40 technical audits of Russian and foreign manufacturers, with three suppliers ultimately not recommended for cooperation.

Training materials on engaging with suppliers in sustainable development are available in the Procurement section on PhosAgro's official website

Key ESG evaluation indicators

Item	2023	2024	2025
Number of rated suppliers with existing checklists, at the end of the reporting period	11,191	14,885	**19,009**
Number of suppliers in the reporting year	3,797	3,968	**3,986**
Number of rated suppliers in the reporting year	2,418	2,685	**2,826**
Share of rated suppliers in the reporting year, %	64	68	**71**
Total supplies, RUB bln	183.8	216.7	**261.5**
Supplies from rated counterparties in the total volume of supplies in the reporting year, RUB bln	108	137	**165.6**
Share of supplies from rated counterparties in the total volume of supplies in the reporting year, %	59	63	**63**
Average supplier rating, %	65	65	**64**

Supplier environmental assessment

GRI 308-1, 308-2

PhosAgro Group is committed to applying safe and environmentally sound technologies, reducing greenhouse gas emissions, and using natural resources responsibly across the entire product life cycle – from ore to food. In line with this commitment, the Company assesses the environmental performance of its suppliers. Among the 957 suppliers producing raw materials, fuel, energy, and commodities, 32% have a certified environmental management system in place, meeting ISO 14001 or an equivalent standard.

Supplier environmental assessment

Item	2023	2024	2025
Total number of rated suppliers	**2,418**	**2,685**	**2,826**
Number of rated suppliers producing raw materials, fuel, energy, and commodities	908	949	**957**
Number of rated suppliers producing raw materials, fuel, energy, and commodities with an environmental management system certified to ISO 14001 or a similar standard	310	322	**308**
Share of rated suppliers producing raw materials, fuel, energy, and commodities with an environmental management system certified to ISO 14001 or a similar standard, %	34	34	**32**

Supplier social assessment

GRI 414-1, 414-2

PhosAgro Group is committed to a working environment free from discrimination based on nationality, gender, age, religion, or any other grounds. The Company does not tolerate disrespectful behaviour towards employees and prohibits child labour. These principles are shared by the Company's counterparties, as evidenced by social assessment results showing that suppliers and contractors operate in line with corporate responsibility and ethical business standards.

Supplier social assessment

Item	2023	2024	2025
Total number of rated suppliers	**2,418**	**2,685**	**2,826**
Number of rated suppliers that adopted a zero-tolerance policy on child labour	1,511	1,852	**1,853**
Share of rated suppliers that adopted a zero-tolerance policy on child labour, %	62	66	**66**
Number of rated suppliers in the categories "Producers of raw materials, fuel, energy", "Commodity producers and intermediaries", "Logistics services", "Construction and installation, repairs"	**1,926**	**2,129**	**2,197**
Number of rated suppliers in the above categories that adopted a zero-tolerance policy on discrimination	1,151	1,382	**1,382**
Share of rated suppliers in the above categories that adopted a zero-tolerance policy on discrimination, %	60	63	**63**
Number of rated suppliers in the above categories that adopted a zero-tolerance policy on forced labour	1,171	1,403	**1,403**
Share of rated suppliers in the above categories that adopted a zero-tolerance policy on forced labour, %	61	64	**64**
Number of rated suppliers in the categories "Producers of raw materials, fuel, energy, and commodities", "Logistics services", "Construction and installation, repairs"	**1,303**	**1,362**	**1,392**
Number of rated suppliers in the above categories with an occupational health and safety management system certified to OHSAS 18001 or a similar standard	518	543	**543**
Share of rated suppliers in the above categories with an occupational health and safety management system certified to OHSAS 18001 or a similar standard, %	40	39	**39**

People development



Area, strategic goals and metrics

1 Employee survey[1]

8 DECENT WORK AND ECONOMIC GROWTH — Targets 8.5, 8.8

Target

- Maintaining the employee satisfaction and loyalty index at no less than 65 p.p. by 2025

Actual

- **76 p.p.** (+3 p.p. vs 2023) aggregate employee satisfaction and loyalty index[2]

2 Inclusive environment

8 DECENT WORK AND ECONOMIC GROWTH — Target 8.5

Target

- The Company strives to build an inclusive environment for disabled people, help adapt workplaces and municipal infrastructure to their needs, and employ more such people depending on business requirements

Actual

- We streamlined cooperation with employment centres to facilitate the employment of disabled people

3 Gender equality

8 DECENT WORK AND ECONOMIC GROWTH — Target 8.5

Target

- The Company is ready to provide all employees with opportunities for professional and career growth. This depends primarily on their competencies and personal performance

Actual

- **21%** (unchanged vs 2024) of women among managers of all levels
- **25%** (unchanged vs 2024) of women in the Company's Top Talent Pool (10 out of 40)
- **33%** (unchanged vs 2024) of women in the Company's total headcount

4 Training and evaluation

4 QUALITY EDUCATION — Target 4.4

Target

- Increasing average annual training hours per employee to 123 by 2025
- Promoting retraining and professional development
- Investing in future talent

Actual

- **150** (+28.6% y-o-y) average annual number of training hours per employee
- **RUB 341 mln** (+5% y-o-y) invested in employee training
- **500 people** hired as part of career guidance and youth engagement initiatives
- **> 48%** of PhosAgro START participants employed by the Company received promotions and talent pool placements

5 Incentives and rewards system

8 DECENT WORK AND ECONOMIC GROWTH — Target 8.8

Target

- Motivating the staff to increase productivity and deliver strong operating results, retaining qualified talent
- Training future top managers from among internal candidates

Actual

- **10%** wage indexation on 1 October 2025
- **5,100** mentoring engagements completed in 2025
- **40 Team of the Future** programme participants
- **45 mentors** selected from among current top managers
- **33 Team of the Future** programme participants serving as mentors for PhosAgro START participants

6 Social benefits and employee guarantees

8 DECENT WORK AND ECONOMIC GROWTH — Targets 8.5, 8.8

Target

- Providing comprehensive social support to our employees with annual increase in funding for social benefits and guarantees, financial aid, and implementation of corporate social programmes

Actual

- **RUB 3,251.7 mln** (+19.2% y-o-y) expenses related to social programmes for employees
- **RUB 198.4 thousand** (+12.5% y-o-y) social programme expenses per employee

[1] Starting from 2024, employee surveys are conducted once every two years.
[2] The results presented are from the most recent assessment, which took place in 2024.

2025 Awards

- For the third consecutive year, PhosAgro earned platinum status in Forbes' best employers ranking.
- PhosAgro also retained the top spot in the RBC employer ranking.
- PhosAgro was named among the Top 3 employers in Russia's chemical industry and the **Top 100** major employers overall by HeadHunter.
- The PhosAgro Generation corporate family competition was a **finalist in the Best Corporate Family Event category of the National Award for Corporate Sports Development** and laid the groundwork for the **Land of Sports All-Russian Marathon** supported by the **Russian Ministry of Agriculture**.
- **The Healthy Lifestyle Mania movement and the Security Agents project were prize winners of the InterComm International Award for Corporate Communications**.
- **PhosAgro received a People Motivation Awards laureate title for achievements in employee motivation**.
- **13 Company employees won the 26th Engineer of the Year All-Russian Competition, with four of them receiving the Professional Engineer of Russia distinction**.
- PhosAgro entered the highest tier of the Corporate Philanthropy Leaders ranking for companies with the most effective social programmes. The collective bargaining agreement of the Cherepovets production site won the Collective Agreement as a Pillar for Protecting Social and Labour Rights competition.
- 22 PhosAgro employees received **state awards**.
- The Director of the Kirovsk production site was awarded the Order for Valiant Labour.





Dmitry Borodich
Human Resources and Social Policy Director

One of the strategic objectives of our HR policy is to support and improve the training and development system for our personnel.

The Company works to ensure quality training for specialists, internal experts, and future managers. To do that, we invest in enhancing staff competence, fostering an internal talent pool, and promoting young specialists' professional growth.

Strategy

PhosAgro Group's key strength and asset is its strong team of professionals with the knowledge and skills needed to achieve its strategic goals. The strategic priorities of our HR policy include the continuous development and retention of motivated, skilled employees; comprehensive social support for staff and their families; equal opportunities; a safe, comfortable work environment; and a strong focus on engagement. This approach has earned the Group top spots in Russia's leading employer rankings.

Corporate HR Conference

A strong HR policy relies on skilled and continuously developing HR professionals. Since 2024, PhosAgro Group has held an annual HR conference to encourage collaboration, build expertise, and share best practices. In 2025, more than 150 HR professionals from across the Company took part.

In 2025, particular emphasis was placed on generational theory, employer branding, AI tools, burnout prevention, and internal career counselling.

To deliver on our objectives, we:

- improve the effectiveness of hiring and retaining highly qualified specialists
- develop the talent pipeline
- design and implement development and growth programmes for employees in key positions
- create favourable working conditions to ensure employee comfort, well-being, and better productivity
- scale up management development programmes to build an effective leadership culture
- implement corrective measures based on the results of Growth Area, an annual employee survey
- improve the corporate knowledge management system and introduce courses aimed at developing personal competencies
- offer modular online training covering blue-collar jobs, occupational safety, and managerial skills
- improve mentoring and employee onboarding
- implement a comprehensive career guidance system for schoolchildren and young people, and engage with specialised educational institutions



Management approach

GRI 3-3

We rely on a robust performance management system that covers all levels – from individual employees to the Group as a whole – to ensure PhosAgro's sustainable growth in line with its goals.

Professional and personal and growth is now essential to success and self-fulfilment in a constantly changing world. High remuneration is often no longer a sufficient incentive, with self-fulfilment coming to the forefront if the Company is genuinely committed to developing the professional skills and competencies which will be in demand going forward. This is why we place a strategic emphasis on supporting our people's drive for self-improvement. We create the right environment for them to fully unlock their potential.

The Company's key production sites are located in the Murmansk, Vologda, Leningrad, and Saratov regions. As a major contributor to the local economy and one of the largest employers in these regions, PhosAgro has a significant positive impact on social development and welfare across its geography.

In developing our production and creating new jobs, we seek to prioritise local residents when filling our vacancies.

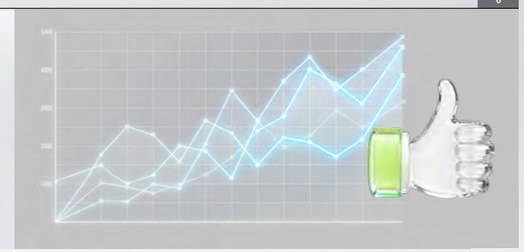
87.9%
of on-site employees are hired locally

Integrated HR management framework

Board of Directors level	Company management level	Operational level
Remuneration and Human Resources Committee	**HR and Social Policy Department**	**Human Resources and Social Policy Departments at production sites**
• Supervision over the introduction and implementation of the Company's remuneration policies and various incentive programmes • Performance appraisal in respect of executive bodies and key executives, including their performance against the targets set forth in the incentive programme • Succession planning for executive bodies and other key executives	• Strategic development of HR processes • Development and implementation of process methodology • Optimisation, automation, and digitalisation of HR processes • Functional management of HR services in the regions	• Implementation of the Personnel Management Policy • Recruitment for vacant and key positions • Organisation and implementation of initiatives for occupational training and competency building • Development and management of an incentive framework • Social support for the Company's employees in accordance with the collective bargaining agreement

Corporate GPT chat

Large language models



In 2025, the Company implemented a corporate GPT service – an internal platform for leveraging AI language models. The service is intended to automate routine tasks, perform data analysis, generate content, and enhance overall employee productivity.

Impact: improved employee productivity.

Stakeholder engagement

PhosAgro maintains transparent communication with its employees and trade unions through a variety of traditional and digital channels, ensuring effective reach across all target audiences. Key engagement mechanisms include:

- joint committees, working groups, consultations with trade unions, and employee social support programmes;
- employee opinion surveys, including satisfaction surveys regarding existing social benefits and the Company's corporate social responsibility policies, as well as other targeted surveys;
- open communication channels.

Open communication channels

GRI 2-25, 2-26

A sufficient number of diverse communication channels ensures a high level of employee awareness and provides opportunities for employees to openly share their opinions. These channels include corporate media, an intranet portal, a chatbot, a hotline, a mobile app, information boxes for requests, and social media accounts of the Company. Regular information sessions for the staff and management are among the most crucial and sought-after communication channels.

- Hotline: 8 (8202) 59-32-32, help@phosagro.ru
- www.phosagro.com/contacts/
- Employee support: 8 (800) 200-41-41, hr-phach@phosagro.ru

Thanks to effective communication, transparency, and willingness to provide feedback, employee trust has significantly increased – this covers trust in their immediate supervisors, the top management of the Group's facilities, and the Group as a whole.

HR management principles

Relations between the Company and its employees are governed by the Russian Labour Code.

2025 saw a new version of the UK Modern Slavery Act Transparency Statement approved, which discloses contributions towards the UN SDGs and the Company's social projects to combat violations of human rights.

Over the last three years, our employees have received more than 36,000 additional training courses in human rights and corporate ethics.

PhosAgro's HR management policies focus on:

- organisational change management;
- personnel attraction and recruitment;
- personnel training and development;
- incentives and rewards;
- social benefits;
- corporate communication;
- working hours and leisure;
- respect for human rights and non-discrimination.

GRI 2-30

We negotiate collective bargaining agreements with trade unions that address issues such as working conditions and compensation for employees at each of our production sites (usually for a three-year period, covering 100% of the employees of Apatit, its branches, and standalone business units).

PhosAgro is committed to fostering a culture of equal opportunity and embracing fair and transparent employment practices. The Company does not tolerate any form of discrimination in the workplace. All our employees have equal access to growth opportunities. A high level of professional competence, consistent performance results, and alignment with company values are the primary criteria for career progression, irrespective of gender.

Share of employees covered with collective bargaining agreements, %

PCSB 33



◆

The workforce is predominantly male, reflecting the Group's industrial profile and the specific nature of the chemical and mining sectors. While recognising the specific nature of its operations, PhosAgro strives to maintain gender diversity across both its production and administrative functions. Based on these considerations, the Company develops its income generation strategy to ensure equal pay for equal work and comparable levels of professionalism.

Code of Ethics

In our operations, we seek to maintain an impeccable reputation and comply with ethical business practices. PhosAgro adopted a Code of Ethics in 2014 and updated it in 2021. It applies to all employees and is the Company's primary document that clearly defines our corporate culture, rules and regulations for collective behaviour within the Company, business and social relationships, and interactions with other stakeholders.

When agreeing and entering into contracts with external contractors, it is an imperative for us to cover arrangements and commitments related to mutual respect of human rights and compliance with the Company's Code of Ethics.

The Code outlines our common values and underpins our success, helping us avoid unjustified risks, maintain long-term business growth, strengthen our position in the Russian and foreign markets, and increase the Company's value for shareholders and other stakeholders.



Recruitment

In 2025, the Russian labour market continued to see a significant gap between demand and supply, with the shortage of skilled workers remaining a serious economic challenge.

To address this, the Company has adopted a comprehensive hiring approach that includes attracting talent through dedicated job platforms, a referral programme, HR marketing technologies, and automated recruitment processes. These tools enable the timely hiring of highly skilled staff and reinforce the Company's talent base.

◆

PhosAgro is successful in its recruitment efforts, maintaining an overall staffing rate of

98%

across the Group

The Company is also enhancing its recruitment processes by developing and deploying artificial intelligence technologies In 2025, we launched the HR Assistant project to accelerate hiring using GigaChat.

Given the current labour market environment, the Company continues to invest in vocational training, employee learning and development, and collaboration with educational institutions through its school–college/university–facility model. This model aims to attract highly educated, motivated, and well-trained young professionals to the Company by establishing a system for continuous improvement in education quality and targeted career guidance.



Key elements of the school–college/university–facility educational model:

1

The PhosAgro Schools project running in cooperation with schools across our footprint. By creating the right environment at schools, we help guide graduates in their career choices. In 2025, we partnered with six schools under the project.

2

As part of our collaboration with secondary vocational institutions, we seek to create a pipeline of skilled employees with relevant competencies who are competitive in the labour market, acquainted with allied professions, and have what it takes to pursue career opportunities for their further employment with the Company. In 2025, the Company actively liaised with 13 technical colleges.

3

Cooperation with universities serves to attract talented graduates in PhosAgro's priority areas and create conditions for their professional development. Today, the Company actively collaborates with 22 universities that offer courses relevant to its core activities.

For more information on programmes run under this model, including collaboration with schools, colleges and universities, and the PhosAgro-START programme for young professionals, see the Contributing to Local Communities section p. 246



AI assistant to streamline HR operations

AI agents

In 2025, the Company developed an AI assistant to enhance HR operations, with deployment following in early 2026.

Project objective: to optimise vacancy management.

This generative AI-based digital solution represents another milestone in the Company's strategic collaboration with Sber's IT team and its partners.

The virtual assistant is built on technologies provided by the Speech Technology Centre and Sber's GigaChat for Business neural network model.

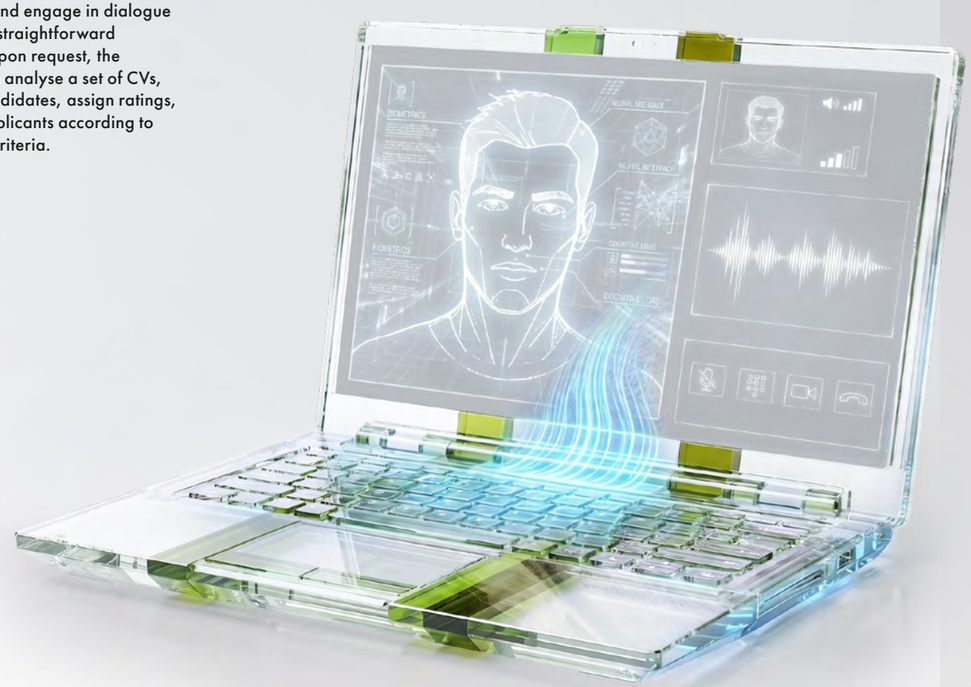
Operational principle:
HR specialists activate the agent on their work computer with a single click and engage in dialogue using plain, straightforward language. Upon request, the AI agent can analyse a set of CVs, evaluate candidates, assign ratings, and rank applicants according to predefined criteria.

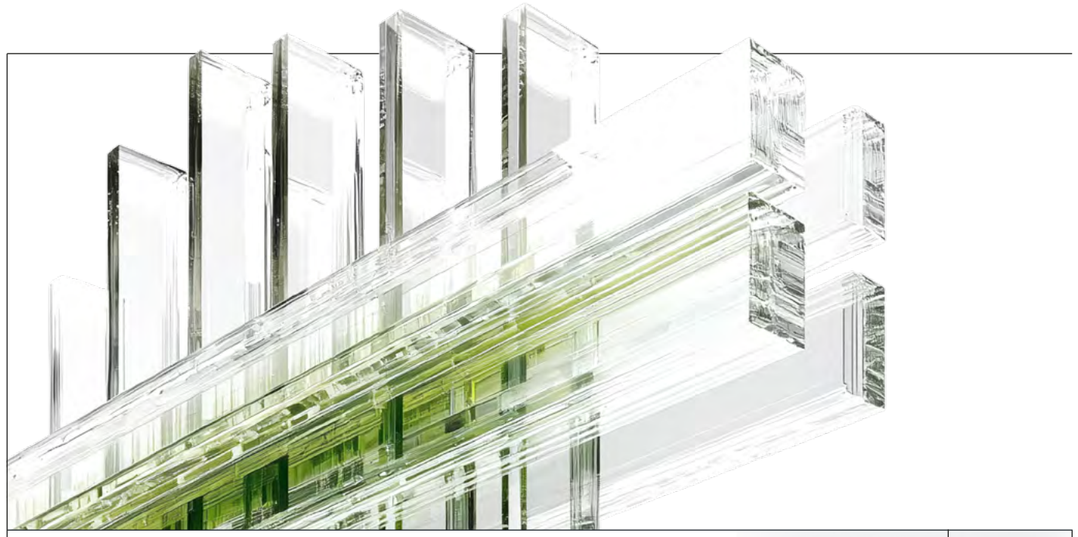
The digital assistant can also assist HR professionals in preparing for candidate interviews.

Effect: tests show that compared with previous manual processes, this technology has achieved over 93% reduction in candidate sourcing time, a 90% acceleration in vacancy preparation and posting time, and more than 70% reduction in candidate assessment time. The process from vacancy initiation to employee hiring is potentially accelerated by over 40%.

The AI agent is integrated with the Company's corporate knowledge base and an external recruitment platform, enabling it to generate responses using a broad range of external information while maintaining contextual awareness, including corporate terminology, abbreviations, and acronyms.

Future development plans for the AI agent include increasing business process automation, deeper integration with various services, enabling the assistant to communicate with candidates, and addressing strategic tasks to support business growth.





Risks and opportunities

The following strategic risks affect our HR management objectives:

For more information, see the Strategic Risks section p. 72

3 Social 4 HR 6 Health and safety

Risk areas specific to HR management:

- compliance with human rights and ethical standards;
- workforce sufficiency, competence, and development;
- provision of competitive incentives and social support to staff;
- health and safety;

The Company develops corrective measures as necessary and unlocks opportunities to mitigate those risks. Below you can find more information about what we do on this front, including:

- a comprehensive approach to attracting highly qualified personnel (referral programmes, HR marketing tools, automated recruitment solutions, and other initiatives);
- extensive opportunities for employee self-development through an online learning platform, a corporate digital library, a mentoring system, etc.;
- automated solutions and services for personnel assessment and training.

2025 Metrics and highlights

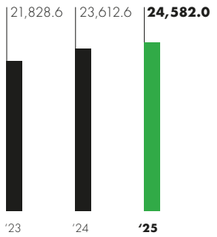
In 2025, the Group's average headcount was

24,582

people

Average headcount[1] of PhosAgro Group

PCSB 21



GRI 2-8

In 2025, there were 948 employees working under civil law contracts with the Company, or 3.6% of the average headcount (vs 852 employees, or 3.6%, in 2024; and 758 employees, or 3.5%, in 2023).

They mainly provided documentation support, cleaning, information and consulting, accounting, social support, and supervisory services.

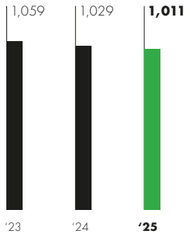
Breakdown of employees by gender, region, types of employment and employment contracts, number of employees

GRI 2-7, SASB EM-MM-000.B[2]

	Permanent employees			Temporary employees			Number of employees (headcount)[3]			Full-time employees			Part-time employees		
	2023	2024	2025	2023	2024	2025	2023	2024	2025	2023	2024	2025	2023	2024	2025
Men	6,736	6,903	**6,935**	473	518	**532**	7,209	7,421	**7,467**	7,204	7,418	**7,462**	5	3	**5**
Women	2,426	2,517	**2,571**	229	252	**259**	2,655	2,769	**2,830**	2,635	2,742	**2,813**	20	27	**17**
Murmansk region, total	**9,162**	**9,420**	**9,506**	**702**	**770**	**791**	**9,864**	**10,190**	**10,297**	**9,839**	**10,160**	**10,275**	**25**	**30**	**22**
Men	4,433	4,741	**4,879**	110	154	**129**	4,543	4,895	**5,008**	4,538	4,890	**5,005**	5	5	**3**
Women	2,991	3,142	**3,249**	246	230	**230**	3,237	3,372	**3,479**	3,218	3,347	**3,463**	19	25	**16**
Vologda region, total	**7,424**	**7,883**	**8,128**	**356**	**384**	**359**	**7,780**	**8,267**	**8,487**	**7,756**	**8,237**	**8,468**	**24**	**30**	**19**
Men	1,792	2,061	**2,262**	112	146	**142**	1,904	2,207	**2,404**	1,901	2,205	**2,402**	3	2	**2**
Women	806	899	**968**	105	94	**82**	911	993	**1,050**	899	975	**1,030**	12	18	**20**
Saratov region, total	**2,598**	**2,960**	**3,230**	**217**	**240**	**224**	**2,815**	**3,200**	**3,454**	**2,800**	**3,180**	**3,432**	**15**	**20**	**22**
Men	1,192	1,307	**1,364**	144	156	**245**	1,336	1,463	**1,609**	1,335	1,463	**1,608**	1	0	**1**
Women	680	732	**749**	59	64	**96**	739	796	**845**	738	795	**845**	1	1	**0**
Leningrad region, total	**1,872**	**2,039**	**2,113**	**203**	**220**	**341**	**2,075**	**2,259**	**2,454**	**2,073**	**2,258**	**2,453**	**2**	**1**	**1**
Men	206	217	**208**	3	3	**4**	209	220	**212**	209	220	**212**	0	0	**0**
Women	157	158	**157**	8	5	**3**	165	163	**160**	160	162	**160**	5	1	**0**
Moscow, total	**363**	**375**	**365**	**11**	**8**	**7**	**374**	**383**	**372**	**369**	**382**	**372**	**5**	**1**	**0**
Men	563	580	**608**	1	2	**6**	564	582	**614**	550	576	**609**	14	6	**5**
Women	292	310	**315**	4	6	**11**	296	316	**326**	286	305	**315**	10	11	**11**
Other, total	**855**	**890**	**923**	**5**	**8**	**17**	**860**	**898**	**940**	**836**	**881**	**924**	**24**	**17**	**16**
Men	14,922	15,809	**16,256**	843	979	**1,058**	15,765	16,788	**17,314**	15,737	16,772	**17,298**	28	16	**16**
Women	7,352	7,758	**8,009**	651	651	**681**	8,003	8,409	**8,690**	7,936	8,326	**8,626**	67	83	**64**
Total	**22,274**	**23,567**	**24,265**	**1494**	**1,630**	**1,739**	**23,768**	**25,197**	**26,004**	**23,673**	**25,098**	**25,924**	**95**	**99**	**80**

[1] Calculated using the period average methodology by adding up headcounts for each calendar day of any given period and dividing the sum of these headcounts by the number of calendar days in the period.
[2] For more information on the number of workers who are not employees, see p. 382.
[3] Headcount as at the end of the reporting period. The headcount includes employees with an employment contract.

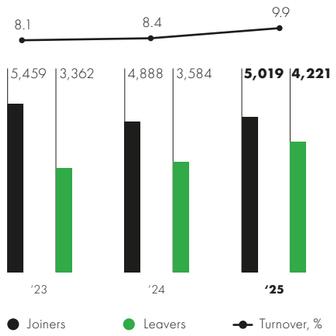
Productivity[1], t per person



The decrease in productivity was due to the growth of the Company's headcount as a result of investment projects and bringing equipment repair and maintenance functions back in-house.

Key personnel turnover indicators[2], people

GRI 401-1, PSCB 34



In 2025, the employee turnover rate was 9.9%, up 1.5 p.p. y-o-y. This increase was driven by a rise in voluntary resignations, reflecting the availability of more competitive compensation and working conditions in the labour market.

1 The ratio of production volumes (fertilizers, feed phosphates, sodium tripolyphosphate, aluminium fluoride, sodium silicofluoride, aluminium sulphate, other marketable products, phosphate rock, nepheline and syenite concentrates) to the average headcount of PhosAgro Group.

2 For key personnel turnover indicators by age, gender, and region, see p. 384.

Personnel breakdown, %

GRI 405-1, PSCB 25

Age	**Average headcount, %**					
	2023		**2024**		**2025**	
	Men	**Women**	**Men**	**Women**	**Men**	**Women**
Employees by gender and age						
Under 30 years	11.3	5.3	11.5	5.3	**11.5**	**5.3**
30–50 years	45.3	22.8	45.4	22.4	**44.8**	**22.2**
Above 50 years	9.7	5.6	9.7	5.7	**10.3**	**5.8**
Employees by category						
Blue-collar employees	42.9	13.6	43.1	13.3	**42.8**	**13.1**
White-collar employees	12.9	17.2	12.7	17.3	**12.8**	**17.4**
Managers	10.5	2.9	10.8	2.8	**11.0**	**2.9**
Employees by education						
Higher	25.5	19.6	26.0	19.7	**26.1**	**19.7**
Basic vocational	16.6	4.8	16.1	4.5	**15.8**	**4.5**
General	10.1	3.4	9.9	3.4	**10.1**	**3.5**
Secondary vocational	14.2	5.8	14.6	5.8	**14.6**	**5.7**

Employee survey

1

From 2024, the Company adopted a biennial cycle for its Growth Area employee survey. The last survey was carried out in 2024.

The survey covers the entire PhosAgro Group – in 2024, around 83% of employees took part. It gives staff the opportunity to share their opinions openly and help shape real changes in the Company. It also helps management understand how employees view improvements already made and what they see as emerging challenges.

In 2024, the aggregate satisfaction and loyalty index was 76 p.p., exceeding the target of 65 p.p.

For more details on the survey, see the 2024 Report

Of those surveyed,

89%

said they would recommend the Company as an employer

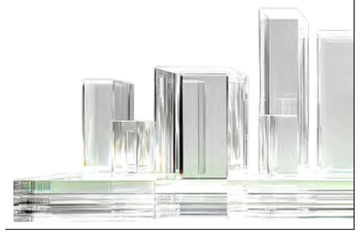
Inclusive environment

2

As at the end of 2025, PhosAgro Group employed 194 people with disabilities (compared to 157 in 2024 and 128 in 2023). We believe that hiring people with special needs requires an individual approach, and we take responsibility for creating an inclusive environment.

The Company honours all its obligations related to the employment of the disabled as required by applicable laws. Beyond compliance, we actively hire people with special needs, organising workplaces to accommodate individual rehabilitation/habilitation programmes. Due to the limited number of workplaces with acceptable working conditions for people with special needs, the Company signs workplace lease agreements and provides comprehensive assistance in setting them up in other organisations.

We support and provide an expert opinion at Abilympics, a competition for the promotion of disabled people's professional expertise, while actively engaging in job fairs specifically designed for people with disabilities.



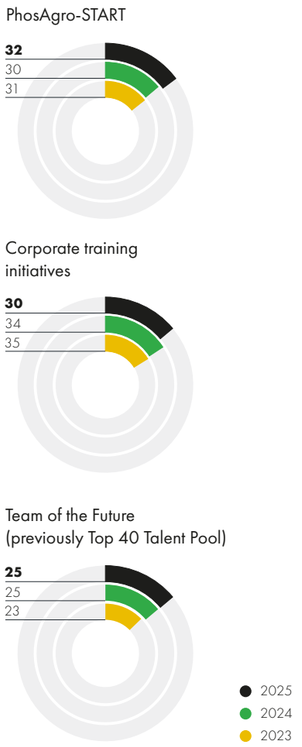
Gender equality

3

To enhance women's social security in accordance with the applicable laws, the Company:

- does not use female labour for manual lifting or carrying weights exceeding maximum allowable limits;
- releases pregnant women from their job duties and transfers them, subject to their medical reports, from production sites to lighter-duty positions;
- provides women, at their request, with a parental leave until the child reaches the age of three;
- prohibits business trips, overtime or night work, work on weekends and public holidays for pregnant women, except when there are a written consent and no contraindications;
- safeguards employment of pregnant women, with their employment contracts terminated only in the event of liquidation of the facility, as well as that of women having children up to three years of age and single mothers having children up to 18 years of age.

Share of women taking part in corporate programmes, %



21%
of women among managers of all levels

33%
of women in the Company's total headcount

25%
of women in the Company's Team of the Future (10 out of 40)

Participation of women in internal thematic events

- **Superfinals** of the Young Manager – 2025 competition: 9 men, 3 women.
- **Superfinals** of the Mentor of the Year – 2025 corporate contest: 6 men, 2 women.
- Winners of the superfinals in the Mentor of Blue-Collar Workers and Mentor of Administrative and Managerial Staff categories: women.



Training and evaluation

4

PhosAgro management seeks to attract highly skilled professionals and young talents, establish a knowledge and experience transfer system for new generations of employees, and provide continuous training and development opportunities. We place heavy emphasis on professional growth and are committed to fostering production initiatives and in-house expertise.

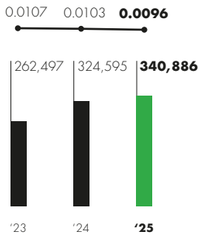
In 2025, we continued to develop a distance learning system for our employees and create internal training materials. By leveraging automated solutions and services in personnel assessment and training, we expanded the number of methods and tools available for personnel development.

Our objective is to create a corporate educational environment that encourages the development of professionalism, self-improvement, training, and knowledge sharing. We actively utilise new tools, methods, and technologies in this pursuit.

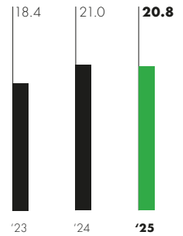
Training expenses, RUB '000

PCSB 31

Total training expenses

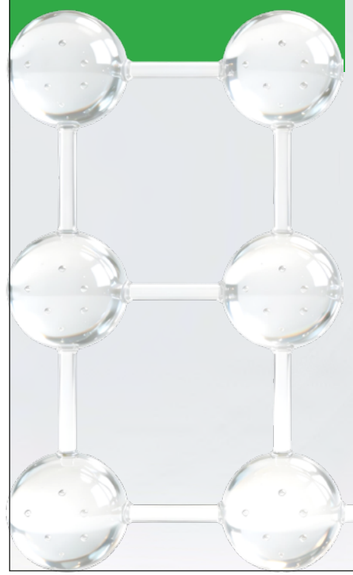


Training expenses per employee



In 2025, 17,921 employees completed various types of training programmes, which is a 5.9% increase from 2024. The average annual number of training hours per employee exceeded 150 (up 28.6% y-o-y).

Key principles of PhosAgro Group's corporate training management framework



- Aligning training with the Company's strategy
- Introducing the most advanced and efficient methods and tools from an economic and methodological perspective
- Assessing and prioritising actual training needs of various staff categories to build appropriate processes
- Developing new formats
- Planning, coordination, quality and efficiency audit
- Using an individual approach to young talent
- Proactively identifying and developing new leaders to succeed current ones

Average annual training hours per employee[1]

GRI 404-1, PCSB 31, 32

Item	UoM	2023	2024	2025	Change y-o-y, %
Number of employees trained people	people	15,739	16,915	**17,921**	5.9
Average annual training hours per employee	hours	99.4	116.6	**150.0**	28.6
Breakdown by gender					
• Women	hours	73.5	79.8	**100.2**	25.6
• Men	hours	113.3	135.8	**175.2**	29.0
Breakdown by employee category					
• Managers	hours	109.1	160.9	**240.5**	49.5
• White-collar employees	hours	73.5	93.8	**118.0**	25.8
• Blue-collar employees	hours	110.8	117.3	**143.2**	22.1
Average annual hours of mandatory training per employee PCSB 32	**hours**	**94.0**	**108.3**	**143.7**	**32.7**
Average annual hours of optional training per employee	**hours**	**5.3**	**8.3**	**6.3**	**–24.1**
Total investments in training PCSB 31	**RUB'000**	**262,497**	**324,595**	**340,886**	**5.0**
Annual training investments per employee PCSB 31	RUB'000	18.4	21.0	**20.8**	–0.9
• Women	RUB'000	19.3	23.6	**23.2**	–1.7
• Men	RUB'000	17.9	19.6	**19.6**	0.0

In 2025, we continued to improve our corporate training programme by rolling out remote educational and development tools, leveraging digital technologies and creating mixed training formats.

The Company promotes a remote training system, creates online courses and upgrades technical capabilities by introducing computer simulators, and implementing VR technologies to support the learning process. In 2025, our remote learning experts developed 32 new courses. The remote training system counts over 316 courses, while the VR library offers 25 programmes on occupational health and safety, as well as two programmes on assembling and disassembling of rotating equipment.

We also provide our employees with opportunities for self-development by giving them access to our corporate electronic library and online training platform.

RUB 340.9 mln in total investments in employee training in 2025

In 2025, our employees completed over 10,700 courses on the Eduson corporate educational platform, attended 19,200 lectures, and passed more than 60,800 tests, investing over 5,500 hours in learning. They also spent a total of 4,900 hours using the corporate e-library, Alpina.

[1] Boundary 2: Apatit, including its branches and standalone business units.

Talent pool programmes

GRI 404-2

The Company seeks to meet its talent needs internally to the greatest extent possible by selecting, developing, and promoting employees from within the talent pipeline.

Since 2025, managers and pipeline members have been trained under new comprehensive programmes designed with ECOPSY Consulting. Architectures for N-5, N-4, N-3, and N-2 management levels[2] were developed and tested, blending remote and in-person training. The focus is on systems thinking, decision-making, communication, motivation, delegation, people development, and digital leadership.

Since 2021, mentoring has been used to develop talent pipeline members, young specialists, and Young Manager corporate competition participants. Employees can view the list of mentors and their profiles on the corporate portal and apply for mentoring. There are 45 mentors, all current managers from various functions across the Company.

Team of the Future and Team of Professionals

Beyond developing the talent pipeline, the Company offers corporate programmes for current managers. The Team of the Future programme is designed to foster conditions for professional and personal growth, enable experience sharing, help managers navigate new challenges in a constantly changing environment. It includes four in-person sessions combining group training and individual support, such as work in groups of three, mentoring, and project teams.

At the end of 2025, Moscow hosted the programme's final session, with six teams showcasing their projects. The project on using machine vision to monitor conveyor defects took first place, while second and third went to a system for predicting staff turnover and a dashboard system for production staff.

In 2025, Team of the Future graduates set up the Team of Professionals expert community, which now has 15 members. During the year, the community organised six meetings with young specialists in Balakovo, Volkhov, Kirovsk, and Cherepovets. They also ran workshops at the PhosAgro START gathering, held in-person development sessions for N-2 talent pipeline members, and launched the Ideagora Idea Bank – a platform where employees can submit improvement ideas and proposals across 11 categories. Community members are also involved in addressing tasks set by Company management and implementing organisational projects.

Career counselling

In 2025, the PhosAgro Group Learning and Career Development Centre expanded its activities to include employee career counselling.

Its main goals are to broaden views on internal career opportunities, help employees develop and manage their careers, support them through career transitions, align their professional and career aspirations with the Company's goals, and aid employee retention.

In 2025, the Company focused on building up its internal career counselling capabilities by training in-house career counsellors, running career sessions, and coaching managers to hold career conversations with their team members, all the while promoting a culture of mobility across departments, sites, and functions among employees.

Career counsellors are rising to the challenge of today's environment by handling a wide range of requests: helping employees identify professional and career goals, plan their next career step, design a personal development path, prepare for key conversations with managers, and navigate career barriers – while supporting them in making important career decisions.

Rules of Effective Management

One of the Company's focus areas in training and development is to improve management culture.

The Rules of Effective Management (REM) project, launched in 2022, aims to strengthen management culture and establish common standards for interaction between managers and subordinates. It sets out basic principles of effective communication, which help increase employee engagement and loyalty.

In 2025, the project was further rolled out across all four Apatit production sites, with a deeper understanding and application of its practices.

[2] The Company defines the following management levels for its positions:
Top (N, N-1, N-2): CEO, heads of functions, director for production, chief engineer of a company (branch), directors of subsidiaries and affiliates, adviser to the CEO.
Middle (N-3, N-4): division head, deputy division head, team leader, chief engineer, chief specialist, etc.
Lower (N-5): shift supervisor, foreman, section head, etc.

New units also joined the rollout: the sulphuric acid production and complex mineral fertilizer production units at the Cherepovets site, the Volkhov branch of Mekhanik, the polyphosphate production unit, the wet-process phosphoric acid production unit, and the chief mechanic's department at the Volkhov branch of Apatit.

In 2025, REM rollout participants held their first joint meeting. They shared their unique experiences of putting the REM principles into practice, discussed setting up the REM community, and decided to give the programme a new name: Effective Management Practices.

Virtual teaching package

In 2025, we kept rolling out a virtual teaching package and a distance learning system to automate training and development processes.

During the year, experts from various business units developed 14 new teaching packages with e-courses covering 12 key professions.

In 2025, we also developed and launched 23 new **e-courses** on **additional competencies and updated 9 existing courses**.

At the end of 2025, the virtual teaching package included:

- **Matrix** of 24 corporate, job-agnostic and job-specific competencies;
- **Teaching packages** for 15 corporate and job-agnostic competencies (23% of the theoretical course);
- **Tool to create online courses** for nine job-specific competencies, including guidelines on developing the teaching package, a template of terms of reference for creating a programme, a template course presentation, didactic materials for teaching in-house developers, and recommendations on incentives for in-house developers;
- **100% of content** required for distance learning theoretical courses on job-specific competencies covering 30 professions;
- **Personal accounts** for key structural units, containing courses on general and specialised competencies of blue-collar workers, as well as courses to develop additional competencies, process flowcharts, student atlases, etc.

The Company now plans to scale up the project, with over 60 training packages scheduled for development in 2026.

Mentoring

The mentoring system in place at our production facilities plays a major role in enhancing the quality of professional training, reducing the number of errors, defects, workplace injuries, and staff turnover rates, which ultimately helps increase labour productivity.

The Company offers mentor development programmes, provides communicational and methodological support for them, and organises corporate competitions to motivate the best Mentors. Additionally, we facilitate corporate meetings for mentors from different facilities to exchange experiences. To acknowledge the importance and value of what mentors do, the Company has put in place measures combining financial and non-financial incentives. These include a mentor recognition board, remuneration for employees involved in mentoring, letters of appreciation, and more.

On top of that, PhosAgro holds the annual **Mentor of the Year** corporate contest set to develop mentoring, make it more prestigious, raise employee awareness, and encourage and recognise mentors' personal contribution to the development of young talents.

More than 2,700 experienced and skilled staff members from PhosAgro facilities are engaged in Group-wide efforts to transfer knowledge and expertise in order to develop new employees' professional competencies, including knowledge and skills related to equipment, technology, and software used in the workflow. In 2024, over 5,100 mentoring cases were completed.

Personnel assessment

The Company has a personnel assessment system in place aimed at aligning employees' competencies with the job/profession requirements and personnel development planning.

Key applications of assessment results include:

- planning personnel training initiatives;
- creating educational programmes;
- building the talent pool;
- making personnel decisions in the context of job appointments;
- drafting individual development plans and development programmes;
- drafting proposals for the management team on the review of salaries and other employment conditions, and the adoption of other organisational decisions;
- building project teams;
- selecting candidates to corporate programmes and competitions.

Percentage of employees receiving regular performance and career development reviews[1], %

GRI 404-3

Category	2023		2024		2025	
	Men	Women	Men	Women	Men	Women
Managers	2.4	0.5	1.0	0.3	**0.8**	**0.2**
White-collar employees	1.6	1.6	0.8	0.9	**0.8**	**0.7**
Blue-collar employees	1.8	0.3	1.0	0.2	**0.3**	**0.1**
Total by gender	**5.7**	**2.4**	**2.9**	**1.4**	**1.9**	**1.0**

Personnel evaluated in 2025[1], people

	Managers		White-collar employees		Blue-collar employees		Total
	Men	Women	Men	Women	Men	Women	
Volkhov branch	19	1	22	26	25	0	93
Apatit (Cherepovets)	27	21	35	52	14	13	162
Kirovsk branch	55	5	62	17	11	3	153
Balakovo branch	23	6	20	16	2	0	67
Group total	**124**	**33**	**139**	**111**	**52**	**16**	**475**

475
employees
underwent evaluation in 2025



Investing in PhosAgro Group's future talent

PhosAgro has been implementing a school–college/university–facility career guidance model since 2013.

For more information on programmes run under this model, including collaboration with schools, colleges and universities, and the PhosAgro-START programme for young professionals, see the Contributing to Local Communities section **p. 246**

For more information on a large-scale programme of cooperation with the leading Russian agricultural universities **p. 246**

[1] Boundary 2: Apatit, including its branches and standalone business units.

Incentives and rewards system

5

PhosAgro's comprehensive staff incentive system drives strong production performance and boosts productivity while helping to attract and retain highly skilled talent. The Company guarantees decent pay, benefits, compensations, and a broad social support package.

In 2025, all employees received a salary indexation of 10% Additional salary increases were also made during the year, mainly for blue-collar workers in roles facing labour shortages and high employer competition. The Company also paid traditional bonuses for professional holidays (RUB 100,000 for employees and RUB 20,000 for veterans), and the year-end performance bonus was increased.

PCSB 26

The average salary for Company employees in the reporting year came to RUB 181,817. Across all regions of operation, the Company's average salary is above the regional average.

Our incentives and rewards system ensures:

- decent pay
- availability of financial and non-financial rewards for employees
- implementation of incentive programmes using a transparent system of KPIs to calculate managerial rewards
- employee coverage by social programmes
- implementation of incentive programmes to motivate blue-collar employees to deliver against their targets
- availability of benefits for certain employee categories

In 2025, the Company continued to develop its grade-based pay system. Jobs at managed entities and subsidiaries (excluding those in the tourism cluster) were evaluated using a point-factor methodology. For 2026, the Company plans to review the current KPI system for possible improvements.

PhosAgro prohibits any discrimination in setting or adjusting salaries based on an employee's gender, age, race, ethnicity, origin, or religion.

[1] 2023 data for the Leningrad region was revised to reflect improved calculation.
[2] Significant regions of operation are those with the Company's main production facilities, maximum headcount, and governance structures.

Correlation of the standard entry-level wage and remuneration of women and men[1]

GRI 405-2

Region/category	Difference in remuneration of men and women								
	Blue-collar employees			White-collar employees			Managers		
	2023	2024	2025	2023	2024	2025	2023	2024	2025
Vologda region	0.72	0.73	**0.71**	0.67	0.66	**0.67**	0.63	0.68	**0.73**
Saratov region	0.68	0.70	**0.67**	0.56	0.56	**0.55**	0.69	0.71	**0.69**
Leningrad region	0.71	0.75	**0.71**	0.58	0.57	**0.54**	0.71	0.70	**0.71**
Moscow	0.47	0.46	**0.47**	0.80	0.79	**0.91**	0.22	0.18	**0.25**
Murmansk region	0.61	0.60	**0.58**	0.69	0.69	**0.67**	0.65	0.65	**0.67**
Other	0.66	0.64	**0.72**	0.98	0.82	**0.85**	1.35	1.32	**1.05**
Total	**0.63**	**0.64**	**0.62**	**0.68**	**0.66**	**0.66**	**0.59**	**0.56**	**0.65**

Ratios of standard entry-level wage by gender compared to local minimum wage

GRI 202-1

Region	Ratios between the standard entry-level wage and the minimum wage established in the significant regions of operation[2], including gender differentiation					
	2023		2024		2025	
	Men	Women	Men	Women	Men	Women
Vologda region	1.19	1.15	1.19	1.19	**1.14**	**1.14**
Leningrad region	1.75	1.30	2.64	1.62	**2.46**	**1.57**
Murmansk region	1.00	1.00	1.15	1.14	**1.10**	**1.08**
Saratov region	1.15	1.05	1.11	1.18	**1.07**	**1.13**
Moscow	2.16	1.41	2.09	1.37	**2.31**	**1.35**



Ratio of PhosAgro's average salary to the regional average (in significant regions of operation)

PCSB 20

Region	2023	2024	2025
Vologda region	1.91	1.93	**1.79**
Murmansk region	1.55	1.63	**1.57**
Saratov region	1.95	2.01	**1.90**
Leningrad region	1.55	1.55	**1.40**

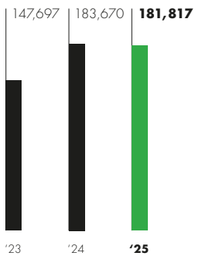
Proportion of senior management[1] hired from the local community[2], %

GRI 202-2

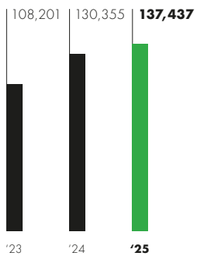
Region	2023	2024	2025
Vologda region	50	58	**56**
Leningrad region	22	45	**42**
Moscow	90	91	**87**
Murmansk region	73	70	**78**
Saratov region	36	36	**36**
Average	**62**	**68**	**66**

Average monthly pay, RUB

PCSB 26



Median salary[3], RUB



At the end of 2024, the Company decided to pay part of the 2024 bonuses early, which led to an increase in the average salary in 2024 and a corresponding decrease in 2025. This decision was more favourable for employees, as they received a portion of their bonus payments slightly earlier than scheduled.

[1] Senior management includes managers at level N, N-1, N-2 (CEO, heads of functions, director for production, chief engineer of a company (branch), directors of subsidiaries and affiliates, adviser to the CEO). The governance levels of managerial positions are determined by an order.

[2] In accordance with the generally accepted concept, which describes a person or a group of persons living in a certain territory regardless of ethnic and cultural composition, local community means employees whose region (area) of registration is the same as the region of the facility's location. For facilities located in the Leningrad region and Moscow, local communities also include residents of St Petersburg and the Moscow region, respectively.

[3] Median salary is the average monthly salary (excluding top management) per employee, where half of the positions have remuneration levels below this figure and half have levels above it.

Social benefits and employee guarantees 6

GRI 401-2

The Company's social policy is a strategic element of human resource management, directly impacting employee loyalty, reducing turnover, and increasing labour productivity.

We provide comprehensive social support to our employees and their families, increasing the funding for social programmes, benefits and guarantees each year while expanding their scope and content.

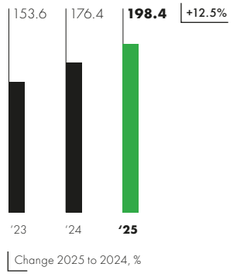


Social expenses[4], RUB mln

PCSB 28

Programme	2023	2024	2025	Change 2025 to 2024, %
Financial aid to employees	98.03	109.99	**107.99**	–1.82
Recreation, rehabilitation, health resort treatment, and VHI programme	586.49	824.21	**1,034.34**	25.49
Improvement of working conditions	509.74	489.51	**592.17**	20.97
Corporate housing programme[5]	112.04	150.12	**171.52**	14.25
Other social benefits and guarantees	329.66	394.96	**465.61**	17.89
Corporate and cultural events	243.40	325.14	**406.92**	25.15
Support to the trade union (special purpose funding and bonuses)	315.85	434.58	**473.15**	8.88
Total	**2,195.21**	**2,728.50**	**3,251.71**	**19.18**

Social expenses per employee, RUB '000



A key development priority has been the creation of an ecosystem where financial support, health care, family opportunities, and personal development are perceived as parts of a single whole.

The Company's social policy is grounded in an understanding of employees' basic needs and serves as the foundation for a working environment. To reach a qualitatively new level that enhances our competitiveness in the labour market, we are focusing on making our social programmes systematic, personalised, and interactive.

In the reporting year, the financial support we offered employees at times of significant life events remained an important expression of our commitment to their well-being.

[4] Boundary 2: Apatit, including its branches and standalone business units.

[5] PCSB 84 Organisation's Spending on Improving Housing Conditions for Employees (Representatives of Local Communities).

Health, family, motherhood and childhood support

Supporting employees with families is a reliable investment in employee retention and motivation. A secure home life directly impacts employee productivity.

Recreational summer health resorts and specialised excursions are organised for employees' children on an annual basis. The Company provides financial assistance to employees supporting large families, with separate payments made for each child. Employees taking a parental leave to take care of children aged 1.5 to 3 are also entitled to monthly financial assistance. New Collective Bargaining Agreements formalise additional benefits for families raising children with disabilities. All children of employees aged 1 to 14 receive New Year presents, while parents of children under 1 year of age are entitled to financial assistance equivalent to the cost of a corporate New Year present for their child. Parents of first graders annually receive RUB 10,000 in financial assistance on the occasion of the Knowledge Day. Additional paid leave days are also provided (for Knowledge Day and a child's birthday), along with financial assistance for the birth of a child and organised children's and family recreational holiday programmes.

By implementing a comprehensive approach combining both financial and organisational family support, the Company is building long-term employee loyalty.

Health care

PhosAgro provides employees with vouchers to local and southern health (rehabilitation) resorts and corporate health (rehabilitation) resorts. Employees and their family members can apply on a competitive basis for a free health resort vacation programme, with 50% of travel expenses covered. Employees and veterans of the Company, as well as their family members, have access to corporate health resorts and , recreation centres at a reduced price.

Health resort treatment and medical care for employees are effective tools for disease prevention and reducing sick leave.

The Company offers voluntary health insurance (VHI) programmes to its employees. This systematic approach to health care, as opposed to isolated initiatives, helps build lasting employee loyalty. Each employee is provided with a supplementary health insurance policy covering examinations, doctor's appointments, discounted dental services including dental prosthesis, and telemedicine access.

Improving working conditions and corporate events

For over a decade, we have been implementing a large-scale programme to improve social and working conditions. In 2025, we invested approximately RUB 600 mln in projects to improve the conditions at our facilities.

Since 2024, we have introduced corporate competitions (the Sport Walkers championship, PhosAgro Generation, and Healthy Lifestyle Mania), family runs, health checkups, and dedicated health days across our sites. Specialists provide consultations on personal counselling, nutrition, and therapeutic exercise. We have established psychological relaxation rooms and health corners at our facilities, with workplace exercises conducted at workstations. In today's fast-paced, high-stress business environment, mental health support has become a critical component of the social package, directly affecting team engagement and resilience.

Corporate sport is more than a pastime and is embedded in our culture, promoting better health, stronger teamwork, and lower stress levels.

The Company offers personal coaching as a developmental rather than therapeutic resource, supporting employees in tackling work and personal challenges, such as managing stress, preventing burnout, developing emotional intelligence, improving team communication, and achieving work-life balance.

◆

In 2025, over

270

thousand people

took part in corporate events

Nutritional support and a healthy eating culture are a rising corporate trend. The nutritionist helps employees build lasting healthy habits by adjusting diets to improve well-being, energy, and weight control. The nutritionist also gives regular themed lectures and workshops, offers individual consultations and initial assessments, provides dietary recommendations, and works with the corporate canteen to create balanced menus.

Corporate cultural events strengthen social ties and give employees a sense of community and purpose.

Organising celebratory events boosts engagement and builds a positive company image. The Company holds corporate cultural events for professional holidays, anniversaries and special dates and occasions (Chemist's Day, Miner's Day, charity festivals, Theatre Day, Victory Day, etc.), environmental games and campaigns, family contests (PhosAgro Generation), and sports challenges.

Support for veterans

◆

Our veteran organisations bring together retired workers and use corporate funding for a wide range of social support measures and leisure-time activities. There is a dedicated corporate pension programme in place for retired staff.



Housing programme

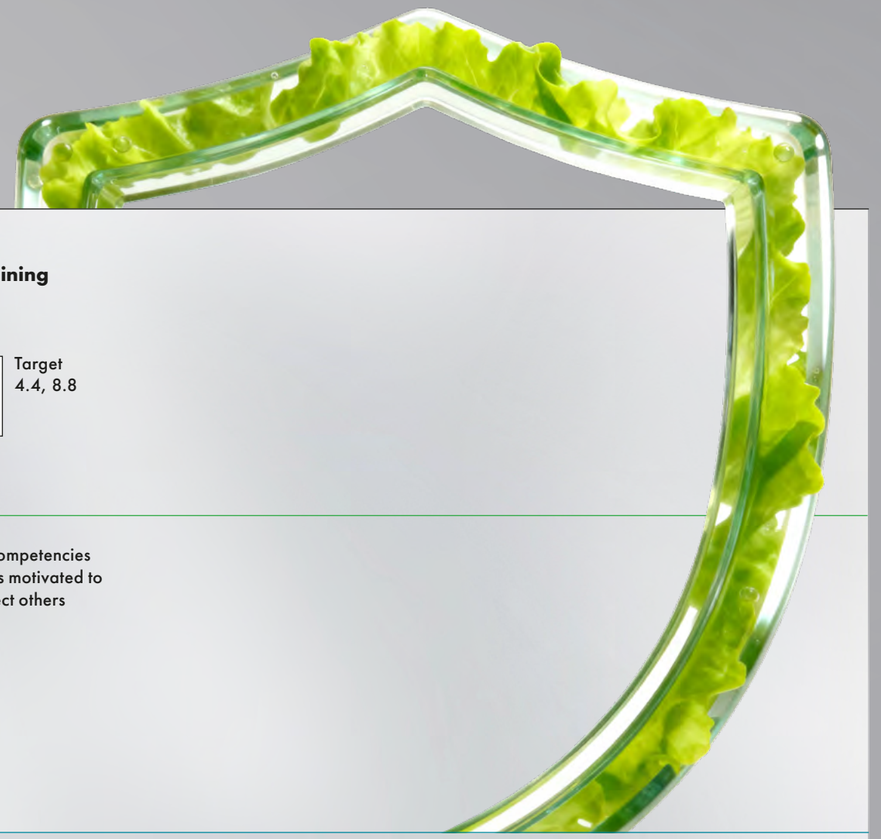
PhosAgro Group runs a corporate housing programme that covers:

- reimbursement of interest paid on mortgage loans. Candidates are selected using a point-based system. The programme aims to retain highly qualified professionals with hard-to-find skills, including workers from other regions. Priority is given to employees included in the talent pool, participants of young talent support programmes, and employees with strong work performance and a track record of social activities;
- construction of corporate housing in the cities where the Company operates;
- provision of corporate accommodation to professionals relocating from other cities.

◆

In 2025, a new 72-apartment corporate building was commissioned in Cherepovets. Since the programme's inception, the Company has helped over 3,300 employees improve their living conditions.

Industrial safety



Area, strategic goals and highlights of 2025[1]

1 Work-related injuries

8 DECENT WORK AND ECONOMIC GROWTH — Target 8.8

Target

- Fostering a safety culture and adhering to the highest occupational health and safety standards
- 10% annual reduction in workplace injuries
- 10% annual reduction in incidents, zero fatalities

Actual

- **1 fatality** across all employee categories
- **12%** reduction in injuries in 2023–2025

2 Transport safety

3 GOOD HEALTH AND WELL-BEING — Target 3.9

Target

- Reducing risks of traffic accidents

Actual

- **0 transport incidents** with a victim
- **50%** reduction in transport incidents in 2023–2025

3 Occupational diseases

3 GOOD HEALTH AND WELL-BEING — Target 3.9

АКТИВНАЯ ЖИЗНЬ НАЦИОНАЛЬНЫЕ ПРОЕКТЫ РОССИИ

Target

- Disease prevention and health improvement among the employees of all production sites
- Providing employees with access to high-quality affordable healthcare

Actual

- **33 employees**[2] –28.3% y-o-y diagnosed with occupational diseases, or less than 0.1% of total headcount
- **0 fatalities** caused by occupational diseases
- **100%** of PhosAgro Group's industrial facilities have on-site medical facilities

4 Employee training

4 QUALITY EDUCATION, 8 DECENT WORK AND ECONOMIC GROWTH — Target 4.4, 8.8

Target

- Improving safety competencies
- Keeping employees motivated to stay safe and protect others

Actual

As part of OHS training and knowledge assessment, employees completed the following types of courses:

- **1,697 employees** training on general occupational health and safety matters and the OHS management system
- **12,824 employees** training on methods and techniques of staying safe during works involving exposure to harmful and/or hazardous production factors (as identified by the OHS management system and the occupational risk assessment)
- **10,249 employees** training on methods and techniques of staying safe during high-risk works that are subject to additional requirements under the government's OHS regulations
- **8,709 employees** training on the use of personal protective equipment (PPE)
- **4,153 employees** first aid training

[1] In accordance with the materiality principle, the quantitative metrics in this section are presented for Apatit (Boundary 2) (Apatit is a subsidiary of PhosAgro holding its production assets).

[2] Occupational diseases registered among the Company's own staff, excluding all controlled entities, subsidiaries and affiliates.

Strategy

All employees of PhosAgro Group and its contractors need to go back from work to their loved ones in perfect health. This is the underlying principle of all our efforts to ensure safe, healthy and comfortable workplace conditions.

Our Strategy to 2025 focuses on fostering a safety culture and adhering to the highest occupational health and safety standards. We are implementing a Health and Safety Strategy for 2025–2026, which defines key focus areas and targeted initiatives to reduce the risks associated with various operations of the Group.

PhosAgro Group is consistently improving its safety culture, employee responsibility and awareness, hazard identification procedures and danger prevention measures by putting managers at all levels in charge and studying and applying best health and safety practices. We apply continuous efforts to identify and reduce health and safety threats to PhosAgro Group employees, contractors and visitors to the Company's sites.

The Company's relevant goals and objectives, both strategic and day-to-day, are based on huge volumes of data derived from internal and external audits, inspections, incident investigations, employee recommendations and feedback.

Management approach

GRI 3-3, 403-1 PCSB 44

We pay special attention to making our health and safety system compliant with applicable laws and the highest international standards.

The health and safety management system also encompasses emergency preparedness.

In December 2024, the Cherepovets site of Apatit successfully reaffirmed certification for compliance with ISO 45001:2018 (Occupational Health and Safety Management System). In 2025, for the fourth time running, the facility won the contest Best Occupational Health and Safety Practices in Branches, Representative Offices and/or Subsidiaries Operating in the Vologda Region on a Permanent Basis in the category for the Best Company in the Vologda region.



Health and safety management system

Board of Directors level

Strategy and Sustainable Development Committee of the Board of Directors	• Sets strategic priorities and develops relevant policy • Reviews executive management's health and safety reporting

Group Management level

Executive bodies

- Define and oversee the health and safety policy
- Review all on-site incidents within the Group on a weekly basis

OHS Department

- Supervises OHS management functions across the Group to implement OHS policies and strategies
- Collects data, does analysis, and prepares OHS reports for the Management Board and the Strategy and Sustainable Development Committee
- Cooperates with external consultants to implement the best practices of OHS management
- Conducts audits and inspections at the Company's sites

Operational level

Heads of production sites

- Oversee OHS policies and strategies at respective production sites
- Arrange for the development and implementation of effective response measures following internal and external audits and accident investigations

Operational OHS staff

Local OHS management functions

- Monitor the site's compliance with OHS regulations and corporate standards
- Arrange for the development of target programmes and monitor OHS events and trainings
- Interact with relevant regulatory authorities on behalf of the site and facilitate inspections
- Conduct internal inspections and audits, produce and present analytical reports to the local management

GRI 403-3

Occupational health and safety functions

Occupational health and safety functions play a key role in ensuring safety at our facilities.

Their main objectives are:
- taking steps to ensure compliance with OHS requirements by workers and third parties;
- monitoring workers' compliance with OHS laws and regulations, the Collective Bargaining Agreement, OHS agreement and other internal regulations;
- preventing workplace injuries, occupational diseases and work-related illnesses and improving workplace conditions;
- advising workers and contractors on, and raising their awareness about, occupational health and safety;
- studying and promoting best OHS practices.

Apart from applicable laws, these activities are regulated by:
- health and safety SOPs at the facility (shop) level;
- production SOPs;
- worker health and safety instructions;
- corporate standards;
- process regulations;
- accident management action plans, etc.

GRI 403-4, 403-7

OHS interactions and raising awareness

For better OHS communication with employees, we have adopted the Regulations on the OHS Communication System. Pursuant to the Regulations, the OHS communication system is divided into internal and external communications, and provides for a feedback procedure:
- regular OHS meetings at business units and enterprises;
- OHS meetings on production sites, in departments and at facilities;
- union and union committee meetings (for feedback from OHS officers);
- corporate e-mail;
- corporate periodicals;
- local health and safety committees;
- employee loyalty surveys;
- OHS questionnaires.

Internal communication is achieved through:
- local health and safety committees;
- management meetings and conferences to discuss the health and safety performance of our enterprises;
- meetings with heads of enterprises during leadership visits to production units;
- regular OHS meetings in departments, on production sites and at facilities;
- health and safety bulletin boards, posters and other visuals;
- corporate television (screens), intranet site, e-mail;
- corporate periodicals;
- education by OHS officers (including one-on-one meetings, training, mentoring, supervision, etc.).

Local health and safety committees

Since 2014, health and safety committees have been functioning at the Group's companies. They are both an integral part of our OHS management system and a form of employee participation in it. In their work, these committees rely on the principles of social partnership. As part of their activities, health and safety committees draft and improve programmes to join efforts of the employer, employees and trade unions in ensuring health and safety.

Committee meetings are chaired by heads of companies and held at least once a month online or at least once every two months offline. At meetings, information exchange and reporting are multilateral, as both health and safety functions and local unit heads report on health and safety progress. All resolutions are documented in minutes of the meetings.

63 meetings
held by health and safety committees in 2025

1,119
resolutions adopted

Workers are represented at committee meetings by heads or representatives of local unions.



Meeting agendas comprise nine workstreams:

- accident/incident investigation
- safety assessments and audits
- occupational health and safety
- development of health and safety management
- industrial safety
- safety projects (programmes, initiatives)
- fire safety
- education and training
- road traffic safety



As part of these workstreams, health and safety committees consider the following topics:
- Golden Rules of OHS;
- OHS leadership;
- OHS motivation;
- effective OHS communications;
- contractors' safety;
- PPE effectiveness;
- trade union report.

Stakeholder engagement

In industrial safety, the key stakeholders are:
- Company management;
- representatives of third parties engaged to perform works at the Group's sites;
- supervisory and statistical government agencies;
- customers/consumers;
- employees.

To engage stakeholders on OHS matters, we rely on:
- information and analytical materials presented at safety committee meetings and distributed through corporate media;
- strategic sessions held to discuss bottlenecks and growth points, adopt coordinated decisions, and develop corrective actions;
- statistical data and factor analysis shared with stakeholders to track the evolution of safety performance;
- a system of meetings covering all levels from company directors to line managers of business units;
- feedback tools such as Mobile Patrol, information boxes for requests, corporate chat and ProPhosagro mobile app.

Improving contractor safety practices

Measures to ensure safety of contractors' employees working at our production and other facilities are an integral component of our OHS strategy. They include the selection of contractors based on a health and safety qualification assessment, briefings, enforcing their application of our safety tools, and conducting relevant OHS compliance audits.

Since 2024, the Group has had the OHS Competency module powered by the SCOUT platform as a way to digitise and automate OHS skill assessments and enhance their transparency.

For contractors, we conduct training and practical knowledge assessments at the Company's training grounds to make sure contractor employees have the required skills. The Company also develops and implements joint schedules for control and preventive actions in collaboration with the contractor's OHS functions, with the relevant follow-up. In addition, there are monthly meetings with all contractors where urgent OHS matters are discussed.

In 2025, we settled the process of placing the legally relevant electronic Company documents on PhosAgro's official website (www.phosagro.ru) with a view to providing unhindered access of contractor representatives to key documents, including OHS-related ones.

Internal and external industrial safety audits

In line with statutory requirements, PhosAgro Group is subject to scheduled external audits by Russian authorities, including the Federal Service for the Supervision of Environment, Technology and Nuclear Management (Rostechnadzor), State Labour Inspectorate, Federal Service for Surveillance on Consumer Rights Protection and Human Wellbeing (Rospotrebnadzor), and the Ministry for Civil Defence, Emergencies and Elimination of Consequences of Natural Disasters (EMERCOM), Federal Public Prosecutor's Office, etc. We may also engage consulting companies or international associations of which the Group is a member to conduct additional external audits of compliance with international standards, or as part of a special assessment of workplace conditions.

122 audits carried out by state supervisory authorities at Apatit, its managed companies, subsidiaries and affiliates in 2025.

In December 2025, the Department for Supervisory Activities in Civil Defence and Protection of Population and Territories from Emergencies of the Division for Supervisory and Preventive Activities of the Main Division of the EMERCOM of Russia for the Vologda region made a preventive visit to the Cherepovets facility of Apatit. No remarks were made or prescriptions issued following the visit.

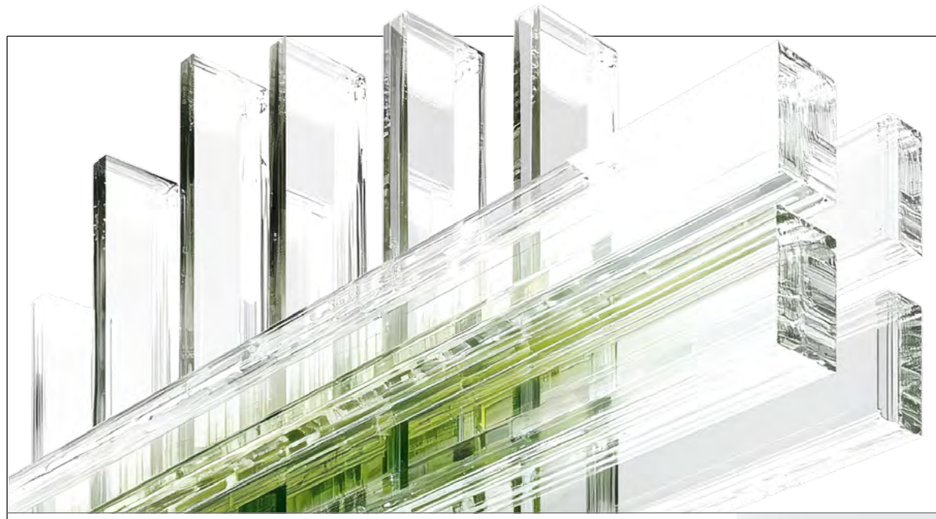
We also run internal audits conducted by our OHS departments and directorate, managers and employees exercising production H&S control.

After external and internal audits, the Company issues orders and instructions outlining remedial action plans and establishing the deadlines and responsible persons. Identified breaches are remedied within the agreed time limits.

The Company has a procedure for drafting, submitting and reviewing reports on internal and external OHS audits. The results of all internal and external assessments and audits are recorded in the Safety and Instructions (Shift Assignments) management systems offering instruments for further analysis, gap identification, and elimination monitoring. We also submit all relevant reports to state supervisory bodies and statistical agencies in accordance with the Russian laws.

ESG assessment is a key factor in contractor selection. For more information, see the Supply Chain section p. 144





Risk and opportunity management

For more information, see the Strategic Risks section p. 72

GRI 403-2

The following strategic risks affect our OHS objectives:

- **4** HR risk
- **6** Health and safety risk
- **13** Regulatory risk

OHS-specific risks:

- Occupational risks of the Group's business units, including occupational disease risks
- Safety culture risks, including OHS communications and safety incentives
- Risks of OHS-related regulatory changes

To mitigate these risks, PhosAgro Group implements corrective measures and leverages emerging opportunities, as described below, including:

- reduction of occupational injuries through training, awareness, and motivation programmes on occupational health and safety;
- proactive OHS management as part of the Company's safety culture transformation project;
- stronger efficiency in interacting with the Government's OHS supervision agencies thanks to the development of remote and risk-oriented control methods.

SASB RT-CH-320a.2

We are constantly working to assess and mitigate risks. We perform risk assessment and classify them by severity and frequency using our dedicated proprietary methodology. Following hazard identification and risk assessment, the unit's OHS officer compiles a List of Occupational Risks, which is then used as a basis for the Company's List of Material Occupational Risks. Risk assessment takes into account the following aspects:

- degree of personnel exposure;
- impact on personnel;
- frequency of occurrence;
- compliance with the applicable regulatory and other OHS requirements.

The Company has instituted a robust protocol that facilitates swift communication from eyewitnesses to the appropriate functions and managerial personnel, including PhosAgro's CEO, by means of corporate communication tools such as text message alerts and telephone calls.

All incidents investigated in accordance with legislative requirements and internal procedures to determine the root causes. The Company encourages its staff to disclose information on potential sources of danger to employee health and life.

For better OHS efficiency, and to automate and streamline the relevant processes, we have introduced and now use the Safety and Instructions (Shift Assignments) management systems. Both systems include a Risk Management module. The module enables internal check list-based OHS assessment at all units of Apatit. The module's new underlying principles help enhance production H&S control, while its new functions facilitate operation, monitoring and analysis.

The Company has a formal procedure for addressing workplace hazards. When a hazard is identified, employees are required to suspend work and report it to their supervisors directly or via the Public Scrutiny mobile app. The supervisor uses the report to assess the risk and develop a remedial action plan.

To harmonise the process of OHS risk mitigant development and management, in 2026 we will implement the Safety Framework project embracing measures using risk data sheets and the violation assessment function (the work algorithm combines using risk data sheets and violation assessment; analysis of repeatable violations based on risk data sheet barriers). The initiative is aimed at improving the effectiveness of measures to remedy violations identified, in order to minimise the likelihood of repeatable violations (based on statistics of violations linked to risk data sheets, it identifies ineffective measures (barriers) and suggests reviewing risk data sheets for complementing them with additional measures).

Emergency response procedures

At our sites, we have introduced the following emergency response and prevention measures compliant with the Russian laws:

- **accident management action plans** for all hazardous industrial facilities as defined by the Russian laws;
- **training sessions and drills** held in 2025:
  - seven joint team-headquarters emergency training exercises, with Agrokhimbezopasnost, Russian Ministry of Defence, National Guard and EMERCOM taking part;
  - 75 personnel sheltering training sessions;
  - six headquarters training exercises with civil defence and emergency situations management bodies;
  - 266 fire training sessions;
  - 160 evacuation drills;
  - six joint fire drills with EMERCOM.

Targeted programme for upgrading Apatit's fire safety systems in 2025–2029

Purpose:

protection of employees, property and materials from exposure to hazardous fire factors, minimisation of economic damage in case of fire outbreaks, and compliance with regulatory requirements on fire safety.

The programme is aimed at repairing, replacement, or assembly of new automated fire safety systems.

In 2025, the following was done:

FEED

construction and assembly

drafting of detailed design documents

start-up

Process safety AI projects

Video analytics for safety violation detection

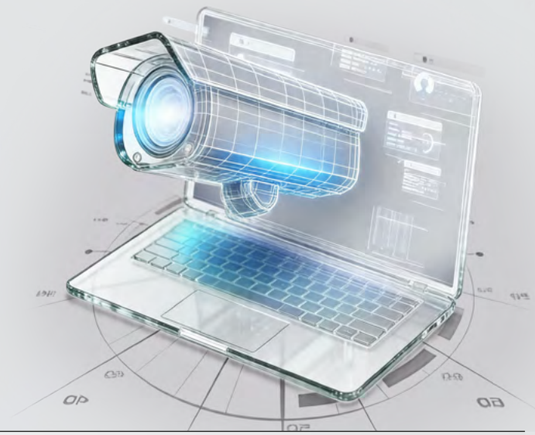
Computer vision

In 2025, specialists at Mekhanik developed the initial models of a video analytics system designed to monitor employee use of personal protective equipment.

Operating principle: the computer vision system determines in real time whether the required PPE is being worn. It automatically dispatches email notifications to designated responsible persons and generates a photographic record of the violation.

Outcome: reduced injury rates.

Computer vision is also employed to detect other violations (i.e. unauthorised presence in hazardous areas and deviation in load tilt angle) and to recognise gestures.



250 Horizon video analytics system

Computer vision

Pilot testing of the 250 Horizon video analytics system was undertaken for industrial safety and occupational health applications. The system identifies the presence of personnel in hazardous zones.

Operating principle: deployed at the Kirovsky mine, the computer vision system monitors occupational health and safety by identifying in real time whether personnel are present in hazardous zones during tippler operation and when a train approaches the tippler rotor.

The system automatically sends email notifications to responsible personnel, generates a photographic record of the violation, and produces a list of employees present in the hazardous zone at the time of the violation.

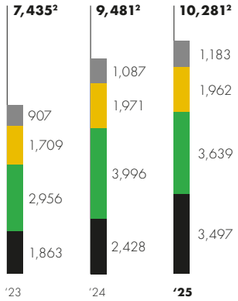
Outcome:
reduced injury rates.



Key results in 2025[1]

OHS expenses, RUB mln

PCSB 27



The increase in OHS expenses is primarily related to greater investments in engaging specialised consulting entities, examination of industrial safety, improving the operational reliability of buildings, and purchase of personal protective equipment.

[1] Along with Apatit's subsidiaries, the OHS function also covers other entities which are PhosAgro's subsidiaries or which are connected with them otherwise: PhosAgro Engineering Centre, Trading House PhosAgro, DROZD-Khibiny, NIUIF, Khibiny Electricity Retail Company, DROZD Moscow Association, and PhosAgro's Interactive Education Centre. These entities carry out OHS activities, but their data are not accounted for in the work-related injuries statistics.

[2] The total may differ from the sum of parts due to rounding.

[3] Include aspects such as inadequate control, work permit violations, poor coordination, etc.

[4] Lost time injury frequency rate, excluding fatalities.

Work-related injuries 1

GRI 403-9, SASB RT-CH-320a.1, RT-CH-540a.1

We were deeply saddened by the fatality involving our employee which occurred at the production site of Apatit's Balakovo branch in February 2025. The fatality was due to ammonia fume exposure. There was an investigation carried out. We have thoroughly analysed the circumstances of the fatality and communicated conclusions and recommendations on preventive measures, including a range of technical and organisational steps, to the management and employees of the facility. This tragic incident highlights the importance of consistent efforts to improve occupational safety.

In the meantime, a considerable decrease in the number of major accidents (two cases in 2025 versus eight in 2024) and the overall workplace injury rate in 2025 witnesses that the efforts invested in safety yield positive results.

There was a total of 29 injuries recorded in 2025 compared to 32 in 2024. Of these injuries, 17 occurred to employees of contractors, subsidiaries and affiliates (with the same number in 2024), and 12 to PhosAgro's own staff (compared to 15 in 2024).

Most of the workplace injuries in 2025 were related to falls while moving, striking against objects, and chemical and thermal burns.

The main causes of work-related injuries in 2025 were poor work organisation, lack of control over safety of workplaces and routes of movement, violations of labour and industrial discipline, and underestimation of risks by the injured persons.

The Company firmly believes that our primary challenge lies in minimising the "human factor" – dangerous employee actions[3] that account for over 50% of all injuries . Rolling out the existing methods and tools in the field of occupational safety among personnel of contractors, as well as subsidiaries, affiliates and managed companies, will further reduce the level of occupational injuries among this category of personnel.

The Company plans to continue implementing its safety improvement strategy by leveraging advanced safety tools and modern comprehensive solutions and approaches that have already proven effective, including:

- senior management's leadership and commitment to health and safety;
- allocating sufficient funding to ensure occupational, fire safety;
- knowing and applying international and domestic best practices;
- improving the internal incident investigation process to identify and eliminate root causes;
- implementing project solutions and targeted programmes to improve workplace safety;
- providing employees with modern and effective personal and collective protective equipment;
- Involving blue-collar workers (OHS officers) in directly managing health and safety in their business units;
- reviewing the structure and functions of occupational health, industrial safety and fire safety services with a focus on enhancing control and preventive work;
- selecting and appointing highly qualified leaders to key positions in occupational health, industrial safety and fire safety services;
- developing and implementing a system of incentives motivating all categories of employees for safe working practices;
- developing and updating e-courses to educate employees in corporate health and safety requirements;
- integrating corporate health and safety requirements into the work of contractors;
- digitalising data management processes to support high-quality analysis and effective management decision-making.

LTIFR[4], per 1 mln of hours worked

PCSB 29

Item	2023	2024	2025
Employees, including:	0.37	0.56	**0.39**
Cherepovets site of Apatit	0.32	0.57	**0.37**
Kirovsk branch	0.41	0.59	**0.57**
Balakovo branch	0.00	0.31	**0.26**
Volkhov branch	0.80	0.76	**0.00**
Employees, and staff of external contractors (including subsidiaries and affiliates)[5]	**0.64**	**0.57**	**0.49**

Fatalities as a result of work-related injury, per 1 mln of hours worked

Item	2023	2024	2025
Employees	0.00	0.00	**0.04**
Staff of external contractors (including subsidiaries and affiliates)	0.00	0.00	**0.00**

Severe injuries (excluding fatalities), per 1 mln of hours worked

Item	2023	2024	2025
Employees	0.04	0.19	**0.00**
Staff of external contractors (including subsidiaries and affiliates)	0.19	0.10	**0.07**

Work-related injuries, per 1 mln man-hours

Item	2023	2024	2025
Employees	0.37	0.56	**0.43**
Staff of external contractors (including subsidiaries and affiliates)	0.89	0.57	**0.59**

[5] The above data includes the following subsidiaries and affiliates of Apatit: Tirvas, Gorny Tsekh (until 30 June 2025. Since 1 July 2025, part of Apatit), PromTransPort, Korporativnoe pitanie, Construction Materials Centre, Aeroport, Teleset, Khibiny Airport, Mekhanik, Tirvas Public Catering (since 2025, covered by the occupational injury accounting system, without changes in the previous years' metrics), Nord Safari (since 8 December 2025), Khibinskaya Teplovaya Kompaniya. However, no data on man-hours worked is available for Khibinskaya Teplovaya Kompaniya.

Number of hours worked by the Company's employees and staff of external contractors

Item	2023	2024	2025
Employees	24,508,418.38	26,565,896.28	**27,947,958.34**
Staff of external contractors (including subsidiaries and affiliates)	26,884,527.13	29,648,573.59	**28,930,266.50**

Work-related injuries in 2023–2025

PCSB 30, GRI 403-9

Branch	Minor injuries			Severe injuries			Fatal injuries			Total		
	2023	2024	2025	2023	2024	2025	2023	2024	2025	2023	2024	2025
Cherepovets site of Apatit	3	5	**4**	–	1	**–**	–	–	**–**	3	6	**4**
Balakovo branch	–	1	**1**	–	–	**–**	–	–	**1**	–	1	**2**
Volkhov branch	2	2	**-**	–	–	**–**	–	–	**–**	2	2	**–**
Kirovsk branch	3	2	**6**	1	4	**–**	–	–	**–**	4	6	**6**
Subsidiaries and affiliates	**11**	**8**	**10**	**4**	**1**	**1**	**–**	**–**	**–**	**15**	**9**	**11**
Third-party contractors	**8**	**6**	**5**	**1**	**2**	**1**	**–**	**–**	**–**	**9**	**8**	**6**

Transport safety

2

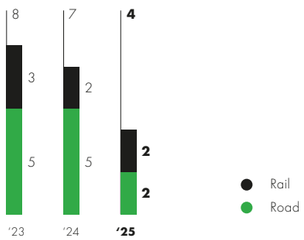
SASB RT-CH-540a.2

From 2023 to 2025, PhosAgro Group was able to reduce the total number of traffic accidents (by 50%), from eight accidents in 2023 to four in 2025.

The initiatives implemented by the OHS Department and transport departments to mitigate traffic accident risks includes drafting internal regulations to ensure safe operation of motor vehicles, self-propelled machines, and rail transport, performing targeted and full-scope inspections of vehicles used by our contractors, subsidiaries, enhancing the competencies and skills of PhosAgro employees responsible for operating all types of transport, and introducing various technical solutions to mitigate risks of traffic accidents.

In the Kirovsk branch, quarry dump trucks are being equipped with an electronic collision prevention system. At the Cherepovets site, pilot tests have been successfully completed on shunting diesel locomotives using an innovative onboard computer vision system based on artificial intelligence (introduced on TM18DM locomotives). Mobile road safety teams operate effectively at all Company sites, monitoring compliance with both federal and local road safety requirements among all road users. There is regular training in defensive driving for them, as well as professional skill competitions.

Traffic accidents at Apatit and its branches



Occupational diseases

3

GRI 403-6, 403-10

PhosAgro places a strong emphasis on disease prevention, health improvement, and high-quality affordable healthcare and prevention for the employees of its facilities.

In 2023–2025, there were no fatalities caused by occupational diseases.

In the reporting year, 33 employees of Apatit were diagnosed with occupational diseases (compared to 46 in 2024 and 58 in 2023), which represents about 0.1% of the total average headcount.

In 2025, one employee was diagnosed with an occupational disease (compared to 12 in 2024 and 2 in 2023). This employee is a representative of a subsidiary, an affiliate or a managed company and performs their duties at a branch of Apatit.

The main causes of these occupational diseases were lasting exposure to general vibration beyond maximum permissible levels, physical exertion, and functional overstrain of individual organs and systems in respective locations.

Number of employees diagnosed with occupational diseases[1]

GRI 403-10

Branch	2023	2024	2025
Cherepovets site of Apatit	2	0	**0**
Kirovsk branch	58	57	**34**
Volkhov branch	0	0	**0**
Balakovo branch	0	1	**0**
Total	**60**	**58**	**34**

Healthcare infrastructure

100% of PhosAgro Group's industrial facilities have on-site medical facilities that feature modern equipment for preventive check-ups (including ECG, spirometry, arterial blood pressure measurements, and vaccinations).

Disease prevention and preventive programmes

The Company implements an employee counselling programme, which includes:

- counselling hotlines;
- roundtable discussions and support teams for employees experiencing excessive stress (i.e. in case of technology or schedule changes);
- stress management training (212 training sessions run so far).

The Company has a multi-level prevention system in place

- Primary prevention as a stage of employee onboarding – a compulsory preplacement examination.
- Regular examinations of Company employees are carried out annually (in particular, at hazardous industrial facilities).
- Narrow specialists visit on an annual basis. In 2025, the Company sites were visited by specialists from Gazprom Clinic for Eye Microsurgery and from Bakulev Centre for Cardiovascular Surgery.
- In addition to medical examinations, there are workshops, webinars, and health days dedicated to healthy eating, physical activity, and mental health.

[1] The 2023 Integrated Report included data for PhosAgro's own staff only, while this table also covers staff of subsidiaries, affiliates, and managed companies.

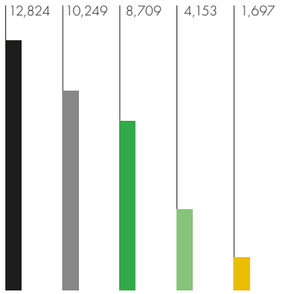
Employee training

4

GRI 403-5

As part of OHS training and knowledge assessment, employees completed the following types of courses in 2025:

Number of the Company employees[1] who completed OHS training and assessment in 2025.



- Training on methods and techniques of staying safe during works involving exposure to harmful and/or hazardous production factors (as identified by the OHS management system and the occupational risk assessment)
- Training on methods and techniques of staying safe during high-risk works that are subject to additional requirements under statutory OHS regulations
- Training on the use of PPE
- First aid training
- Training on general occupational health and safety matters and the OHS management system

PhosAgro makes efforts to improve OHS competencies and knowledge of its staff. Employees of PhosAgro Group undergo online and in-person training. Our e-courses are easy to understand since they are made in the form of illustrated slides with key highlights on them. In particular, we offer an e-course on corporate OHS standards. It is followed by tests to check the knowledge and understanding of the standards and requirements.

Whenever required, the courses developed earlier are updated following changes in the law and the Company's internal regulations. In 2025, we developed and updated the following e-courses:

- Golden Rules of OHS;
- Regulations on Risk Hunting;
- Risk Visualisation Tools Procedure.

>7,400
Company employees completed 21 e-courses in occupational safety in 2025[2].

Employees undergo OHS training, including that in basic fire safety and electrical safety, industrial safety pre-certification sessions, and drills in the Vysota training centre.

All our employees, from managers to blue-collar staff, receive occupational health and safety briefing and training as required by the Russian laws. Furthermore, employees of the Company and contractors are offered a number of additional courses.

We use animated videos to improve OHS training and remind employees about workplace safety.

GRI 403-8, 403-1

In 2025, our health and safety management system covered 100% of the Company's employees.

All our employees (executives together with blue- and white-collar staff) take OHS training as required by the national laws, as well as additional training. The minimum required training is provided to each and everyone, including all visitors and representatives of contractors as part of the introductory briefing.



[1] The Company's own staff.
[2] Apatit, including its branches and standalone business units.

Transformation of safety culture and OHS management system

Project goals:

- achieving the safety culture level of 3.1 as per the Bradley curve[3]
- a 30% improvement in the safety of high-risk operations[4] (following an independent audit) in the areas within the project scope
- Transformation Centre creation

In 2025, we successfully completed the implementation of the following key tools:

leadership visits – comprehensive study of business units by top executives of enterprises to jointly address identified risks and develop improvement actions

risk hunting – engagement of managers at the business unit level in ensuring appropriate working environment. Exploring the business unit's site with the basic question "what can go wrong?" Mitigating occupational safety risks

standard operating procedures – a step-by-step operating protocol for employees when performing work beyond the scope of high-risk operations when servicing specific process equipment

audits of high-risk operations – improving the safety of hot and gas hazardous works, underground construction work, maintaining standards by means of audit based on a checklist for a certain type of work

briefings for each shift – daily awareness efforts for subordinate personnel to reiterate on hazardous factors and control measures prescribed when issuing a shift assignment before the start of a shift, admission to work in accordance with the expected types of work and planned production operations

The tools are described in the Company's local regulations, fine-tuned all the time based on the employee feedback.

In addition to the project's key tools, tools of communication and compliance with federal requirements and standards have been implemented and successfully used by the Group's companies, including

- **Cascade of Meetings**, a multi-level system of safety meetings designed to escalate challenging issues requiring resolution to N1— N3 managers whilst ensuring effective feedback reaches technological personnel;
- a target model of work permit system, the implementation of which was finalised in 2025, successfully achieving the goals.

The project **for transformation of safety culture and OHS management system** was successfully completed in October 2025, with a 30% improvement in the safety of high-risk operations.

[3] The Bradley Curve shows how an organisation's safety culture evolves, moving from external control to employees taking personal responsibility for occupational safety. Stage 3.1 is the initial independent safety culture phase – a transition from dependent to independent behaviour.
[4] In the areas within the project's scope.

In 2025, the Company started work on the Leadership in Safety project with the following goals:

to shift from an inspection to a partnership approach in safety management

to enable managers to show commitment to safety by personal example

to change employees' ideas through engagement of managers in occupational safety matters

As part of the project, in 2025 the model for leadership in safety was updated, with assessment check lists and testing questionnaires developed, assessments and surveys run in groups of employees, individual development plans drafted, etc.

In 2026, we plan to continue with **Leadership in Safety**, including assessment of managers' leadership qualities dynamics and changes in employees' ideas.

Raising awareness about OHS

To keep our employees well-informed about our safety measures, PhosAgro constantly develops and updates OHS check lists, presentations and other visual materials that emphasise the crucial information employees must rely on in various situations, including working on particular assignments, in order to stay safe.

To raise awareness about occupational health and safety, each month the Company issues check lists on the month's topic.

In 2025, the Company was actively carrying out briefings for each shift – daily OHS trainings for employees, revising industrial dangers and hazards, OHS requirements (as set out in the Company's internal regulations, OHS guidelines, technical and operational documents), and safe work practices.

The objectives of such briefings are as follows:

- focusing employees' attention on safety in high-risk operations;
- fostering leadership skills among mid-level managers;
- developing managers' communication skills;
- obtaining employee feedback on safety issues;
- maintaining direct communication between managers and their subordinate staff.



Changes to labour safety promotion programmes

Senior executives (CEOs of the Company and its business units, as well as their direct subordinates) recognise the importance of OHS and are committed to safety and ready to take necessary managerial decisions. Since 2014, PhosAgro has had a system of KPIs that uses uniform standards linking the size of management remuneration to the efficiency of OHS measures, among other things. In particular, the Company established the following KPIs with regard to OHS:

- LTIFR covering all staff categories, including contractors;
- zero fatalities among all employee categories, including contractors;
- timely implementation of action items from improvement notices issued by supervisory authorities.
- industrial safety indicator;
- zero accidents.

The Company has developed OHS promotion programmes to maintain each PhosAgro employee's engagement in ensuring their own safety and the safety of those around them, as well as to encourage the employees to take initiative and implement OHS improvements.

The incentive system includes both individual and collective programmes.

Individual incentive programmes

Once a quarter

Best OHS Employee

1st place – **RUB 17,500**

2nd place – **RUB 12,500**

3rd place – **RUB 7,500**

Safety Ideas

RUB 32,500

+ two prize places with a bonus of **RUB 7,500 for every idea** implemented.

Best Public Scrutiny User – rewarding employees who have recorded the highest number of hazards using the Public Scrutiny mobile app.

1st place – **RUB 17,500**

2nd place – **RUB 12,500**

3rd place – **RUB 7,500**

Collective incentive programmes

Once a year

CEO's OHS Achievement Award – team recognition that rewards employees for implementing the most outstanding occupational safety project, specifically those involving innovative working methods in occupational health and safety that improve workplace conditions.

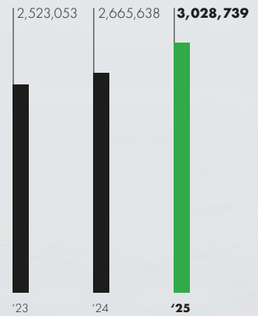
RUB 125,000

+ RUB 50,000 for teams participating in the super final

Best OHS Business Unit

RUB 100,000

The Group's expenses on OHS incentives, RUB



Environmental review

Area, strategic goals and highlights of 2025

1 Climate

12 RESPONSIBLE CONSUMPTION AND PRODUCTION · 13 CLIMATE ACTION

Targets 12.5, 13.2

Target

- Climate action and reduction of GHG emissions
- 2028 gross emissions:
  - Scope 1 – 4,175.5 kt of CO_2-eq.
  - Scope 2 – 794.7 kt of CO_2-eq.
- 2028 per unit emissions:
  Scope 1 — 109.1 kg of CO_2-eq.
  per tonne of finished and semi-finished products

Actual

- Gross emissions:
  Scope 1
  4,711.8 kt of CO_2-eq. | –0,1% y-o-y

  Scope 2
  835.8 kt of CO_2-eq. | –8.1% y-o-y
- Scope 1 per unit emissions, kg of CO_2-eq./t of products and semi-finished products:
  118.1 kg/t | –2.6% y-o-y
- Climate project “Improving Energy Efficiency at the Balakovo branch of Apatit” formalised
- RECSOIL project, second year

2 Energy efficiency

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

Target 12.5

Target

- Reduction of Scope 2 GHG emissions to 794.7 kt of CO_2-eq. by 2028 through the Energy Efficiency Programme

Actual

- Scope 2 gross emissions:
  835.8 kt of CO_2-eq. | –8.1% y-o-y
- Green electricity purchases increased by **25%** y-o-y to **375 mln kWh** from TGC-1, covering 100% of the purchased electricity needs of the Volkhov and Balakovo branches of Apatit. In addition, carbon-free electricity was supplied to the Cherepovets site for the first time.
- Self-generated electricity as a share of the Company's production assets' needs in 2025: **41.3%** (+3.9% y-o-y)
- Energy Management System development at the Cherepovets site (pilot):
  - an EnMS team was formed
  - three-year energy efficiency programme running to 2027 was established; savings from programme implementation in 2025 amounted to RUB 271.49 mln.

3 Waste

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

Target 12.5

Target

- Waste reduction 2025: 40% of hazard class I–IV waste recycled and decontaminated

Actual

- **Target achieved**
  For the third consecutive year, we exceeded our
  40.00%
  target for hazard class I–IV waste recycling and decontamination
- Amount of hazard class I–IV waste recycled and decontaminated:
  40.75% | +0,45% y-o-y
- The use of phosphogypsum in construction at the Company's production sites reduced the amount of phosphogypsum sent to waste disposal facilities

4 Air

3 GOOD HEALTH AND WELL-BEING · 12 RESPONSIBLE CONSUMPTION AND PRODUCTION

Targets 3.9, 12.5

Target

- Reduction in pollutant emissions to the atmosphere
- 2025: per unit pollutant emissions — 0.800 kg/t of products and semi-finished products

Actual

- **Target achieved**
  The SK-714 sulphuric acid production process system at the Cherepovets site upgraded, with gas cleaning systems were reequipped and core equipment optimised
- In 2025, the Company's gross pollutant emissions to the atmosphere decreased by more than
  1 kt y-o-y.
- Pollutant emissions, kg per tonne of finished and semi-finished products: compared with 2018, decreased by 36%
  0.667 kg per tonne of products and semi-finished products | +6.3% y-o-y

5 Water[1]

3 GOOD HEALTH AND WELL-BEING · 6 CLEAN WATER AND SANITATION · 12 RESPONSIBLE CONSUMPTION AND PRODUCTION

Targets 3.9, 6.3, 12.5

Target

- Responsible water use
- 2025: per unit waste water discharge into surface water bodies – 1.7 m^3/t of products and semi-finished products, excluding mining and pit waters
- 2025: per unit water withdrawal – 2.6 m^3/t of products and semi-finished products, excluding mining and pit waters

Actual

- Per unit waste water discharge into surface water bodies, excluding mining and pit waters
  1.63 m^3/t of products and semi-finished products | –14.4% y-o-y
- The Company's per unit water withdrawal, excluding mining and pit waters
  2.95 m^3/t of products and semi-finished products | –10.1% y-o-y

[1] In 2024, the Company conducted a review of per unit targets for water withdrawal and waste water discharge. The new 2025 targets account for water flows excluding mining and pit waters, which are natural in origin and flow in and out without involvement in production processes. These new targets were discussed at a meeting of the Board of Directors' Strategy and Sustainable Development Committee and subsequently approved by the Board of Directors.

6 Biodiversity

3 GOOD HEALTH AND WELL-BEING · 15 LIFE ON LAND

Targets 3.9, 15.3

Target

- Preservation of biodiversity in regions of the Company's operation at a level securing sustainability

Actual

- Commitments regarding biodiversity impact management have been incorporated into PhosAgro's Environmental Policy.
- A comprehensive environmental survey was conducted within the sanitary protection zone of Apatit's nitrogen facility as part of the biodiversity conservation programme development.
- The Company released young fish into water bodies across its regions of operation

Strategy

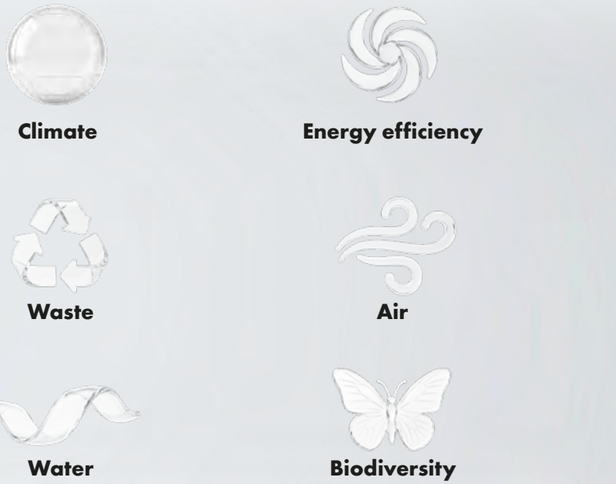
SASB EM-MM-160a.1, RT-CH-410b.2

At PhosAgro Group, we attach much importance to environmental protection and safety, as well as climate risk management. Effective management of these areas contributes both to the well-being of the regions where the Company operates and to its sustainable development.

Our Strategy to 2025 and Environmental Policy incorporate provisions to ensure strict compliance with statutory environmental requirements and a reduction in the environmental impact of the Company's operations across the entire fertilizer lifecycle, from ore mining to food production.

We believe that our requirements should be uniform both for us and our partners engaged in PhosAgro's projects. Everything we require of ourselves equally applies to our counterparties and is enshrined in the Code of Conduct for Counterparties.

We conducted a comprehensive assessment of our operations, identifying key areas of both direct and indirect impact, and mapped it against the UN Sustainable Development Goals (UN SDGs) and Russia's national development goals. Based on the assessment results, we defined six strategic focus areas of environmental protection:



Approach to environmental management and energy efficiency

GRI 3-3, 101-1

Environmental stewardship has always been a core priority for PhosAgro Group. We operate in regions with fragile and unique ecosystems, and safeguarding their sustainable natural integrity is our unwavering commitment. Our operations undergo a stringent assessment for compliance with the Environmental Policy, laws and regulations, and the Company's internal requirements.

For the full text of PhosAgro's Environmental Policy, see our website

A unified approach to environmental management:

1

Company-wide control

The implementation of the Strategy to 2025 and compliance with the Company's Environmental Policy and its Energy Efficiency and Energy Saving Policy are overseen by the Strategy and Sustainable Development Committee that regularly reports on the Company's progress to the Board of Directors.

The Department of Ecology and Environmental Management exercises executive control over the Company's environmental activities, while the Chief Power Engineer's Service is responsible for energy efficiency.

2

Unified management system

The consistency of PhosAgro's activities aimed at environmental protection and strengthening of the Company's environmental performance is ensured through the ongoing enhancement of the environmental management system built in line with the ISO 14001 standards.

In the field of energy efficiency, the Company is implementing a programme to establish a unified energy management system, together with measures set out in its Energy Efficiency Programme.

3

Strict compliance with applicable statutory and regulatory requirements

Stakeholder engagement

The effectiveness of our environmental and energy management systems is key to PhosAgro Group's long-term business sustainability. It also reflects our commitment to responsible corporate citizenship, balancing the interests of diverse stakeholders, including local residents, employees and their families, and our technological partners and contractors.

In 2025, the Company conducted an assessment of material topics among a broad range of stakeholders. Climate change issues emerged as a high priority for both external internal stakeholders.

Financial materiality was also assessed as part of this study. The survey involved Company employees with deep industry expertise and knowledge of corporate finance, risk management, and sustainable development. Participants were asked to assess PhosAgro's sustainability risks and opportunities. The survey results showed that climate-related risks and opportunities rank among the highest priorities for both impact materiality and financial materiality.

The key principle underlying our interaction with local communities is a meaningful dialogue through a variety of communication channels, from public hearings and the involvement of Company representatives in the work of local legislative and representative bodies and government authorities.

Public hearings are a legitimate and effective way to organise dialogue. They bring stakeholders together to exchange views and proposals on the initiatives under discussion, positively influencing decision-making. Involving the wider community and ensuring that different stakeholder groups have a say helps ensure that all perspectives are taken into account.

For the list of public discussions, please visit our website

The Company actively engages with the industry community and participates in relevant events, exchanging experience with market participants and gathering information on trends and innovations in energy efficiency and the energy transition. We prioritise aligning our electricity consumption with evolving requirements for electricity generation and the development of carbon-free (green) energy attribute certificate market. The Company annually reviews the low-carbon electricity market, compares its energy efficiency and green electricity performance with leading companies in the fertilizer industry and across the industrial sector, and presents the results to the Board of Directors.

PhosAgro Group public discussions coverage

Item	2023	2024	2025
Number of public discussions	17	9	**6**

Environmental management system

Our environmental management system is integrated in the Company's overall management framework and is a key element in our approach to managing environmental responsibility.

In 2025, the environmental management system passed a recertification audit across the Company's production sites and was found to be in full compliance with ISO 14001.

PhosAgro's environmental management system embraces all management levels and all stages of the product's life-cycle, from R&D to manufacturing and finished product application by customers. This approach ensures uniform management requirements across all aspects of the Company's operations.

The facilities have also put in place a procedure for conducting internal audits of the environmental management system. Every year, they develop internal audit programmes taking into account the environmental significance of the reviewed processes, changes affecting the facility and previous audit outcomes. The audits provide input data for the Company's management to analyse environmental management efficiency.

Our strategic environmental and energy management goals are set out in the Company's Strategy to 2025, as well as Water and Climate strategies. Their achievement is included in the KPIs of managers and senior executives.

As part of an integrated approach to building the environmental management system, the Group's facilities have a dedicated limit under the corporate voluntary property insurance programme to cover costs related to remedying potential pollution incidents.

For the full text of PhosAgro's Environmental Policy, see our website



Environmental management framework

Board of Directors level

Board of Directors

- Defines the Company's environmental policy and sets strategic goals to ensure environmental protection and reduce the negative impact of its operations

Strategy and Sustainable Development Committee

- Maintains and regularly assesses PhosAgro's internal sustainability regulations and monitors their development, relevance, quality and efficiency, as well as compliance with applicable laws and internal sustainability objectives
- Engages with key stakeholders and fosters healthy and sustainable communities across all regions of operation
- Prepares recommendations to the Board of Directors on determining the Company's strategic sustainability objectives

Group Management level

Department of Ecology and Environmental Management of JSC Apatit

- Responsible for general management, organisation and coordination of efforts to continuously enhance environmental management

Operational level

Environmental Control and Management Service

- Fulfils commitments to the ongoing environmental improvement and reduction of the environmental footprint

Officers in charge of environmental protection

- Production units, which have the greatest environmental impact, have introduced a procedure for identifying and assessing risks and opportunities. Based on the results, we develop measures to bring risks pertaining to significant environmental aspects to an acceptable level
- Managers and experts responsible for making operational and other decisions that may adversely affect the environment take a specially designed training course in environmental safety

Compliance with statutory and regulatory requirements

Environmental compliance is key to running a responsible business.

PhosAgro Group's environmental management practices ensure our compliance with the applicable environmental and nature conservation regulations and regulators' decrees. To that end, the Company has in place an internal and external control framework, which includes internal audit and external compliance reviews, a reporting system designed in accordance with legislative requirements, and a staff training system.

All our facilities that have an adverse environmental impact are included in dedicated state registers, with relevant categories assigned to them. PhosAgro has all necessary permits in place for each of these facilities.

None of PhosAgro's enterprises use ozone-depleting substances in the production process. A small amount of carbon tetrachloride (not more than 250 kg/year) is used for some laboratory testing processes.

We do not undertake cross-border hazardous waste transportation and our production sites are not situated in protected areas. Hence, there are no significant restrictions on our operations.

Spending on environmental protection, RUB mln

PCSB 10, 15, 17

Item	2023	2024	2025
Current environmental protection expenses[1]	7,394.921	8,538.425	**10,223.944**
Investments in fixed assets aimed at environmental protection[2]	3,544.013	5,891.585	**3,658.617**
Environmental impact payments	204.927	187.038	**168.959**
Environmental fines and damages	1.584	3.002	**2.426**
Total	**11,145.445**	**14,620.050**	**14,053.946**

In the reporting year, the Company was taking steps to remedy the harm caused by an emergency in 2019 by committing RUB 2,274.19 thousand to the reproduction of aquatic biological resources. In addition, an administrative fine of RUB 50 thousand was paid for an excess ammonia emission at the Balakovo branch on 19 February 2025.

Environmental impact payments, RUB mln

PCSB 14

Item	2023	2024	2025
Atmosphere			
Maximum permissible emissions	2.815	2.373	**1.689**
Temporarily permitted emissions	0	0	**0**
O-limit	1.756	0.067	**0.162**
Aquatic environment			
Standard permissible discharge	4.366	5.387	**7.838**
Temporarily permitted discharge	0	0	**0**
O-limit	0	0	**0**
Waste			
Limit	195.990	179.210	**159.270**
O-limit	0	0	**0**
Total	**204.927**	**187.038**	**168.959**
Including o-limit	**1.756**	**0.067**	**0.162**
Share of o-limit in total payments, %	**0.860**	**0.036**	**0.096**

[1] Form No. 4-OS "Information on Current Environmental Protection Expenses".
[2] Form No. 18-KS "Information on Investments in Fixed Assets for Environmental Protection and Sustainable Use of Natural Resources".

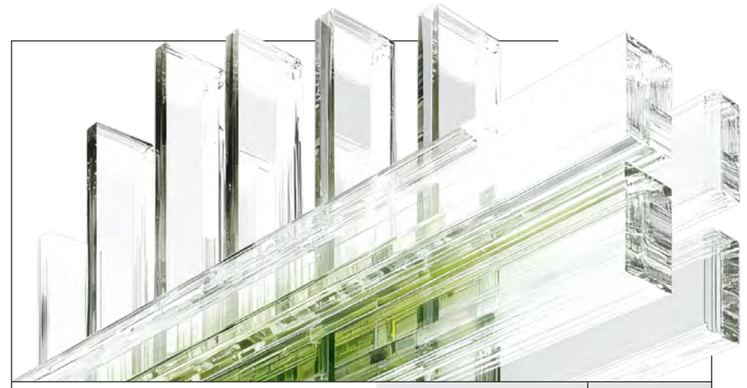
The reduction in the Company's environmental impact payments in 2025 was associated with decreased phosphogypsum disposal in waste facilities, achieved through its expanded application as a construction material at both the Cherepovets and Balakovo sites.

In 2025, over-limit payments accounted for 0.096% of total environmental impact payments (vs 0.036% in 2023). They resulted from exceeding the permissible ammonia emission limit at the Balakovo branch.

Assessment, analysis, and monitoring

Continuous improvement is inherent in our environmental management. Improvement opportunities are identified by analysing our existing environmental management system, drawing on an effective mechanism of external and internal audits, monitoring, and performance evaluation involving stakeholders. Management reviews the resulting data and produces corrective action lists and system development proposals.

When assessing the Company's performance, much attention is paid to the analysis of ESG ratings and investor feedback.



Risks and opportunities

The following strategic risks affect the Company's environmental protection objectives:

More detailed information is provided in the Strategic Risks section p. 72

7 Environmental risk **13** Regulatory risk **19** Climate risk

Operational Environmental risks:

- non-compliance with the existing regulations on environmental impact
- energy efficiency issues

The Company develops corrective measures as necessary to mitigate those risks.

The Company also pursues climate and environmental opportunities, including:

- climate change opportunities, including the development of fertilizers with a positive climate profile, new logistics capabilities, and services for companies that embrace climate sustainability;
- energy efficiency opportunities through expansion of in-house power generation, reduction of energy losses, implementation of energy saving measures, and increased utilisation of renewable energy sources;
- opportunities associated with decreased waste, emissions and discharges, achieved by applying best available techniques during construction of new facilities and reconstruction of existing production sites.



Climate

1

SASB RT-CH-110a.2 / EM-MM-110a.2



Our targets

◆ **Reduce gross GHG emissions (Scope 1, 2, 3)**

by 14%
by 2028 vs 2018

◆ **Reduce Scope 1 per unit emissions**

to 109,1
kg of CO_2-eq. / t of finished and semi-finished products by 2028

2025 highlights

◆ **Scope 1 per unit emissions:**

118.1
kg of CO_2-eq./t of finished products and semi-finished products (–21.52% vs 2018)

100%
of mineral fertilizers supplied by the Volkhov and Balakovo branches are made using carbon-free purchased electricity

- The Company continued implementing RECSOIL, a joint project aimed at recarbonisation (carbon accumulation in soil) of agricultural lands.
- The Company developed a universal internal algorithm and automated the information collection system for calculating product carbon footprints. This work was implemented as part of the carbon footprint assessment process and the improvement of the greenhouse gas emission management system to respond to stakeholders' requests about the carbon footprint of the Group's products. The project allows for generating reports on the required product mix, including within the framework of implementing the EU carbon border adjustment mechanism (CBAM).
- Research continued at the Company's carbon farm in the Vologda region, where specialists study compensatory CO_2 absorption by different ecosystems and carbon footprint reduction, along with testing hands-on solutions for establishing large-scale carbon farms in agriculture and forestry.

- The climate project "Improving Energy Efficiency at the Balakovo branch of Apatit" was formalised. The project aims to reduce greenhouse gas emissions from purchased electricity consumption.

For more on this project, see the Actions to Deliver the Climate Strategy section | **p. 213**

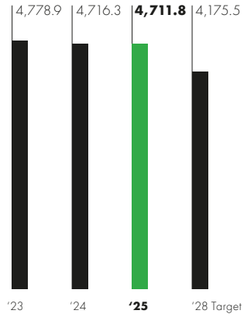
- We purchased certificates for electricity obtained from renewable and low-carbon sources.

For more on this project, see the Actions to Deliver the Climate Strategy section | **p. 213**

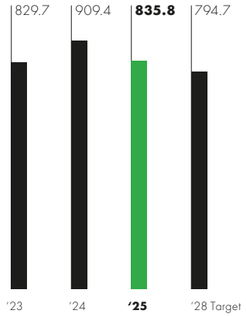
Gross and per unit GHG emissions (Scope 1 and 2) across the Group

PCSB 9

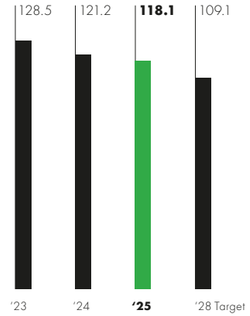
Gross GHG emissions (Scope 1), kt CO_2-eq.



Gross GHG emissions (Scope 2), kt CO_2-eq.



Per unit GHG emissions (Scope 1), kg of CO_2-eq./t of finished and semi-finished products



◆ **PhosAgro Group has LEAD status under the UN Global Compact and is a participant of the Climate Ambition initiative.**

Starting 2021, the Company has been making annual climate disclosures in line with the TCFD logic and starting 2023, with key requirements of the new IFRS S2, which enables the most thorough disclosure of the climate-related aspects of PhosAgro Group's strategy, risks and opportunities, management approach, results, and indicators.

The Company's representatives are members of climate change and sustainable development task and expert groups instituted by government authorities and non-governmental organisations, and are actively engaged in discussions on current global challenges.

Strategy and management approach

GRI 3-3

The Company focuses on climate change in line with the double materiality principle: on the one hand, it identifies and assesses the impact of its operations on climate all along the value chain from extraction of raw materials to consumption of finished products. On the other hand, it projects how climate change affects PhosAgro's business, strategy, and financial planning.

Climate matters feature prominently in PhosAgro's strategic and investment decisions, as well as in its day-to-day management.

In our evaluation of investment projects, we use internal carbon price mechanisms. The Company has identified, assessed, and prioritised climate risks, establishing their short, medium and long term consequences for its production and business processes. We make our strategic plans and day-to-day management decisions with full awareness of the nature and extent of climate impact (both environmental and political) on the Company's business, strategy, and financial planning. The Group develops and takes consistent steps to reduce its carbon footprint and closely interacts with partners across its value chain (suppliers and consumers) and other stakeholders domestically and worldwide.

PhosAgro's Climate Strategy was adopted in 2020. It is a comprehensive document setting out the Company's climate policy in the face of growing climate change and uncertainty.

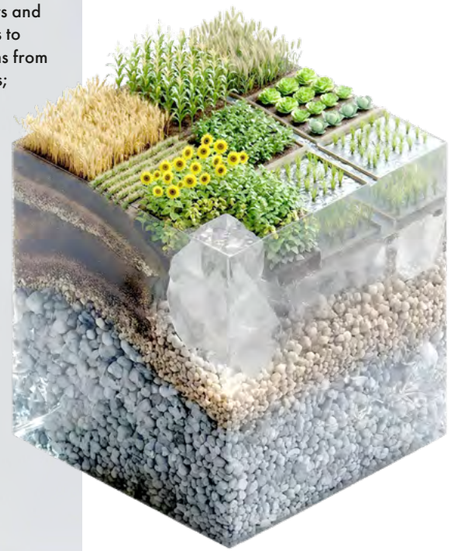
Main principles of PhosAgro Group's Climate Strategy:

- setting up targets to reduce GHG emissions in line with the Science Based Targets initiative; using climate scenario analysis;
- integrating climate risks into the comprehensive risk management framework for investment and day-to-day business activities;
- utilising technology-related measures along with proper organisation and management, as well as sound social and personnel policy, to reduce GHG emissions;
- identifying not only risks, but also attractive climate-related investment opportunities and making long-term plans for them;
- promoting awareness of the Company's climate initiatives and plans, as well as cooperation in specific areas;
- engaging stakeholders to reduce GHG emissions along the value chain.

The Climate Strategy has set the following goals:

- to minimise GHG emissions while increasing output;
- to improve energy efficiency and environmental performance of the key production processes;
- to reduce energy and carbon intensity per unit of output;
- to develop innovative fertilizers and efficient plant nutrition systems to reduce Scope 3 GHG emissions from the use of fertilizers by farmers;
- to enter into new emerging markets for green products;
- to retain and expand the existing market niches by ensuring PhosAgro Group's competitive edge in terms of energy and carbon intensity.

The Company is currently focused on creating particular metrics reflecting the impact of climate action in production and management processes on financial indicators. To that end, we assessed the impact of the carbon border adjustment mechanism (CBAM) on PhosAgro's operating expenses. The mechanism covers Russian industrial products, including, most likely, mineral fertilizers. In 2024, a cross-functional working group refined and automated our product carbon footprint assessment mechanism, among other things to ensure alignment with the CBAM requirements. The mechanism underwent evaluation by international consultants, and its methodology was validated. The mechanism helps measure carbon footprint per each tonne of fertilizer based on a transparent calculation methodology for GHG emissions, which covers production processes and semi-product flows fully in line with the CBAM guidelines.



Actions to deliver the Climate Strategy

In 2025, we continued to implement the Climate Agenda project aimed at creating the climate action management system and pushing forward the low-carbon transition plan.

Climate Agenda initiatives in 2025

- The joint RECSOIL project, aimed at soil carbon accumulation, improving soil agrophysical and agronomic properties, and enhancing resilience to climate change, is being implemented. Work on the project has been ongoing since 2024 in partnership with the UN FAO, Lomonosov Moscow State University, and Kept, on the fields of AgroGard's partner innovation farm in the Oryol region. Company specialists, together with partners, carried out a range of field activities, performed mathematical modelling of soil carbon accumulation on the farm, and launched a series of scientific and practical workshops on soil recarbonisation. Project documentation was developed, and the project was registered as a climate project.
- The Company formalised the climate project "Improving Energy Efficiency at the Balakovo branch of Apatit". The project aims to reduce greenhouse gas emissions by replacing carbon-intensive grid electricity with the branch's own energy generated by turbine generator No. 4 using waste heat from sulphuric acid production. The climate project successfully passed validation and received a positive opinion from the validator confirming compliance with GOST R ISO 14064-3. The expected greenhouse gas emission reduction from the project's implementation through to 2035 is 509,995 t CO_2-eq.
- We purchased certificates for electricity obtained from renewable and low-carbon sources. In 2025, the purchase volume increased by 25% y-o-y, reaching 375 mln kWh. Carbon-free electricity from hydroelectric power stations accounted for 100% of the externally sourced electricity for the Balakovo and Volkhov branches of Apatit. In addition, a substantial volume of carbon-free electricity was supplied to the Cherepovets site for the first time.
- We also continued with the Carbon Footprint Compensation project aimed at absorbing (offsetting) GHG emissions, with a carbon farm being developed in the Vologda region for this purpose.
  - Together with the Centre for Forest Ecology and Productivity of the Russian Academy of Sciences, the Company developed a two-tier monitoring system. The experimental farm was handed over to the Vologda State Dairy Farming Academy as part of the Centre's large-scale Carbon Rhythm research project, enabling scientists to continue their work. Data from the farm was submitted to the Centre for patenting as a database.
  - The Academy's Forestry Department and Tolshmenskoye prepared the forest section of the farm for research, creating natural conditions where trees compete for survival. The result is a unique scientific facility with a lifespan of up to 100 years.
  - The Russian Agrarian State University – Moscow Timiryazev Agricultural Academy developed calculation formulas for assessing the carbon footprint of the plant nutrition system for 38 crops, which will be integrated into the Agro Calculator in 2026.
- Based on 2022–2025 data, the Institute of Global Climate and Ecology issued practical recommendations for voluntary climate-friendly agricultural practices across five areas covering 104 crops. The carbon farm also yielded analytical data on changes in forest carbon stock over five-year modelling periods. The analysis showed that over the first 30 years, all forest management scenarios with selective logging and additional planting of target species accumulated 29.9 and 65.02 t C/ha more carbon than the baseline. Over 50 years, the most effective scenario reached 117.58 t C/ha. Over the long term, for example over 100 years, the plantation forestry scenario proved best for carbon accumulation.

In 2025, the Company also continued to explore greenhouse gas absorption options to identify those best suited for its facilities.

For more information on our work at the carbon farm, see the Research and Education section **p. 114**

Risks and opportunities

GRI 201-2

PhosAgro identifies its climate risks and opportunities based on climate change.
The process is influenced by physical (changes in natural processes or phenomena) and transitional factors of various nature (changes in the policy and regulation with a view to fulfilling low-carbon transition).

A detailed description of climate risks and opportunities, as well as corrective measures taken in 2025 remained unchanged and is presented in the TCFD report on our website

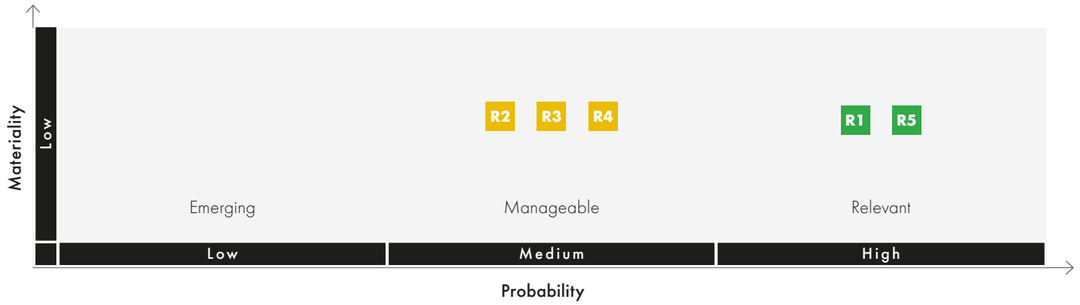
Risks

- **R1** – disruptions in production processes and logistics operations due to increasing acute climatic effects and other climate-related factors.
- **R2** – flaws in supply chains, construction design, health and safety; negative environmental footprint and reduced flows of ecosystem services; lower resilience of infrastructure and communications due to increasing climatic effects.
- **R3** – PhosAgro Group's failure to comply with regulations reducing its negative environmental footprint (following the adoption of the carbon border adjustment mechanism).
- **R4** – deterioration of the Company's sustainability reputation.
- **R5** – increased costs and losses (as a result of customers' failure to meet their obligations, rising prices for feedstock, materials and services, higher borrowing rates) and shrinking revenues (as a result of a decline in sales, customers, countries and regions of operation).

Opportunities

- **O1** – boosting PhosAgro Group's appeal as an environmentally and climatically responsible supplier of products with a positive climate profile.
- **O2** – improved logistics driven by the new export opportunities amid shortened seasonal freeze-up of rivers and lakes due to climate change.
- **O3** – new financial products that open up new sources of cheaper funding (such as green bonds) for companies that embraced environmental and climate sustainability.

Climate risk priority map



Assessment frequency:

- quarterly

Covered time horizon:

- short-term
- medium-term
- long-term

Process description:

the Company's climate risk management forms an integral part of its comprehensive risk management system (RMS), with all its elements embedded in PhosAgro's existing structure. The RMS relies on the Company's Risk Management and Internal Control Policy and other internal policies and procedures, as well as the applicable Russian and international standards.

As part of our comprehensive risk management framework, we identify, assess, and manage climate risks.
Covered value chain stages – direct operations up and down the value chain. Climate risk management process is baked in the company-wide risk management processes.

Climate scenario analysis

The Company views climate scenario analysis as a tool to make its climate strategy resilient to uncertainties and risks related to climate change. In line with that, we adopted climate scenarios and determined respective scenario parameters that are most probable and significant for the Company in the short, medium, and long term.

PhosAgro Group assessed the impact of climate-related risks and opportunities on its operations under two climate change scenarios: global warming of 2°C and 4°C.

The key features of the scenarios are:

- **2°C scenario** is expected to result in stringent climate policy measures that will increase market volatility (goods, services, finances, etc.). This is projected to bring about low-carbon transition, putting in place mechanisms of a low-carbon economy that will slow down physical climate-related impacts going forward;
- **4°C scenario** is expected to result in less stringent climate policy measures as compared to the 2°C scenario, triggering faster physical climate-related changes.

Experts assessed the 2°C scenario as the most probable, hence it was selected as the basis for setting targets, evaluating risks and opportunities, and developing plans under the low-carbon transition.

PhosAgro identified projected changes in climate risks and opportunities under the adopted climate scenarios based on risks, opportunities, scenario parameters, and time frames. In doing so, the Company focused on its operations, strategy, and financial planning.

Processes to identify and assess climate change risks are being integrated throughout the value chain – from design, procurement and apatite-nepheline ore mining to finished product delivery.



Key initiatives in 2025

Focus areas	Climate-related risk and opportunities	Description and results
Improve and implement technological measures to mitigate the negative impact of climate change on production processes	**R1**, **R2**	The economic analysis of the majority of measures to reduce direct GHG emissions developed in 2021–2025 showed their insufficient ROI. The Company decided to further enhance technological solutions and keep looking for other promising technologies in this field. At the same time, a number of initiatives were implemented at our facilities, such as using neutralisation heat for product drying with a corresponding reduction in gas supply – this was implemented in process systems No. 1–4 of MFPU section 2 at the Cherepovets site
Prepare feasibility studies (business projects) for innovative climate-resilient products based on carbon dioxide utilisation. Develop production in high-potential areas	**R1**, **R2**, **R5**, **O1**	Development and testing continued for new Company products, including biological and biologised fertilizers that provide higher resilience of agricultural crops to fluctuations in climate parameters. Solutions to combat soil degradation and desertification are being explored. Based on experimental data, carbon farming practices were developed for 100 crops in collaboration with the Institute of Global Climate and Ecology.
Reduce the negative impacts of climate change on operational processes such as disruptions in transportation of products and raw materials, increased consumption of water for industrial use and waste water, product dusting, failures to use equipment in accordance with operating instructions and failures to create proper workplace conditions	**R1**, **R2**, **O2**	The Energy Efficiency Programme was reviewed and an updated one developed, aimed at reducing energy consumption and increasing resource efficiency. We purchase certificates for electricity obtained from renewable and low-carbon sources. **For more information on these certificates, see the Actions to Deliver the Climate Strategy section** — **p. 213, 224**
Introduce an automated system to collect and process primary climate data	**R3**, **R4**, **O1**	The Company developed a universal internal algorithm and automated the information collection system for calculating product carbon footprints. **For more on this project, see the 2025 Highlights section** — **p. 210**
Implement a project to transfer the settlement of Titan in the Murmansk Region to a different heat supply scheme	**R3**, **R4**, **R5**, **O1**	Reduce Scope 1 GHG emissions to 19.204 kt of CO_2-eq. / year

Plans for 2026

Focus areas	Climate-related risk and opportunities	Description, current status, and expected outcomes
Review the Climate Strategy	**R1**, **R2**, **R3**, **R4**, **R5**, **O1**, **O2**, **O3**	The Strategy to 2030 proposes setting climate targets. These include minimising GHG emissions while increasing product output, improving the energy and environmental efficiency of core production processes, developing innovative fertilizers and effective crop nutrition systems to reduce GHG emissions during fertilizer application by farmers, and formalising climate projects to obtain carbon credits that can be used to offset the Company's own GHG emissions and reduce the carbon footprint of its products.
Implement the Energy Efficiency Programme	**R1**, **R3**, **R4**, **R5**, **O1**	Reduction of GHG emissions
Analyse the existing approach to assessing Scope 3 GHG emissions in the Purchased Goods and Services subcategory	**R3**	Revision of the list of purchased goods and services included in the assessment of Scope 3 GHG emissions in order to obtain more complete information

Metrics and targets

PhosAgro's climate metrics are aligned with the goals of the Climate Strategy approved by its Board of Directors.

The Company is working to expand and enhance the quality of climate-related measurements, including both existing and prospective metrics. Most metrics are locked on targets which are aligned with the goals of the Climate Strategy and other commitments of the Company.

The metrics are monitored and reported annually to stakeholders.

The Company's primary focus is on GHG emissions (carbon dioxide CO_2, methane CH4 and nitrous oxide N_2O) in all three Scopes (1, 2, and 3).

The Company calculates greenhouse gas emissions in accordance with the international guidelines:

- 2006 IPCC (Intergovernmental Panel on Climate Change) Guidelines for National Greenhouse Gas Inventories;
- The Greenhouse Gas Protocol: Scope 2 Guidance;
- The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition);
- ISO 14064-1 – Specification with Guidance at the Organisation Level for Quantification and Reporting of Greenhouse Gas Emissions and Removals.

Calculations are based on global warming projections of the IPCC report "Climate Change 2021: The Physical Science Basis".

The Company's efforts include end-to-end monitoring of raw data (Scopes 1, 2, and 3) and analysis of supply chain participants' data (Scopes 2 and 3).

The targets are set in line with minimum qualitative and quantitative criteria based on RCP 2.6, a representative concentration pathway for reduction of global anthropogenic GHG emissions, in order to keep global temperature rise below 2°C by 2100.

Direct (Scope 1) GHG emissions, CO_2-eq.

GRI 305-1, 305-4, SASB RT-CH-110a.1 / EM-MM-110a.1, PCSB 8

Assets	UoM	2023	2024	2025
Kirovsk branch	kt	657.8	625.0	**624.6**
Per unit emissions, Kirovsk branch	kg per tonne of finished and semi-finished products	55.9	50.1	**49.7**
Balakovo branch	kt	232.7	228.2	**248.4**
Per unit emissions, Balakovo branch	kg per tonne of finished and semi-finished products	37.9	34.8	**35.4**
Volkhov branch	kt	193.3	195.6	**170.9**
Per unit emissions, Volkhov branch	kg per tonne of finished and semi-finished products	72.4	64.3	**59.2**
Cherepovets site (Apatit)	kt	3,695.1	3,667.5	**3,667.9**
Per unit emissions, Cherepovets site (Apatit)	kg per tonne of finished and semi-finished products	222.4	217.5	**210.6**
Total gross emissions	**kt**	**4,778.9**	**4,716.3**	**4,711.8**
Total per unit emissions	**kg per tonne of finished and semi-finished products**	**128.5**	**121.2**	**118.1**

Indirect (Scope 2) GHG emissions, CO_2-eq.

GRI 305-2, 305-4, PCSB 8

Assets	UoM	2023	2024	2025
Gross emissions of the Kirovsk branch, kt	kt	577.2	661.8	**701.8**
GHG emissions of the Kirovsk branch, kg per tonne of finished and semi-finished products	kg per tonne of finished and semi-finished products	49.1	53.1	**55.8**
Gross emissions of the Balakovo branch, kt	kt	46.0	0[1]	**0[1]**
GHG emissions of the Balakovo branch, kg per tonne of finished and semi-finished products	kg per tonne of finished and semi-finished products	7.5	0	**0**
Gross emissions of the Volkhov branch, kt	kt	17.8	6.7[1]	**6.7[1]**
GHG emissions of the Volkhov branch, kg per tonne of finished and semi-finished products	kg per tonne of finished and semi-finished products	6.6	2.2	**2.3**
Cherepovets site (Apatit), gross emissions, kt	kt	188.7	240.9	**127.3**
GHG emissions of the Cherepovets site (Apatit), kg per tonne of finished and semi-finished products	kg per tonne of finished and semi-finished products	11.3	14.3	**7.3**
Total gross emissions, kt	**kt**	**829.7**	**909.4**	**835.8**
Total GHG emissions, kg per tonne of finished and semi-finished products	**kg per tonne of finished and semi-finished products**	**22.3**	**23.4**	**20.9**

Note

Greenhouse gas emissions were calculated in line with the Guidelines for Climate Impact Management of PJSC PhosAgro and other Group Entities (using the IPCC methodology).

In 2025, the Company purchased green attribute certificates and used them to fully offset the electricity purchased by the Balakovo and Volkhov branches of Apatit. In addition, a substantial volume of carbon-free electricity was supplied to the Cherepovets site for the first time.

The results of the GHG assessment for purchased renewable electricity, using the market-based method based on the certificate data, align with the results calculated using the location-based method.

[1] The entire volume of purchased electricity is fully covered by purchases of certificates for electricity from renewable and low-carbon sources. Throughout 2024 and 2025, the Company continued to purchase heat energy; consequently, the table reflects the greenhouse gas emissions associated with this heat consumption.

Calculation of other indirect GHG emissions

GRI 305-3

Category	GHG emissions, t of CO_2-eq.			Share in total other indirect emissions, %		
	2023	2024	2025	2023	2024	2025
Purchased goods and services[2]	4,233,076	4,750,908	**4,693,395**	27.918	30.686	**30.018**
Fuel- and energy-related activities not included in Scope 1 or Scope 2	427,877	476,046	**469,777**	2.822	3.075	**3.005**
Processing of sold products	642,002	631,219	**626,339**	4.234	4.077	**4.006**
Use of sold products	9,859,766	9,624,096	**9,846,005**	65.026	62.162	**62.972**
Total	**15,162,721**	**15,482,269**	**15,635,516**	**100.000**	**100.000**	**100.000**

Scope 3 greenhouse gas emissions were calculated for four categories after an expert review identified them to be the most significant emission sources for the Company.

Scope 3 GHG emissions, CO_2-eq.

GRI 305-3, 305-4

Category	2023	2024	2025
Total gross emissions of production assets, t	15,162,721	15,482,269	**15,635,516**
Total GHG emissions of production assets, kg per tonne of finished and semi-finished products	407.830	397.722	**391.878**

GRI 305-5

We have chosen 2018 as the base year for calculations because it was the Company's first GHG inventory year and we needed to set GHG reduction targets for all three scopes based on the available emission data.
In 2018, GHG emissions were as follows:

- direct GHG emissions (Scope 1) – 4,624.6 kt of CO_2-eq.;
- indirect GHG emissions (Scope 2) – 924.1 kt of CO_2-eq.;
- other indirect GHG emissions (Scope 3) – 12,634.4 kt[2] of CO_2-eq.



[2] The data for comparable periods, including the base year, for the purchased goods and services category have been adjusted due to adjustments to the carbon footprint data for products that the supplier previously provided.

Analysis of factors affecting changes in GHG emissions in 2025 compared to 2018

GRI 305-5

	Scope 1		Scope 2		Scope 3	
	2018	**2025**	**2018**	**2025**	**2018**	**2025**
Production volume, mt	30.73	**39.89**	30.73	**39.89**	30.73	**39.89**
GHG emissions, kt	4,624.59	**4,711.80**	924.11	**835.80**	12,634.42	**15,635.52**
Change in GHG emissions in the reporting year vs 2018, %		**+1.89**		**–9.56**		**+23.75**
Per unit GHG emissions, kg/t	150.47	**118.10**	30.07	**20.95**	411.08	**391.88**
Change in per unit GHG emissions in the reporting year vs 2018, %		**-21.52**		**–30.33**		**-4.67**
Change in GHG emissions in the reporting year vs 2018, output growth factor, kt		**1,378.92**		**275.54**		**3,767.22**
Reduction in GHG emissions vs 2018 excluding the output growth factor, kt		**–1,291.71**		**–363.85**		**–766.13**

In 2025, per unit Scope 1 GHG emissions declined by 32.37 kg/t, or 21.52%, vs 2018, whereas gross Scope 1 GHG emissions increased by 1.89% vs 2018 due to an increase in output. Excluding the output growth factor, gross emissions decreased by 1,291.71 kt compared to 2018, with the most considerable impact coming from: 1) increased production efficiency, primarily a reduction in per unit natural gas consumption in production processes, and 2) changes in the structure of semi-finished product consumption in fertilizer production.

Per unit Scope 2 GHG emissions declined by 30.33% compared to the baseline year of 2018, while gross Scope 2 GHG emissions (excluding the output growth factor) decreased by 363.85 kt vs 2018.

The reduction was achieved thanks to procurement of green electricity, as well as energy efficiency initiatives.

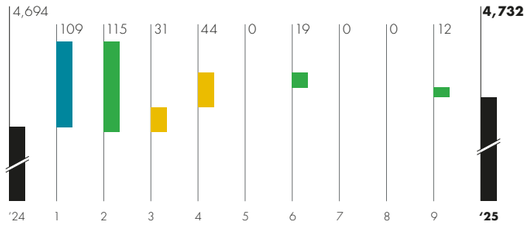
Gross Scope 3 GHG emissions increased by 23.75% relative to the baseline year, with per unit emissions down by 4.67%. The key factor affecting the growth in Scope 3 emissions was the increased production volume, which led to more purchases of feedstock and increased emissions from product use. Excluding the output growth factor, Scope 3 GHG emissions decreased by 766.13 kt vs the baseline year.

Back in 2024, we modernised our product carbon footprint data collection process through substantial automation within our Cognos information system. This technical advancement enables plant-specific carbon footprint calculations across the entire PhosAgro Group, supports more sophisticated factor analysis of changes, and generates required reporting data for the EU CBAM, with our calculation methodology validated during this reporting year.

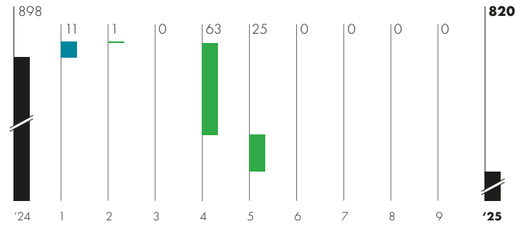
Our enhanced data capabilities now support deeper analytics into factors driving year-on-year changes.

For a more detailed description of drivers exerting material impact on GHG emissions, see **p. 387**

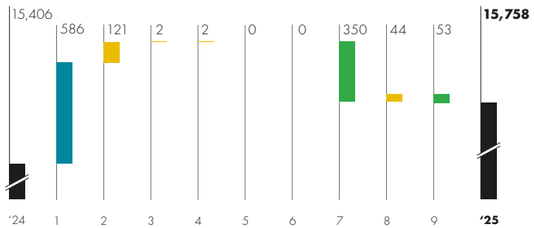
Change in Scope 1 emissions in product carbon footprint, kt of CO_2-eq.[1]



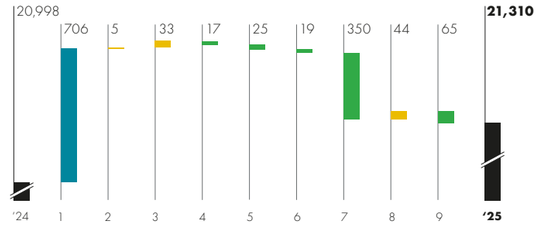
Change in Scope 2 emissions in product carbon footprint, kt of CO_2-eq.[1]



Change in Scope 3 emissions in product carbon footprint, kt of CO_2-eq.[1]



Change in total emissions in product carbon footprint, kt of CO_2-eq.[1]



- Growth driven by higher production volume
- Reduction
- Growth driven by factors other than higher production volume

1. Volumes
2. Ammonia consumption structure
3. Heat energy
4. Grid electricity
5. Green electricity
6. Gas consumption rates, etc.
7. GHG in purchased feedstock
8. Scope 3 GHG emissions in the Processing of Sold Products category
9. Other factors

List and description of existing metrics introduced for the monitoring of performance under the Climate Strategy

Metric	**2023**	**2024**	**2025**
Gross global emissions (Scopes 1 and 2) per currency unit of total revenue (GRI 305-4)[2], t of CO_2-eq. / USD mln	1,072.400	1,025.714	**807.511**
Gross global emissions (Scope 1 and 2) per FTE (GRI 305-4)[3], t of CO_2-eq. / FTE	256.900	238.206	**225.677**
Electricity purchased per unit of finished and semi-finished products, '000 kWh / t	0.064	0.067	**0.062**
Energy efficiency improvement costs, RUB mln	371.900	4.95[4]	**500.0**
Share of feedstock suppliers providing necessary input data on GHG emissions (Scope 3), %	9.5	13	**22**

[1] The charts present an analysis of the factors that had the greatest impact on y-o-y changes in the product's carbon footprint. Data used to calculate the product's carbon footprint exclude certain items that are included in the Company's total GHG emissions.

[2] The indicator was calculated as the ratio of the sum of Scope 1 and 2 gross emissions under GRI 305-1 and GRI 305-2 respectively to PhosAgro Group revenue according to consolidated financial statements converted into USD mln at monthly average USD/RUB exchange rates.

[3] The indicator was calculated as the ratio of the sum of Scope 1 and 2 gross emissions under GRI 305-1 and GRI 305-2 respectively to the average headcount under GRI 207-4.

[4] The expenditure level reflects our 2024 focus on projects commissioned in 2025, including the large-scale facility in Balakovo.

Energy efficiency

2

Our targets

Reduction of Scope 2 GHG emissions to

794.7

kt of CO_2-eq. by 2028 through the Energy Efficiency Programme



2025 highlights

Scope 2 GHG emissions totalled

835.8 kt CO_2-eq,

down 8% from 2024. The reduction was underpinned by the implementation of the Company's Strategy to 2025 and Energy Efficiency Programme, combined with and green electricity purchases.

In 2025, the consumption of all types of energy resources per tonne of finished and semi-finished products decreased by 1.17% y-oy to

2.91 GJ[1]

The reduction was underpinned by the implementation of the Company's Strategy to 2025 and Energy Efficiency Programme.

PCSB 18

In 2025, as part of developing the energy management system (EnMS) in line with ISO 50001 requirements, the Cherepovets complex (pilot site) introduced organisational changes to improve energy management processes.

- An EnMS team of over 30 members, including key managers, was formed. Responsible EnMS personnel from business units received training on "Enterprise Energy Management. Organisation and Implementation Practices. Internal Audit".
- A new energy performance indicator was introduced to give better control over power generation, increasing the share of self-generated electricity by 4.6%.
- The process for developing and monitoring the energy efficiency programme was updated. As a result, a three-year programme was developed for the Cherepovets site, targeting total energy savings of RUB 549.42 mln, of which RUB 271.49 mln was actually achieved in 2025.
- Work began on developing dashboards for energy efficiency metrics, with automatic data collection and analysis. Automation of the monthly calculation of specific production energy intensity is also underway.
- An energy analysis of the Volkhov branch led to a decision to roll out the EnMS there. Energy efficiency targets for 2026 have been set.

[1] 1 In 2025, the methodology for allocating natural gas between fuel and feedstock in ammonia production units was changed.

In 2025, total self-generated electricity at the Cherepovets site and the Volkhov and Balakovo branches reached a record high of 1,752.17 mln kWh, up 20.2% y-o-y.

The increase was mainly driven by the completion of repairs and the start-up of a gas turbine power plant at the Cherepovets site. Lower electricity output at the Balakovo and Volkhov branches was due to repairs on generating equipment and temporary restrictions related to investment projects at the Balakovo branch.

Electricity generation, mln kWh

Production site	2023	2024	2025	Change y-o-y, %
Cherepovets site	807.70	808.56	**1,141.69**	41.2
Balakovo branch	384.53	378.22	**349.91**	–7.5
Volkhov branch	251.86	271.00	**260.57**	–3.8
Total	**1,444.09**	**1,457.78**	**1,752.17**	**20.2**

In 2025, self-generated electricity covered

41.3%

of the Company's production asset needs, up 3.9 y-o-y.

A further increase in the share of self-generated electricity is expected in 2026, following the start-up of two 2 MW gas-piston power plants and an 18 MW exhaust gas turbine at the Balakovo branch.

Strategy and management approach

GRI 3-3, 302-4

In 2025, the Company continued to follow the Climate Strategy and the Energy Efficiency and Energy Saving Policy approved by the Board of Directors. We reviewed and updated the list of initiatives set out in the Energy Efficiency Programme, which is tightly integrated into the Company's Strategy to 2025.

Key goals of the Energy Efficiency and Energy Saving Policy

- Continuously improving energy efficiency
- Using energy resources in a sustainable and efficient manner
- Streamlining the energy management process for all types of operating activities

The Company pays particular attention to managing energy efficiency risks

- **A sufficient and reliable energy supply** is a material aspect and major concern for us. We thoroughly explore all opportunities to transition to renewable energy: among other things, in 2025, we continued to purchase electricity generated by hydroelectric power plants.
- **Risk of Scope 2 GHG emissions being included in carbon regulation in the EU and other jurisdictions.** The Company's energy efficiency directly affects Scope 2 GHG emissions, which poses a potential risk, for example after full-scale implementation of carbon border adjustment mechanisms.

Stakeholder engagement

The Company conducts an annual analysis of the low-carbon electricity market, benchmarking its operations against leading industry players and broader industrial benchmarks. We prioritise aligning our electricity consumption with evolving requirements for electricity generation and the development of carbon-free (green) energy attribute certificate market. Through active participation in the energy industry events, the Company shares expertise with market stakeholders and gathers critical insights on energy efficiency trends and innovations in the energy transition.

The NP Market Council Association[2] launched a mechanism and platform for transparent tracking of green electricity generation as well as certificate issuance, sales, and redemption. This mechanism ensures the traceability of the electricity origin, certification of green energy producers, and mitigation of risks linked to the sale of green attribute certificates to sustainability-focused consumers seeking to reduce their carbon footprint through verified purchases.

The initiatives set out in the Energy Efficiency Programme are aimed at improving energy efficiency, developing energy management at each production site, and achieving strategic objectives in the following focus areas:

- in-house power generation through utilisation of sulphuric acid production steam;
- introduction of technologies aimed at loss reduction and energy savings (e.g. LED lighting, frequency converters, less heat energy losses).

In addition, the Company actively studies and tests promising solutions, including by increasing the share of renewable energy sources both as part of pilot projects at PhosAgro's own facilities and through green electricity purchases.

In 2025, we implemented comprehensive energy efficiency projects at all of our sites.

The Company also evaluates potential energy efficiency opportunities, including:

- **Market availability of electricity from renewable energy sources.** The Company continuously monitors the market to ensure a sufficient supply of electricity from renewable energy sources.
- **Development of an energy management system using AI tools** that can quickly and efficiently forecast energy consumption, identify hidden energy losses, and optimise equipment operation in real time, thereby reducing both costs and the carbon footprint.

[2] A self-regulatory organisation for the wholesale energy market participants.

Key initiatives in 2025

Initiative	Result	Expenditures, RUB mln	Timeline
Cherepovets site Introduction of an electricity generation index for the heat and power plant and ammonia unit No. 3	Increased generation through comparative analysis of generating equipment capabilities and actual performance	No capital expenditures; implemented using the Company's own personnel	2025
Kirovsk branch Upgrades to the heat supply infrastructure of the Titan settlement	Removal of 6,175 t/year of M-100 heating oil from the Kirovsk branch's balance	177	2024–2025
Kirovsk branch Modification of the water transport scheme between process tanks as part of phosphate rock processing	Reuse of 250–300 m³/hour of water in the process cycle	36	2024–2025
Volkhov branch Implementation of a zero-discharge domestic waste water system at the Volkhov branch of Apatit	Reduced reliance on river water by utilising the chemical water treatment of domestic waste water for the heat and power plant	287	2024–2025

Key initiatives planned for 2026

Project	Result	Expenditures, RUB mln
Cherepovets site Implementation of a digital advisor for optimal 4.0 MPa steam generation load distribution at the nitrogen facility	Digital advisor for optimal 4.0 MPa steam generation load distribution at the nitrogen facility	No capital expenditures; to be implemented using the Company's own personnel
Kirovsk branch Kirovsky mine. Construction of a cooling tower for K-500 compressors	Reduction in utility and drinking water consumption by switching from a wet cooling tower to a dry cooling tower with a closed cooling loop	150
Balakovo branch Development of in-house electricity generation using turbine and piston units[1]	200 mln kWh annual replacement of purchased electricity	2,563
Volkhov branch Implementation of centralised lighting control with motion sensors in the heat and power plant's turbine halls	Reduced electricity consumption	0.24

[1] Construction and installation work was completed in 2025, with commissioning and documentation activities to be carried out in 2026.

AI projects

Boiler unit emergency simulator for the heat and power plant

Machine learning

In 2025, we completed the piloting of the computer simulator for emergency training on boiler units at the heat and power plant and launched into commercial operation.

Operating principle: neural network technologies generate realistic scenarios and simulate equipment behaviour, using a data analysis system.

Functionality:
- Realistic boiler operation simulation
- Normal condition process training
- Abnormal and emergency situation training

Impact: improved training quality for boiler unit personnel and reduced errors.

Digital advisor for optimal 4.0 MPa steam generation load distribution at the nitrogen facility in Cherepovets site

Machine learning

The project aims to save fuel gas through more efficient steam generation achieved by optimally distributing the load among generating units. The performance of nine steam generation sources is assessed online using an AI-based multi-parameter model. The system then determines the most efficient operating mode for the entire steam network, respecting all technological constraints Optimal settings are displayed on operators' screens as recommendations. After each run, the system evaluates the efficiency of the chosen mode and the operators' actions.

Metrics and highlights

The energy efficiency metrics are used to monitor the Company's progress towards its energy efficiency improvement target and are set forth in PhosAgro's Energy Efficiency Programme, which helps keep track of electricity generation and consumption, energy intensity, etc.

The energy efficiency metrics are based on PhosAgro's raw data and are calculated in accordance with the approved statistical methodologies.

In 2025, self-generated electricity covered 41.3% of the Company's production asset needs, up 3.9% y-o-y. In absolute terms, in-house electricity generation rose by 194.1 mln kWh y-o-y, mainly due to the restart of a gas turbine power plant at the Cherepovets site after repairs. Total electricity consumption increased by 81.8 mln kWh (2.0%) y-o-y, driven by modernisation programmes at processing facilities and higher apatite ore mining at the Kirovsk branch of Apatit.

In 2025, Apatit used 375 mln kWh of carbon-free electricity at its production sites, up 25% y-o-y. This means that mineral fertilizers supplied by the Volkhov and Balakovo production sites in 2025 were manufactured using exclusively green power purchased from the hydroelectric power plants. In addition, carbon-free electricity was supplied to the Cherepovets site for the first time, totalling 108.9 mln kWh.

PhosAgro Group's energy consumption

GRI 302-1, 302-3, SASB RT-CH-130a.1 / EM-MM-130a.1

Item	UoM	Total for production assets		
		2023	2024	2025
Electricity				
Purchased electricity, including	mln kWh	2,396.25	2,604.75	**2,492.46**
Purchased from renewable sources	mln kWh	300.00	300.00	**375.00**
Electricity purchased per unit of finished and semi-finished products	'000 kWh / t	0.064	0.067	**0.062**
Heat energy				
Purchased (in hot water)	'000 Gcal	423.36	415.75	**364.73**
Supplied (in hot water)	'000 Gcal	104.80	84.20	**53.35**
Exhaust steam	'000 Gcal	9,229.87	9,599.12	**9,893.34**
Per unit consumption of heat energy	Gcal/t	0.257	0.255	**0.256**
Natural gas				
As feedstock for ammonia production	mln m^3	1,294.82	1,291.88	**1,288.32**
As fuel, etc.	mln m^3	1,420.23	1,406.17	**1,425.71**
Total	mln m^3	2,715.05	2,698.05	**2,714.03**
Consumption per unit of finished and semi-finished products[1]	'000 m^3 / t	0.038	0.036	**0.036**
LNG				
Consumption	t	2,782.06	2,667.79	**2,408.43**
Fuel oil				
Consumption	t	146,764.10	145,449.70	**143,750.30**
Heating oil				
Consumption	t	789.80	802.60	**762.20**
Diesel fuel				
Consumption	t	57,109.12	45,344.42	**50,796.63**

[1] The Company excludes natural gas used as feedstock for ammonia production from the calculation of per unit energy consumption.

Energy consumption, GJ

GRI 302-1, 302-3, PCSB 12

Item	2023	2024	2025
Internal use of electricity	8,626,491	9,377,112	**8,972,853**
Internal use of heat energy	39,977,375	41,577,704	**42,725,113**
Internal consumption of natural gas (excluding gas consumed as feedstock during production processes)[1]	55,388,969	54,840,482	**55,602,641**
Internal consumption of LNG	151,344	145,128	**131,019**
Internal consumption of fuel oil	6,472,297	6,414,332	**6,339,388**
Internal consumption of heating oil	36,489	37,080	**35,214**
Internal consumption of diesel fuel	2,604,176	2,067,705	**2,316,326**
Total internal consumption	**113,257,141**	**114,459,543**	**116,122,554**
Total energy consumption per unit of finished and semi-finished products, GJ/t	**3.05**	**2.94**	**2.91**

Waste

3

Our targets

◆ By 2025, increase the share of recycled and decontaminated hazard class 1–4 waste to **40**%



2025 highlights

◆ **40.75**% of hazard class 1–4 waste recycled and decontaminated

◆ Class 1–5 waste generation fell by **9.5**% y-o-y.

◆ Waste generation per tonne of finished and semi-finished products dropped by more than **12**% compared with 2024.

[1] In 2025, the methodology for allocating natural gas between fuel and feedstock in ammonia production units was changed.

Strategy and management approach

GRI 3-3, 306-1

◆ **PhosAgro's Development Strategy to 2025 stipulated an increase in the share of recycled hazard class 1–4 waste to 40%**

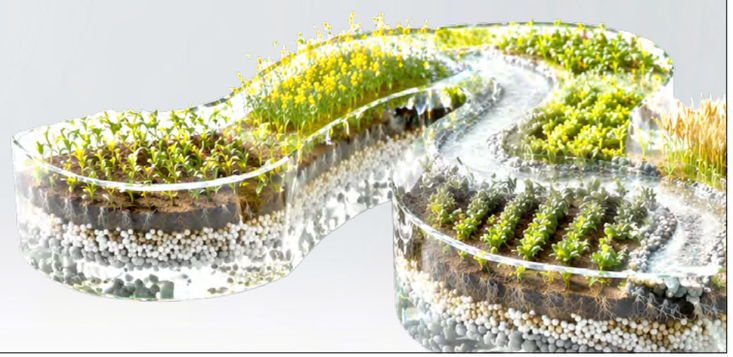
Having developed a system for accumulating and analysing data on production and consumption waste from our operations, we are now implementing a range of projects aimed at minimising waste generation and increasing the share of recycled waste.

PhosAgro's waste management is monitored on a regular basis and discussed by the Strategy and Sustainable Development Committee before being communicated to the Board of Directors.



◆ **The management system covers:**

- an inventory of resources that are used to manufacture products and become waste afterwards;
- data on the amount of waste generated from our own operations, including future waste in the form of products or their part provided to customers;
- measures to remove environmental and health hazards;
- waste characteristics;
- identification of activities and processes that generate significant amounts of waste.
- properties that limit or prevent the recycling (recovery) of the material or product or limit its useful life;
- continuous monitoring of known and potential negative characteristics of certain materials after they become waste.



Key initiatives in 2025

GRI 306-2

◆

PhosAgro is implementing consistent efforts to increase the share of recycled and decontaminated hazard class 1–4 waste. At each production site, measures are taken to identify potential types of materials that can be diverted for recycling.

All contractors working at the Company's sites undergo training and are informed of waste management requirements, which are explicitly outlined in work/service agreements. Compliance with safe and proper waste handling protocols is strictly enforced.

Promoting phosphogypsum utilisation

PhosAgro continued the use of phosphogypsum as a construction material at Apatit's Volkhov and Balakovo sites. This helped reduce the volume of phosphogypsum sent to waste disposal facilities.

The Company completed testing of a new phosphogypsum-based land reclamation agent designed for land restoration and fertility enhancement. Test results confirmed the environmental safety of the substance under recommended application conditions, and the draft technical documentation received a positive state environmental expert review. Production is planned at Apatit's sites in Cherepovets, Balakovo, and Volkhov.

In the reporting year, extensive research was conducted into the properties of phosphogypsum as a road base material, including an assessment of the environmental impact of structures built from this material. The research confirmed the absence of environmental contamination. Using phosphogypsum in road pavement construction not only reduces waste but also lowers road-building costs and extends road service life through improved surface quality.

◆

The Company sold a total of

95.4 kt

of phosphogypsum in 2025. +400 tonnes y-o-y

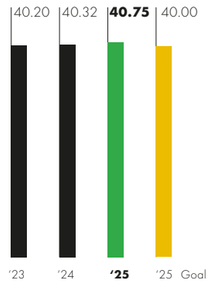
Aluminium fluoride production expansion

The Company is developing a project for the further modernisation of production to raise aluminium fluoride output to 96 ktpa – sufficient to fully localise production of this product in Russia and meet 100% of domestic demand. Aluminium fluoride is a critically important component for the raw material security of Russia's non-ferrous metal industry. Its primary feedstock is fluosilicate acid – a by-product of the Company's mineral phosphate-based fertilizer production. In metal industry applications, aluminium fluoride improves process efficiency by reducing energy consumption and environmental load.

Metrics and highlights

SASB RT-CH-150a.1

Share of recycled and decontaminated hazard class 1–4 waste[1], %



Waste generation by hazard class, t

GRI 306-3, PSCB 5

Waste hazard class	2023	2024	2025
I	3.82	3.12	**23.98**
II	3.23	2.11	**1.27**
III	1,278.12	1,848.45	**2,483.87**
IV	253,064.94	247,706.29	**246,481.02**
V	94,372,377.65	99,274,182.20	**89,839,875.07**
Total	**94,626,727.75**	**99,523,742.16**	**90,088,865.20**

Waste by type and disposal method, t[2]

GRI 306-4, 306-5, PCSB 6

Disposal method	2023	2024	2025
PhosAgro Group's waste reused internally	26,418,490.4	20,722,469.5	**19,337,089.6**
• Hazardous waste	99,800.9	98,311.9	**98,603.5**
• Non-hazardous waste	26,318,689.5	20,624,157.6	**19,238,486.1**
Total waste landfilled	65,294,928.0	80,586,785.7	**65,384,442.9**
• Hazardous waste	153,525.5	148,801.6	**144,710.0**
• Non-hazardous waste	65,141,402.5	80,437,984.1	**65,239,732.9**
Including landfilled at the Company's waste disposal facilities	65,285,342.7	80,579,179.0	**65,376,232.6**
• Hazardous waste	143,988.9	145,011.2	**143,929.1**
• Non-hazardous waste	65,141,353.8	80,434,167.8	**65,232,303.5**
Third-party recycled	83,219.2	24,409.6	**25,295.2**
• Hazardous waste	1,808.1	1,785.5	**1,473.8**
• Non-hazardous waste	81,411.1	22,624.1	**23,821.4**
Third-party decontaminated	612.2	539.1	**1,382.1**
• Hazardous waste	563.2	536.7	**1,376.7**
• Non-hazardous waste	49.0	2.4	**5.4**
Third-party processed	3,027.4	4,502.9	**5,343.8**
• Hazardous waste	314.2	278.7	**1,818.8**
• Non-hazardous waste	2,713.2	4,224.2	**3,525.0**

[1] The Group specific disclosure was calculated as ratio of hazard class 1–4 waste recycled and decontaminated to the total volume of hazard class 1–4 waste.

[2] Hazardous means hazard class 1–4 waste; non-hazardous means hazard class 5 waste.

Disposal of beneficiation waste and overburden at Kirovsk branch, t

SASB EM-MM-150a.1, EM-MM-150a.2

Item	Reused			Landfilled at waste disposal facilities		
	2023	2024	2025	2023	2024	2025
Apatite-nepheline ore processing waste (tailings)	12,984,017.0	13,487,447.6	**14,035,163.2**	12,812,723.0	13,290,756.4	**13,829,945.8**
Rocks and overburden mix	9,916,198.0	4,547,241.0	**3,123,468.0**	43,680,591.0	60,385,005.0	**47,096,592.5**

Waste generation, tonne per tonne of finished and semi-finished products

Production site	2023	2024	2025
Kirovsk branch	7.000	7.211	**6.636**
Balakovo branch	0.900	0.697	**0.357**
Volkhov branch	0.001	0.001	**0.002**
Cherepovets site (Apatit)	0.400	0.298	**0.236**
Total	**2.500**	**2.557**	**2.258**

Waste generation (hazard class 1–4), kg per tonne of finished and semi-finished products

Production site	2023	2024	2025
Kirovsk branch	0.7	0.3	**0.2**
Balakovo branch	28.7	27.9	**23.0**
Volkhov branch	0.7	0.3	**0.4**
Cherepovets site (Apatit)	4.1	3.7	**4.8**
Total	**6.8**	**6.4**	**6.2**



Air

4



Our targets

Reduce pollutant emissions by 2025

to **0.8** kg/t

of finished and semi-finished products

2025 highlights

Per unit pollutant emissions in 2025 came in at

0.667 kg/t

of finished and semi-finished products, down 36% from 2018

In 2025, the Company's gross pollutant emissions to the atmosphere decreased by more than

1 kt y-o-y.

All measures under the Clean Air federal project within the Ecology national programme at the Cherepovets production site were completed on schedule.

Strategy and management approach

GRI 3-3

PhosAgro Group has developed and now maintains an emissions management process that includes assessment of planned activities, discussion of relevant matters with a wide range of stakeholders, as well as monitoring and disclosing pollutant emissions. To effectively reduce its environmental impact, PhosAgro is running a programme to re-equip production facilities and cut pollutant emissions.

PhosAgro takes part in the government's Clean Air initiative, which aims to drastically reduce air pollution in major industrial cities across Russia. As part of the initiative, the Company implemented a number of measures, which helped reduce gross pollutant emissions in 2025 by 25% vs the 2017 level (project launch).

Air quality in sanitary protection areas near the Company's production sites complies with applicable hygienic requirements.

Since 2019, PhosAgro has been implementing a programme to upgrade its sulphuric acid production and adopt a domestic energy efficient and environmentally safe sulphuric acid production technology. This technology utilises the Double Contact Double Absorption (DCDA) process for sulphuric acid production, developed by the Samoilov Scientific Research Institute for Fertilizers and Insectofungicides (NIUIF), part of PhosAgro Group. The programme includes the launch of sulphuric acid production units at the Company's Cherepovets site and its Balakovo and Volkhov branches.

Key initiatives in 2025

Apatit participates in the Clean Air federal project as part of the Ecology national programme. In 2018–2025, Apatit focused on reducing air pollutant emissions at its production sites.

The **Cherepovets branch** fully implemented a comprehensive action plan, took additional measures to achieve emission quotas, modernised SK-714 technological system, and introduced a domestic environmentally safe sulphuric acid production technology. During the upgrade, gas cleaning systems were reequipped and core equipment optimised.

At **the Volkhov branch,** the key activities to mitigate the negative impact on the air quality were implemented as part of an investment project to develop the Volkhov site: technical solutions to reduce per unit emissions and pollutant concentrations at the sanitary protection zone boundaries near residential areas were initially integrated into the design of new production lines and existing facility upgrades. This approach achieved a 68% reduction in per unit pollutant emissions compared to 2020 levels.

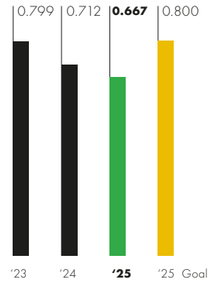
Key initiatives to reduce negative air quality impacts at the Balakovo branch included:

previously implemented measures at the sulphuric acid units enabled the positive downward trend in per unit atmospheric emissions to be maintained for the second consecutive year.

At **the Kirovsk branch,** annual dust suppression measures were carried out at beneficiation facilities' tailings dumps, including chemical and biological stabilisation of dust-emitting surfaces and industrial pilot testing of new dust-suppression agents. As a result, more than 28 t of particulate matter – equivalent to 40% of total particulate emissions at the site – were prevented from entering the atmosphere.

Metrics and highlights

Pollutant emissions, kg per tonne of finished and semi-finished products[1]



[1] The Group's specific disclosure is calculated as the ratio of pollutant emissions to the total output of products and semi-finished products.

Effectiveness of dust suppression at Kirovsk branch's tailing dumps

Facility	Solid particulate (SP) emissions, t	Prevented SP emissions to atmosphere, t	Prevented SP emissions, %
Tailing dump at ANBP-2	28.3	19.0	40
Tailing dump at ANBP-3	14.7	9.7	40
TOTAL	**43.1**	**28.7**	**40**

NO_x, SO_x, and other significant air emissions, t

GRI 305-7, SASB RT-CH-120a.1 / EM-MM-120a.1, PCSB 7

	2023	2024	2025
Total			
Kirovsk branch	10,056.80	10,022.10	**8,852.11**
Balakovo branch	8,217.00	6,522.61	**6,494.44**
Volkhov branch	1,203.40	1,365.06	**1,585.72**
Cherepovets site (Apatit)	10,235.00	9,788.55	**9,681.48**
Total	**29,712.20**	**27,698.32**	**26,613.75**
Solids			
Kirovsk branch	4,969.60	3,521.84	**3,422.81**
Balakovo branch	745.50	796.20	**1,377.75**
Volkhov branch	214.60	287.11	**377.13**
Apatit (Vologda region)	768.00	1,250.47	**1,320.84**
Total	**6,697.70**	**5,855.62**	**6,498.53**
Sulphur dioxide			
Kirovsk branch	3,273.70	3,101.61	**2,456.25**
Balakovo branch	4,723.70	3,066.45	**2,749.82**
Volkhov branch	351.50	493.07	**572.28**
Cherepovets site (Apatit)	3,736.60	3,776.57	**3,674.48**
Total	**12,085.50**	**10,437.70**	**9,452.83**
Carbon monoxide			
Kirovsk branch	908.20	1,364.66	**1,130.51**
Balakovo branch	927.60	821.47	**391.13**
Volkhov branch	153.40	175.87	**244.30**
Cherepovets site (Apatit)	1,332.60	893.31	**982.29**
Total	**3,321.80**	**3,255.31**	**2,748.23**

	2023	2024	2025
Nitrogen oxides (NO_x as NO2)			
Kirovsk branch	859.50	1,831.51	**1,658.66**
Balakovo branch	759.40	915.33	**811.12**
Volkhov branch	224.40	223.59	**308.95**
Cherepovets site (Apatit)	2,467.60	1,971.66	**1,857.35**
Total	**4,310.90**	**4,942.08**	**4,636.08**
Hydrocarbons (w/o VOCs)			
Kirovsk branch	7.60	0.71	**0.71**
Balakovo branch	2.60	0.94	**0.17**
Volkhov branch	0.00	0.02	**0.03**
Cherepovets site (Apatit)	4.00	4.89	**6.45**
Total	**14.20**	**6.56**	**7.36**
Volatile organic compounds			
Kirovsk branch	38.10	200.68	**183.02**
Balakovo branch	339.50	218.20	**135.30**
Volkhov branch	5.80	10.59	**28.51**
Cherepovets site (Apatit)	12.90	12.81	**13.08**
Total	**396.30**	**442.28**	**359.91**
Other gaseous and liquid pollutants			
Kirovsk branch	0.10	1.10	**0.16**
Balakovo branch	718.70	704.02	**1,029.14**
Volkhov branch	253.70	174.82	**54.53**
Cherepovets site (Apatit)	1,913.30	1,878.83	**1,827.00**
Total	**2,885.80**	**2,758.77**	**2,910.83**



Water

5

RT-CH-140a.2 / EM-MM-140a.2

Our targets

- **Reduce water withdrawal, excluding mining and pit waters, to 2.60 m^3/t of products by 2025.**
- **Reduce waste water discharge into surface water bodies, excluding mining and pit waters to 1.70 m^3/t of products by 2025.**

2025 highlights

- **The Company's water withdrawal, excluding mining and pit waters, decreased by 10.1% from the 2024 level and amounted to 2.95 m^3/t of products.**
- **Waste water discharge into surface water bodies, excluding mining and pit waters, dropped by 14.4% y-o-y and stood at 1.63 m^3/t of products.**



Strategy and management approach

GRI 3-3, 303-1

Water is an essential resource for the Company. There is no shortage of water resources in the regions where our facilities are based. According to the Water Risk Atlas and Water Risk Filter, all PhosAgro production sites are located in areas with low or moderate fresh water scarcity. However, access to clean water is a major issue facing the world.

Risks and opportunities

SASB RT-CH-140a.3

The main risks related to water consumption are water quality deterioration in water bodies across PhosAgro's footprint and the Company's non-compliance with statutory requirements for limiting one's negative impact on water bodies.

PhosAgro has implemented closed-loop water recycling systems at its sites in Volkhov and Balakovo to reuse water in production processes.

Going forward, we plan to improve waste water management by focusing on maximum reuse of water through closed-loop water recycling systems and better treatment of effluents discharged into water bodies in addition to ongoing monitoring of water bodies in the regions of operation.

The regulatory risks include tightened waste water quality requirements, as well as restrictions on the amount of water consumed and discharged into both water bodies and centralised waste water systems.

There were no incidents of non-compliance associated with water quality permits, standards, and regulations in 2025.

To mitigate these risks, in 2020 we adopted the Water Strategy that sought to reduce water consumption and discharge and improve waste water quality.

The strategy is implemented at all PhosAgro sites, and we regularly analyse these measures to determine whether they are sufficient and effective enough to achieve our targets.

To identify the impact of the Company's operations on water bodies, we monitor these bodies in accordance with adopted programmes by engaging our own certified laboratory and external certified laboratories.

Key initiatives in 2025

At **the Cherepovets site**, we continued to implement the second stage of the water use optimisation programme as part of our production upgrade initiative for 2020–2025. The unit for pumping treated effluent back to phosphate facility consumers was reconstructed, reducing waste water discharge by 0.87 mln m³ per year from 2022. At the nitrogen facility, basic design for a production waste water treatment system was completed, and engineering documentation for the industrial waste water management system at the neutralisation and treatment unit was finalised.

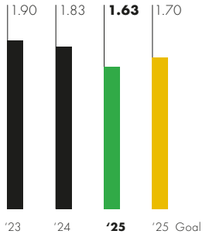
At **the Kirovsk branch,** a water reuse circuit following compressors at the ANBP-2-2 beneficiation plant was commissioned, reducing water consumption by 4.8 mln m³ per year.

At the **Volkhov branch**, the facility transitioned to a zero-discharge water management scheme: domestic and municipal waste water treatment facilities were commissioned and discharge into the municipal network discontinued. Work continued on replacing river water with recirculated plant water in sulphuric acid production, reducing water withdrawal from natural sources by 14.7% compared with 2024.

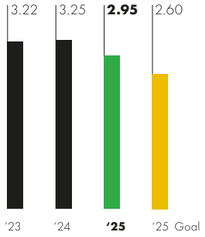
The **Balakovo branch** worked to fully eliminate the transfer of domestic and municipal waste water to third parties, with loop closure through the treatment station planned.

Metrics and highlights

Discharge of waste water into surface water bodies[1], m³ per tonne of products and semi-finished products



Water withdrawal[2], m³ per tonne of products and semi-finished products



The per unit water withdrawal target was not achieved in the reporting year. Withdrawal volumes rose due to the need to reduce total salt content in the circulating water systems at the Balakovo branch and Cherepovets facility to improve heat transfer coefficients.

[1] The Group specific disclosure was calculated as the ratio of the volume of waste water discharged into surface water bodies, excluding mine and pit waters, to the total volume of products and semi-finished goods manufactured.

[2] The Group specific disclosure was calculated as the ratio of total water withdrawn, excluding mining and pit waters, to the total output of products and semi-finished products.

Total water withdrawal by source, '000 m³

GRI 303-3, SASB RT-CH-140a.1 / EM-MM-140a.1, PCSB 1, PCSB 2

Item	2023	2024	2025
Surface water			
Total water withdrawal from surface sources, including:	**176,760**	**180,997**	**196,976**
• process water	63,029	68,018	**66,887**
• drinking water (internal use)	1,093	1,159	**1,462**
• drinking water (for supplies to third parties)	527	399	**460**
• mining and pit waters	105,024	105,409	**123,118**
• drainage water	2,742	2,337	**2,289**
• rainwater	4,345	3,675	**2,760**
Ground water			
Water withdrawal from ground-water sources	3,507	3,495	**3,376**
Total water received from third-party suppliers, including:	**44,636**	**47,626**	**40,524**
• process water received from suppliers	30,359	31,478	**27,736**
• water from municipal supply (internal use)	7,022	7,170	**7,230**
• water from municipal supply (for supplies to third parties)	30	34	**39**
• waste water from other waste water discharge systems	7,225	8,944	**5,519**
Total	**224,903**	**232,118**	**240,876**

Measurement of total and per unit water withdrawal, including and excluding mining and pit waters

Item	2023	2024	2025
Total water withdrawal, including mining and pit waters, '000 m³	224,903	232,117	**240,876**
Total water withdrawal, excluding mining and pit waters, '000 m³	119,878	126,708	**117,758**
Per unit water withdrawal from surface sources, excluding mining and pit waters[2], m³ per tonne	3.22	3.25	**2.95**

Total water discharge by source, '000 m³

GRI 303-4, PSCB 4

Item	Total		
	2023	**2024**	**2025**
Water discharge into surface water bodies			
Total water discharge into surface water bodies, including:	**175,618**	**176,525**	**188,022**
• mining and pit waters	105,024	105,409	**123,118**
• drainage water	2,742	2,337	**2,289**
• waste water from other waste water discharge systems	6,872	8,649	**5,214**
Supplies to third parties			
Total water supplies to third parties:	**4,019**	**3,476**	**3,330**
• waste water to the public water discharge system (after use)	3,109	2,748	**2,526**
• waste water to the public water discharge system (unused)	353	295	**305**
• water supplies to third parties from surface sources	527	399	**460**
• water supplies to third parties from municipal sources	30	34	**39**
Total	**179,637**	**180,001**	**191,352**

Measurement of total and per unit waste water discharge, including and excluding mining and pit waters

Item	2023	2024	2025
Total water discharge into surface water bodies, including mining and pit waters, '000 m³	175,618	176,525	**188,022**
Total water discharge into surface water bodies, excluding mining and pit waters, '000 m³	70,594	71,116	**64,905**
Per unit water discharge into surface water bodies, excluding mining and pit waters, m³ per tonne	1.90	1.83	**1.63**

Treated effluents (reused in the production cycle)

PCSB 3

Item	2023	2024	2025
Total, mln m³	**227.9**	**235.0**	**241.8**
Share of reused water, %	83.0	81.6	**83**

Water consumption, '000 m³

GRI 303-5

Item	Total		
	2023	**2024**	**2025**
Total water withdrawal (all sources)	224,903	232,117	**240,876**
Total water discharge (all sources)	179,637	180,001	**191,352**
Water consumption	45,266	52,116	**49,524**

The decline in water consumption is driven by higher production volumes, including increased ore mining and processing, and higher output of concentrates and mineral fertilizers.

Water discharge, mln m³

GRI 303-4

Item	2023	2024	2025
Waste water discharge into surface water bodies			
Kirovsk branch	162.4	162.6	**173.7**
Balakovo branch	–	–	**-**
Volkhov branch	–	–	**-**
Cherepovets site (Apatit)	13.2	13.9	**14.3**
Total	**175.6**	**176.5**	**188.0**
Discharged without treatment (% of total water discharge)			
Kirovsk branch	0	0	**0**
Balakovo branch	0	0	**0**
Volkhov branch	0	0	**0**
Cherepovets site (Apatit)	0	0	**0**
Total	**0**	**0**	**0**

Waste water discharge

Item		Receiving water body
Kirovsk branch		
Discharge 1	Discharge from the tailing dump at ANBP-3	Zhemchuzhnaya River
Discharge 2	Discharge from the tailing dump at ANBP-2	Belaya River
Discharge 3	Rainwater at ANBP-2	Belaya River
Discharge 4	Mining waters of the combined Kirovsky, Central and Rasvumchorrsky mines	Lake Bolshoi Vudyavr
Discharge 5	Mining waters of the Koashva and Njorkpahk open pits	Lake Kitchepahk
Discharges 6, 9	Waters of water-lowering wells of the Vostochny mine	Vuonnemyok River
Cherepovets site (Apatit)		
Effluents from the phosphate facility		Rybinsk Reservoir
Effluents from the nitrogen facility		Rybinsk Reservoir

Biodiversity

6

Our targets

The Company's primary biodiversity objective is to conduct current and future activities in compliance with legal requirements and other commitments. In conducting our operations, we seek to conserve biodiversity and minimise potential disruptions to natural ecosystems across the Company's footprint.



2025 highlights

The Company updated its Environmental Policy, incorporating the key principles of the Kunming-Montreal Framework and formalising its biodiversity conservation commitments.

In 2025, the Company to release

233,158

juvenile fish.

In 2025,

2,318

saplings of diverse tree and shrub species (including spruce, linden, apple, cherry, and ninebark) were planted across the Company's operational regions.

PhosAgro's Environmental Policy sets forth the Company's obligations to preserve biodiversity, natural landscapes and habitats across its footprint and prevent its projects from causing any harm to the same.

Strategy and management approach

GRI 101-1[1]

PhosAgro's strategy for managing the conservation of biodiversity, natural landscapes, and ecosystems in its regions of operation is anchored in the provisions of the Company's Environmental Policy and is guided by legal requirements and internal documents of the environmental management system.

[1] The indicators are partially disclosed.

In 2025, the Environmental Policy was revised: the updated version incorporates the key principles of the Kunming-Montreal Framework and formalises the Company's biodiversity conservation commitments.

For a number of years, we have been working to preserve biodiversity and replenish biological resources. Since 2020, the Company has been developing comprehensive biodiversity protection programmes in partnership with research institutions. The effort is aimed at assessing and restoring environmental conditions across the Company's footprint and establishing its priorities in protecting biodiversity based on indicator species monitoring.

Key initiatives in 2025

GRI 101-2

A comprehensive environmental survey was conducted within the sanitary protection zone of Apatit's nitrogen facility as part of the biodiversity conservation programme development

The Company planted samplings of tree and shrub species.

Compensatory afforestation was conducted on a 2.4 ha site in the Volkhov Forestry District (Leningrad region), where more than 1,460 Norway spruce saplings were planted.

The Company released young fish into water bodies across its regions of operation

Comprehensive biodiversity protection programmes

GRI 101-2, GRI 101-4[1]

Comprehensive biodiversity protection programmes were developed for the Volkhov branch, three of the Kirovsk branch's facilities and the Cherepovets production site. Each programme includes a biodiversity monitoring plan covering descriptions of survey territories, the character and nature of operational impacts, information on indicator species, and parameters for assessing the effectiveness of biodiversity impact management measures and indicator species status.

Surveys conducted at the Volkhov branch, Kirovsk branch facilities, and the Cherepovets production site revealed no significant adverse changes in biodiversity within the Company's operational zones.

Ecosystems in these areas often exhibited higher species diversity compared to baseline zones, likely due to restricted human access preserving ecosystem integrity.



Area of disturbed and reclaimed land, ha

Item	2023	2024	2025
Disturbed land	184.49	306.30	**138.85**
Reclaimed land	0	0	**0**

Key aspects influencing biodiversity include emissions of pollutants, water withdrawal and waste water discharge, and waste disposal.

Waste disposal is managed within pre-approved designated areas at the Company's facilities, with no involvement of additional territories. Increasing the share of waste diverted for recycling reduces pressure on these disposal sites and extends their operational lifespan.

Land disturbance from mining, waste disposal facility construction, and other construction work represents a further dimension of biodiversity impact. Mineral extraction is one of the Company's core activities. The expansion of open-pit and underground mining operations within permitted licence areas drives production growth and ensures stable product supply. Mining activities are conducted safely and with maximum efficiency. Reclamation for these sites is best to be implemented following resource depletion. The Company's mining assets currently have operational lifespans extending beyond 2030.

In 2025, environmental surveys were conducted within the sanitary protection zone of Apatit's nitrogen facility as part of the biodiversity conservation programme development, involving researchers from Cherepovets State University. The aim was to obtain information about the baseline status of the environment in the area.

The surveys recorded 231 species of higher plants, 85 species of terrestrial vertebrates, and 43 families of invertebrates, all found to be in satisfactory condition, with no special restoration or conservation measures required.

A biodiversity conservation programme was developed for Apatit's nitrogen facility.

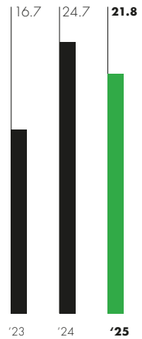
Environmental surveys conducted involved researchers from Cherepovets State University.

At the Volkhov branch, research was carried out under the Biota Environmental Monitoring Programme

In 2025, we held research at the Volkhov branch as part of the programme for environmental monitoring of biota (flora and fauna) within the sanitary protection zone. The study revealed that the structure of animal species across the reviewed biotopes is typical for the region in question. 62 bird species from 12 orders were recorded across both the facility's footprint and adjacent areas, and phytocoenosis composition and structure were monitored.

Metrics and highlights

Investment in biodiversity protection programmes, RUB mln



Juvenile fish and pike larvae released into water bodies across the Company's geographies

Water body	2023	2024	2025
Volgograd Reservoir, Saratov region	35,838	60,838	**60,838**
Umba River, Murmansk region	–	21,000	**–**
Rybinsk Reservoir, Vologda and Yaroslavl regions	11,142	45,559	**91,498**
Saratov Reservoir, Saratov region	53,151	45,031	**45,031**
Lake Ladoga, Leningrad region	1,539	1,390	**1,816**
Imandra Reservoir	15,520	29,483	**725**
Onega River	6,725	770	**-**
Mologa River	-	-	**33,250**
Total	**123,915**	**204,071**	**233,158**

Tree and shrub samplings planted

Site	2023	2024	2025
Cherepovets	30	43	**857**
Kirovsk branch	0	68	**0**
Balakovo branch	0	0	**0**
Volkhov branch	1,461	1,461	**1,461**
Total	**1,491**	**1,572**	**2,318**



Contributing To Local Communities



Area, strategic goals and highlights of 2025

1 Our Favourite Cities

8 DECENT WORK AND ECONOMIC GROWTH · 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE · 11 SUSTAINABLE CITIES AND COMMUNITIES

Target 8.8, 9.4, 11.1

ИНФРАСТРУКТУРА НАЦИОНАЛЬНЫЕ ПРОЕКТЫ РОССИИ · ТУРИЗМ НАЦИОНАЛЬНЫЕ ПРОЕКТЫ РОССИИ · ЭКОНОМИКА НАЦИОНАЛЬНЫЕ ПРОЕКТЫ РОССИИ · ТРАНСПОРТ НАЦИОНАЛЬНЫЕ ПРОЕКТЫ РОССИИ

Target

- Improving the quality of urban environment and promoting sustainable development of the cities where we operate: Kirovsk, Cherepovets, Balakovo, and Volkhov. Improving public spaces and social infrastructure facilities. The programme is the official partner of Russia's National Projects.

Actual

- **RUB 3,930.9 mln** invested in infrastructure and development of local communities
- **99 new jobs** created in the Murmansk region
- **65 projects** supported under a grant competition (50 projects in 2024)

2 Education

МОЛОДЕЖЬ И ДЕТИ НАЦИОНАЛЬНЫЕ ПРОЕКТЫ РОССИИ · ПРОДОВОЛЬСТВЕННАЯ БЕЗОПАСНОСТЬ НАЦИОНАЛЬНЫЕ ПРОЕКТЫ РОССИИ

4 QUALITY EDUCATION

Target 4.4

- Education project
- DROZD (Educated and Healthy Children of Russia) project

Target

- Supporting scientific and educational institutions to attract highly educated, motivated and skilled young talent to innovative Russian facilities, including those of PhosAgro Group.
- Effective combination of high-quality education and physical training to facilitate moral and ethical development and promote health of the younger generation. Supporting a network of sports and patriotic clubs and creative studios. The DROZD programme is included in the ranking of National Priorities (autonomous non-profit organisation) and is the official partner of Russia's National Projects.

Actual

- **RUB 1,001.4 mln** invested in the school–college/university–facility educational model
- **67 young specialists** hired under the PhosAgro START programme
- **RUB 339.2 mln** spent under the programme
- **63,705 children** participated in DROZD events
- **More than 8,500 children** attend various clubs and sports classes free of charge on a permanent basis

3 Connecting Generations

4 QUALITY EDUCATION · 11 SUSTAINABLE CITIES AND COMMUNITIES

Target 4.4, 11.4

- Interactive education centres (museums)
- Targeted Assistance

Target

- Preserving the history of the nation, industry or facility for all generations. Museums and educational outreach activities.
- PhosAgro Group's interactive education centres (museums) are included in the ranking of National Priorities (autonomous non-profit organisation) and are the official partner of Russia's National Projects.
- Promoting respect for traditions, the older generation, veterans, and vulnerable population groups. Supporting community organisations.

Actual

- **RUB 353.6 mln** spent under the programme
- **RUB 156.4 mln** spent under the programme
- **29,199 participants** in career guidance programmes (more than double the 2024 figure)
- **41%** and 17% increases in the number of events and visitors, respectively

4 Spiritual Revival

11 SUSTAINABLE CITIES AND COMMUNITIES

Target 11.4

Target

- Preserving and promoting orthodox values, ideas of humanity and spirituality, respect for our legacy and motherland. Supporting the Patriarchate, churches, and parish communities.

Actual

- **RUB 861.3 mln** allocated for support programmes

5 Promotion of Sports

3 GOOD HEALTH AND WELL-BEING

Target 3.9

Target

- Promoting high-performance and mass sports in the regions where the Group operates. Supporting sports federations and amateur clubs.

Actual

- **RUB 688.3 mln** allocated for support programmes

Public recognition

◆ **Responsible Business Leadership national award**

In 2025, PhosAgro won the highest prize of the Responsible Business Leadership national award for the third time. The award was established in 2023 by the Russian Union of Industrialists and Entrepreneurs upon the instruction of the President of the Russian Federation. Two of our programmes were singled out: our corporate housing programme won in the Contribution to Responsible Investment and Sustainable Development Finance category, and our vocational training programme (part of the school–college/university–enterprise model) was a winner in the Contribution to National Goals and Human Development category.

◆ **Russian Leaders in Corporate Philanthropy 2025**

PhosAgro Group made it to the A+ Leaders category of Donors Forum's Russian Leaders in Corporate Philanthropy 2025 rating. The Company joined the ranks of 17 most efficient Russian businesses in terms of charitable activity. PhosAgro's programme titled Promoting Quality and Accessibility of Medical Care in the Murmansk Region became a winner in the Best Programme (Project) Implemented with Support of Government Institutions category, while the programme for creating modern urban and tourism infrastructure in the conditions of the Far North received a special diploma in the Best Corporate Programme of Social Investment in Territories in the Context of Sustainable Development and Business Strategy category.



Strategy

Our strategy is focused on long-term anchor social and economic development programmes in the regions, cities, towns, and rural communities in which our key production units operate. Their implementation has supported the achievement of goals and targets set in the Strategy to 2025 (adopted in March 2019), Russia's national development goals, and the priority UN Sustainable Development Goals.

External social investment and philanthropy hold a prominent place in the draft comprehensive Strategy to 2030. To maximise alignment between the Company's social programmes and national and regional development goals, the proposed target indicators include the number of Company programmes whose assessment criteria correspond to national project criteria and regional and city strategy goals, as well as the share of external co-financing in the Company's social programmes. Specific objectives are also set for the flagship social projects: Educated and Healthy Children of Russia (DROZD), Our Favourite Cities, and Connecting Generations.

Management approach

GRI 3-3

Key policies and regulations

- Policy for Managing Community Social Programmes of Apatit
- Government Relations Policy of PhosAgro
- Assessment criteria for Apatit's programmes
- Code of Ethics of PhosAgro
- Regulations on Managing Community Social Programmes of Apatit (the "Regulations")
- Charity and Sponsorship Policy of PhosAgro

◆ **The Group's social projects and initiatives comply with the Federal Law On Charitable Activities and Charitable Organisations and Presidential Executive Order No. 309 dated 7 May 2024 On National Development Goals of the Russian Federation until 2030 and Prospects to 2036.**

◆ **Key focus areas of the Policy for Managing Community Social Programmes (2022 version) include:**

- unlocking the social and economic potential in the regions of operation, enhancing their environmental resilience;
- strengthening corporate culture through employee engagement in socially significant projects;
- supporting culture;
- offering career guidance for school and university students;
- improving the living standards of employees, their families, PhosAgro veterans and local communities;
- promoting advanced corporate social responsibility standards.

Management of social investment programmes

Corporate level

Board of Directors of PJSC PhosAgro

Reviews reports on the implementation of social investment and charitable programmes during meetings of the relevant Committees of the Board of Directors, and grants final approval for the programmes

Management Board of PJSC PhosAgro

Approves the overall budget for external social projects, reviews and approves the budget performance report and general year-end report

Chief Executive Officer of PJSC PhosAgro

Considers proposals for supporting external social investment, charitable and sponsorship projects and programmes within the approved budget. Approves relevant by-laws of the Company

Deputy Chief Executive Officer of PJSC PhosAgro

Oversees and coordinates activities related to external social investments, charity and sponsorship

Office for Community Social Projects

Annually compiles the registry of charitable programmes, conducts sociological research, collects and analyses other relevant data and feedback from all production sites, evaluates the efficiency of ongoing projects and programmes, provides relevant information to the Company's management, initiates the development and adoption of appropriate by-laws, prepares proposals for inclusion in the Company's overall budget, compiles reports, etc.

Operations

- **Government Relations Department**
- **Information Policy Department**
- **HR and Social Policy Department**
- **Commission for Social Issues and Charity**

Responsibilities:
- Register charity project data sheets;
- ensure compliance with project participation conditions;
- exercise control over the appropriate use;
- submit and review draft amendments to the project participation and financing terms;
- track the project's budget performance and budget adjustments;
- administrate the donation agreement;
- make requests for relevant reports;
- review the submitted financial reports;
- prepare the annual report.

Managers of charity and sponsorship projects at Apatit and its branches

Monitor and adjust programmes, track performance and reporting, submit proposals on continued project implementation and inclusion of projects in the charitable budget for the following fiscal year

Commissions for Social Issues and Charity across the branches of Apatit

- Review other requests for charitable support;
- verify requests and prepare required documentation;
- make decisions on approving support requests within the budget allocated for designated purposes by each of the Company's business units.

Performance assessment and feedback, stakeholder engagement

GRI 413-1

In line with the Regulations on Managing Community Social Programmes, each programme has a dedicated data sheet outlining its key aspects, an officer responsible for its implementation, and appropriate internal control tools (primarily managed by the Commission for Social Issues and Charity, and the Office for Community Social Projects). The monitoring and performance assessment procedures were also approved through the said Regulations.

From time to time, the Company engages external experts to audit its social programmes and revises internal documents as needed.

Each programme is evaluated using a specific set of performance indicators, typically encompassing from 2 to 20 mostly quantitative metrics. The Company tracks year-on-year evolution of each indicator and uses the analysis to make management decisions on improving the programme efficiency. The current criteria for each programme are available on the Company's website. Some of the performance indicators are included in this report and marked with.

More details are provided in PhosAgro Group's Social Report for 2024

The Company also collects a considerable amount of data used for analysing the effectiveness of its social investment programmes from ongoing stakeholder feedback, enabling the Company to track evolving public priorities in social and economic development.

To that end, the Company employs a variety of communication channels ranging from public hearings to community liaison offices and other venues for meetings with people.

Annually
- Financial and non-financial audits by external experts
- Employee surveys
- Questionnaire-based surveys for participants who are not employees of the Company
- Monitoring and performance assessment against the approved criteria

Once every two years
- Public presentations of external social projects with the participation of beneficiaries in the cities of operation
- Surveys for local residents

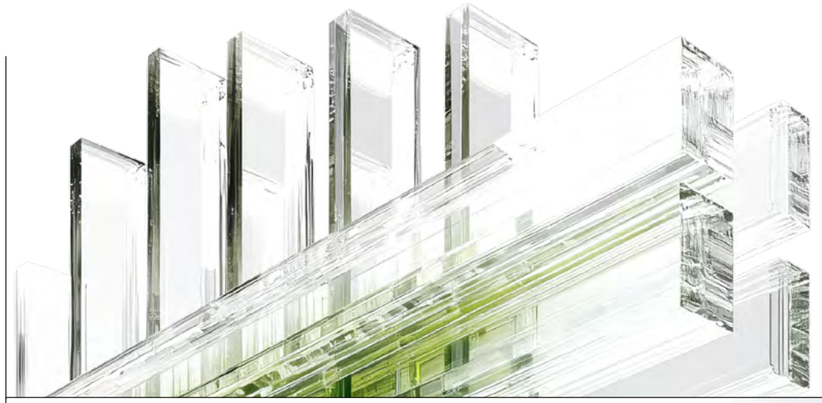
Once every five years
- Expert review of the regulatory framework for programme implementation

Stakeholders feedback channels:
- partnerships in implementing projects such as DROZD, PhosAgro Schools, projects run with colleges, universities, hospitals, sports clubs/teams, and charity foundations;
- participation in the activities of advisory and consultative bodies under regional and local public authorities;
- public hearings on the Company's projects and public opinion research, including through feedback on completed projects;
- collaboration with non-governmental organisations and representatives of religious communities;
- organising and hosting citywide public events, including festivals for charitable projects;
- questionnaires filled in by beneficiaries of the Company's initiatives.
- engagement through social media, the Company's website, and the mass media.

Engaging with government authorities to foster regional development

PhosAgro Group has a long-standing tradition of successful engagement on sustainable development matters with the authorities in the regions, cities, towns, and rural settlements where the Company's main facilities operate.

Each year PhosAgro Group signs cooperation agreements that help strengthen partnerships focused on social and economic development, and implementation of investment and social programmes in relevant regions. In 2025, we signed such agreements with the governments of the Murmansk, Vologda, Leningrad, and Saratov regions.



Risks and opportunities

SASB RT-CH-210a.1, EM-MM-210b.1

For more information, see the Strategic Risks section p. 72

The following strategic risks affect our HR management objectives:

3 Social **4** Personnel **15** Reputational

Social investment specific risks are listed below:

- regulation of social investment management processes;
- performance evaluation of social investment programmes;
- evolution of public priorities of social and economic development.

The Company develops corrective measures as necessary and unlocks opportunities to mitigate those risks. Below you can find more information about what we do on this front, including:

- strengthening the talent pool in the Company's regions of operation through investments in regional development;
- enhancing the Company's reputation through the successful implementation of regional and federal social projects;
- boosting interest in the Company's products and services through agricultural education and awareness-raising initiatives.

All aspects of the social risk pertaining to an adverse social environment in the regions of operation (classified as a strategic risk) are reviewed by the Board of Directors, i.e. at the highest governance level. The Board of Directors annually reassesses this risk and defines the maximum exposure level in line with the Company's commitment to achieving its targets. On a quarterly basis, the Company monitors risk mitigation efforts and analyses risk materialisation cases.

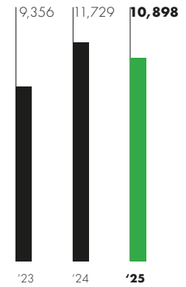
See also the Risk Management section p. 296

2025 highlights

RUB
10,898 mln
worth of social investments

Expenses, RUB mln

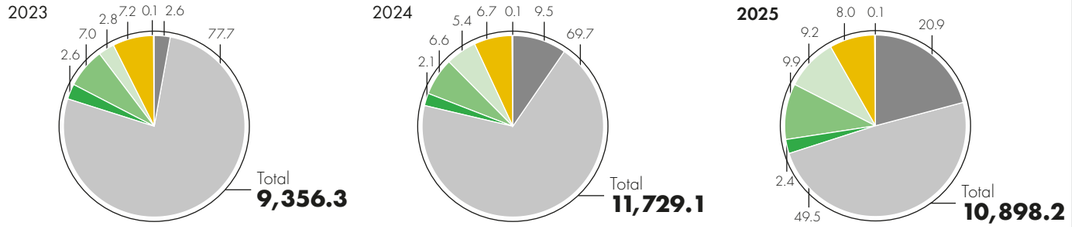
GRI 203-1



In 2025, social and charitable expenses remained substantial at RUB 10.9 bln, modestly below the record 2024 level of RUB 11.7 bln. Infrastructure construction and renovation retained the largest share at just under 50%, though this fell from nearly 70% in 2024 following the completion of the Timiryazev Centre training and exhibition venue. The share of federal programme expenditure rose sharply, reaching almost 21% from 9.5% in 2024.

Breakdown of social expenses, RUB mln, %

GRI 203-1



RUB mln		2023	2024	2025
245.8	Nationwide projects	245.8	1,118.9	2,282.2
7,267.6	Infrastructure facilities, including renovation of educational institutions	7,267.6	8,167.9	5,397.8
244.8	Educational expenses (net of renovation of educational institutions)	244.8	248.3	261, 6
656.8	Sports expenses	656.8	771.5	1,075.8
257.5	Expenses on organisations of war veterans and disabled people	257.5	636.9	1,004.5
675.2	Expenses to promote spiritual values	675.2	783.0	873, 7
8.6	Membership fees	8.6	2.6	2.6

[1] Including expenses associated with membership fees.
[2] Including spending on refurbishing educational institutions.

Our Favourite Cities programme

1

GRI 203-2

◆

The programme seeks to create a comfortable urban environment that fosters comprehensive personal development for the benefit of PhosAgro Group's employees and residents of the cities where the Company operates (Kirovsk, Apatity, Cherepovets, Balakovo, and Volkhov).

By building social infrastructure and promoting commitment to healthy lifestyle, the Company partners with regional and local authorities in ensuring balanced regional development, and offering high quality of life comparable to living standards in large cities or even surpassing them in terms of accessibility for an average resident.

PhosAgro Group enhances urban spaces and supports healthcare, invests significant resources in upgrading equipment in local hospitals, renovates and re-equips schools and colleges under its patronage, and builds or reconstructs sports facilities.

Through ongoing dialogue with stakeholders and close cooperation with regional authorities that have deep insights into the most pressing local needs, the Company makes sure that allocated funds are used in an effective and consistent way to address social issues. Moreover, broad-based partnerships and co-financing models help foster stronger engagement in residents, local authorities and the business community.

According to a 2025 survey conducted at festivals and feedback collected in social networks, residents of the Vologda, Saratov, Leningrad, and Murmansk regions are generally satisfied with urban improvements currently taking place in these regions. Residents of Balakovo in particular gave high marks to public space improvements carried out in 2025, including those supported by the facility – a sentiment reflected in numerous social media responses.

The individual wishes of city residents are incorporated into activity planning for the Our Favourite Cities programme across all of the Group's territories.

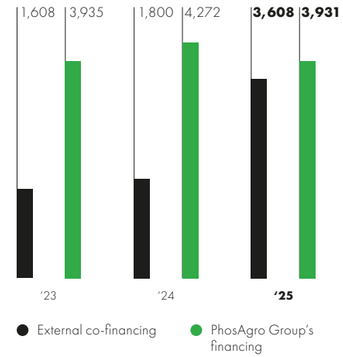
An independent assessment of quality of life improvements in PhosAgro Group cities is provided by the Quality of Life Index for Company Presence Territories, developed at the initiative and with the support of the National ESG Alliance. The second study was conducted in 2025, enabling assessment in both comparative and dynamic terms relative to the inaugural study of 2023. Across all three criteria – Housing Conditions, Urban Improvement, and Satisfaction – PhosAgro Group cities exceed the averages for all assessed cities and, with minor exceptions, show positive year-on-year dynamics.

National ESG Alliance Quality of Life Index results

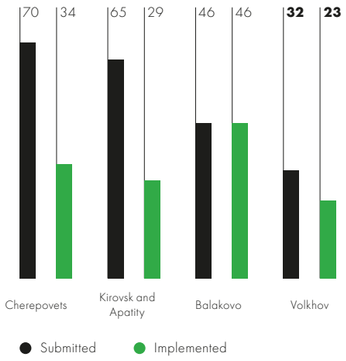
	Kirovsk		Cherepovets		Balakovo		Volkhov		Average across all cities	
	2023	**2025**	**2023**	**2025**	**2023**	**2025**	**2023**	**2025**	**2023**	**2025**
Housing conditions	68.62	58.17	61.69	68.28	53.56	61.92	30.47	33.93	51.64	53.35
Urban improvement	–	41.17	63.13	61.09	47.57	54.09	–	37.22	47.43	48.14
Satisfaction	–	50.45	55.77	63.07	55.2	62.71	–	47.16	48.61	56.58

Funds allocated to finance Our Favourite Cities, RUB mln

PCSB 85



Number of urban improvement initiatives submitted by local authorities, public institutions, non-profit organisations and residents in 2025



◆

In the reporting year, total financing for the Our Favourite Cities programme grew substantially: PhosAgro Group's contribution reached nearly RUB 3.9 bln, with partners contributing almost RUB 3.6 bln

102
partners
were engaged

213 urban improvement initiatives
were submitted by government authorities and local communities in 2025, with 132 of them implemented with support from PhosAgro Group

1,172
citywide events were held in partnership with other companies

Completion of reconstruction of the Bolshevik Cultural Centre

One of the landmark events in Kirovsk's life in 2025 was the reopening of the Bolshevik Cultural Centre following a major reconstruction to which the Company made a substantial investment contribution.

The Centre occupies the historic building of the Murmansk region's first sound cinema built in 1932, a unique example of Soviet Constructivist architecture and a site of regional cultural heritage significance.

Reconstruction began in 2022. The reopened Bolshevik is a fully equipped multifunctional venue featuring the latest multimedia systems: an automated cloakroom, a planetarium, four cinema screens, a cinema bar, children's play areas, an entertainment zone, a cafe, a conference hall, and a souvenir shop. It is both an attractive leisure destination for local residents and a valuable addition to the infrastructure of the Khibiny mountain tourism cluster, whose appeal to outdoor enthusiasts continues to grow year on year.

Total reconstruction costs exceeded RUB 1.5 bln, funded jointly from Company resources and the Murmansk region budget.

Unlocking regional potential and supporting local businesses

GRI 203-2

PhosAgro Group makes a significant contribution to the social and economic development of the regions where it operates. The Company is one of the largest taxpayers for regional and local budgets. In Kirovsk, Apatity and Volkhov, PhosAgro's facilities are the only source of income for local economies, while in Balakovo the Group leads the charge by the volume of social programmes, despite the presence of other major companies.

89%
of on-site employees are hired locally

PhosAgro also provides orders to regional businesses, including small and medium enterprises. Local procurement accounts for one fifth of all goods and services purchased by the Group's production sites.

For more information, see the Supply chain section **p. 144**

The Company supports a wide range of SME development initiatives and thus offers additional employment opportunities for local communities. Prominent examples include the development of the Khibiny mountain tourism cluster and the system of grant competitions.

Khibiny mountain tourism cluster

Development of the Khibiny mountain tourism cluster is one of the Group's key social investment projects.

The cluster includes Bolshoi Vudyavr Ski Resort in Kirovsk, the largest facility of its kind in Northwestern Russia, Tirvas Health Resort, Apatit Museum and Exhibition Centre, Khibiny Airport, and two municipal facilities (ski arena and the Apatit-Arena Sports Centre).

The Company has invested more than RUB 1 bln in the cluster

In November 2025, Kirovsk won the Best City for Hotel Business Development with a Population under 100,000 category

at the National Hotel Prize, awarded for outstanding achievements in hospitality by a professional jury incorporating public voting.

The Tourism and Entrepreneurship Development Agency, established by the Company together with the Kirovsk city administration, has played a central role in attracting new hospitality businesses, developing the hotel sector, and creating employment.

2025 highlights:

- 24 new tourism and hospitality facilities created;
- 99 new jobs in tourism and related business;
- the Young Tour Guide School running for the third year by the Tourism and Entrepreneurship Development Agency;
- the Agency taking first place in the 7th International Marketing Competition in Tourism titled PRO Brand 2025 in the Video Branding of Territories category;
- the Agency team received a commendation from the Ministry of Arctic Development and Economy of the Murmansk region for its substantial contribution to the social and economic development of the region.

Grant competitions

Regional grant competitions constitute one of the key elements of the Our Favourite Cities programme. The Group has long supported social, cultural and educational institutions, stepping in with funding whenever needed. Over the past three years, the Company has moved to a competitive framework for distributing this support with a view to making the process more efficient and transparent. These social project competitions are held in all cities where PhosAgro operates and adhere to the unified approach, while also considering local singularities. Eligible applicants include kindergartens and schools, institutions of additional education, social, cultural and sports organisations, NGOs and local self-government associations. The participating projects must address a specific social issue and aim to improve the quality of life for local residents. A mandatory condition is the provision of co-financing at the applicant's own expense or from the municipal budget. For organisations with no prior competition experience, the Company holds introductory training sessions to teach the basics of project development and application preparation.

Applications are reviewed by expert commissions, which include representatives of PhosAgro Group and local authorities. The process has two stages, with applicants pitching their ideas in person to the panel during the second stage. We are witnessing growing interest, as more applications are coming in each year.

To get even more people involved, PhosAgro organises mass community events with grant recipients.

161 projects submitted across PhosAgro's footprint, with 65 of them winning financing

RUB 18.1 mln allocated for the competition's grant pool

Education project 2

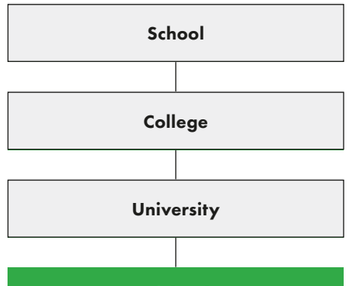
Healthy, educated and professionally trained population is a critical driver of any region's social appeal and investment case. The Company is deeply involved in the development of human potential in the regions of its operation, in particular, by helping to address the outflow of young people from small towns.

The Russian Federation Council Committee on Science, Education and Culture recommended that the Government incorporate the experience of PhosAgro Group in training qualified engineers and skilled workers into the Professionalism federal project, and educational and production clusters across key industries.

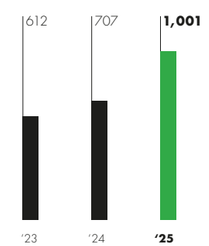
Over RUB 7.6 bln invested by the Company in educational initiatives over the past 13 years. Over 4,000 graduates of the corporate educational system are employed by the Company.

School–college/university–facility educational model

PhosAgro Group runs a unique in-house educational model focused on fostering engineering talent as a way to address workforce challenges amid growing competition in the labour market. The multi-tiered programme for training qualified employees spans all stages of education. The Company supports school education, runs career guidance projects for young people, and cooperates with institutions of secondary vocational and higher education in the cities of operation, but also in Moscow, St Petersburg, Ivanovo, Kazan, and other university hubs. Programme experts help students define their career interests while still in school and provide ongoing support through every stage of their education journey up to the point of employment.



Financing of the school–college/university–facility educational model[1], RUB mln



[1] Including spending on refurbishing educational institutions.

PhosAgro Schools

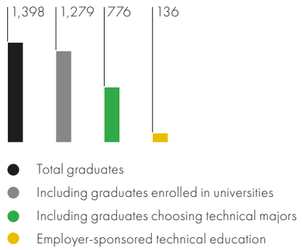
The first stage of the school–college/university–facility career guidance model operates across six PhosAgro Schools based in Volkhov, Balakovo, Apatity, Kirovsk and Cherepovets, with more than 6,000 students enrolled. In the 2025–2026 academic year, 321 students of PhosAgro Classes pursue advanced studies of mathematics, computer science, physics, and chemistry. Once the studies are completed, the students will have an opportunity to enrol in one of the Company's 22 partner universities or in its affiliated colleges.

340 teachers from educational institutions involved in the programme benefit from ongoing professional development and additional incentives. The Company provides financial support to its affiliated PhosAgro Schools, helping them with building renovations and equipping their classrooms and research labs.

PhosAgro also runs career guidance projects to help students, teachers and parents better understand the Company's operations and corporate culture. At summer science schools, 8th and 9th graders are encouraged to continue their studies in dedicated high-school PhosAgro Classes so that they could eventually enrol in Russia's top-tier vocational and higher education institutions. Students from the 10th and 11th grades of PhosAgro Classes can take part in summer intensive training programmes to deepen their passion for chemistry, go beyond the school curriculum, and get prepared for academic competitions and Olympiads in chemistry. These efforts help spark a broader interest in technical careers.

61%
of graduates have chosen technical majors at universities since the programme's inception

Number of programme participants enrolled in universities in 2015–2025



2025 highlights:

RUB 244.9 mln
allocated for school support programmes (including school refurbishments)

56 graduates
of PhosAgro Schools (including 41 graduates of PhosAgro Classes) in 2025 joined in various divisions of the Company

132 out of 140
PhosAgro School graduates
were admitted to universities in 2025, including 89 students pursuing technical majors (of them 12 were enrolled under Company-sponsored and scholarship agreements)

Two PhosAgro Schools from Cherepovets and Apatity made it to the list of Top 10 most successful educational institutions in their respective regions, according to RAEX.

College/university

Collaboration with vocational colleges

At the next stage, we provide the country's leading technical universities with funds for equipment and supplies and participate in adapting educational programmes to the needs of modern production facilities.

The Company has been consistently partnering with vocational schools across its footprint, including:

- Kirovsk branch of Murmansk Arctic State University (Murmansk region);
- Cherepovets College of Chemistry and Technology;
- Volkhov Multidisciplinary Technical College;
- Volga Region College of Technology and Management;
- Golovanov Apatity Polytechnic College.

Kirovsk branch of Murmansk Arctic State University (Murmansk region), Cherepovets College of Chemistry and Technology, and Volga Region College of Technology and Management participate in the Professionalism federal project and 70% of the teaching time is devoted to practical training, which takes place, among other things, in the workplace.

Our collaboration with vocational schools covers:

- setting up testing grounds and labs for students to acquire hands-on experience using real equipment;
- running internship programmes at PhosAgro's facilities with mentors;
- supporting students in undergraduate and graduate thesis research;
- organising and engaging students in sports, educational, and research initiatives, competitions, Olympiads;
- arranging internships for college and university teachers at Company facilities to acquaint them with the latest technologies, equipment, industry standards, and industry requirements, enabling them to refresh their knowledge and teaching practices.

With the Company's support, new specialities were introduced in 2025:

- technical operation and maintenance of robotic production systems, as well as cookery and pastry arts, at Volkhov Multidisciplinary Technical College;
- instrumentation fitting at Golovanov Apatity Polytechnic College;
- mechanical engineering technology at the Volga Region College of Technology and Management.

There is unwaveringly strong demand for training in technical professions. In the reporting year, the number of applicants per place in the colleges was seven and five, respectively.

2025 highlights:

RUB 307 mln
was allocated for partner college support programmes

14 mentors
completed basic pedagogical training at the Volga Region College of Technology and Management

Over 100 expert mentors
from PhosAgro Group collaborated with relevant vocational colleges and universities

An accredited Demonstration Exam Centre was established at the Cherepovets College of Chemistry and Technology for the following specialities: inorganic substance production apparatus operation, chemical technology of inorganic substances, manual and partially mechanised welding, and technical operation of electrical and electromechanical equipment.

In November 2025, the Cherepovets College of Chemistry and Technology Career Centre (based on the former Specialised Competence Centre) was launched to help graduates find employment at the Company's Cherepovets site.

Collaboration with universities

Cooperation with universities as part of the school–college/university–facility educational model serves to fill the most relevant jobs by attracting and retaining talented graduates. Today, the Company actively collaborates with 22 universities that offer courses relevant to its core activities, creating an environment, conditions, and opportunities for affordable and quality education, while also supporting scientific research.

Students of specialised universities who have chosen targeted training enter into agreements with one of Apatit's branches. The Company offers them paid internships starting the third year of education, pays additional scholarships, and guarantees employment after graduation.

As part of its collaboration with universities, PhosAgro Group:

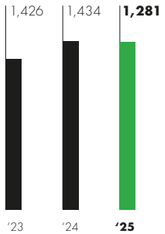
- sponsors training for graduates of PhosAgro Classes in the fields relevant to PhosAgro (subject to their commitment to future employment at the Company);
- offers scholarships to the most successful students (based on exam results);
- invites university students to career guidance tours of the Company's facilities;
- offers students a job in one of the Company's popular specialisations after they graduate;
- provides financial assistance for the reconstruction and re-equipment of laboratories at the relevant universities.

We have cooperation agreements and roadmaps with many universities. For six years, the Company has been running the Laverov scholarship programme at the Mendeleyev University of Chemical Technology, with annual scholarships awarded to ten top students pursuing studies in ecology, environmental management, and new materials and substances, based on the results of a competitive selection process. Additionally, at Cherepovets State University, the Samoilov scholarship established by NIUIF has been awarded to the best students for three consecutive years.

2025 highlights:

- To facilitate student internships and subsequent employment, agreements and cooperation roadmaps were signed with two universities: Ivanovo State Power Engineering University and Kazan State Power Engineering University.
- A new research laboratory dedicated to the study of fertilizer production and application was established at Cherepovets State University.

Number of student interns at PhosAgro Group's entities



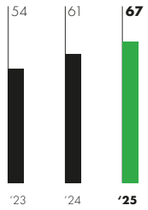
PhosAgro-START programme

The PhosAgro START[1] programme is aimed at attracting young professionals and has been implemented in cooperation with universities for the past 13 years.

PhosAgro offers young talents comprehensive professional development and hands-on training, and nurtures their personal and management competencies via corporate training sessions, workshops and project presentations, all under the supervision of seasoned mentors. Those enrolled in the programme enjoy competitive remunerations, assistance with relocation and settling in their new environment, and are offered accommodation. Additionally, every young professional is partnered with a well-versed mentor colleague.

The programme prepares future leaders (Leader career track) and experts with a focus on a specific domain (Expert career track).

Number of PhosAgro-START participants, persons



2025 highlights:

RUB 449.5 mln
allocated for university support programmes

48%
of the PhosAgro START participants received promotions and were included in our talent pool

759 graduates
have joined the Company since the programme was launched

477 of them
still work for the Company. Over 48% of them received promotions and were included in our talent pool

[1] Until 2024, named High-Potential Graduates.

Cooperation with Russian agricultural universities

An important part of the Company's education initiatives is to share its personnel training practices with the educational system in the agribusiness sector. A joint programme with the Ministry of Agriculture for the promotion of agricultural education already covers three colleges and 46 agricultural universities. PhosAgro's educational centres have been opened in 24 of them to promote the Company's From Mine to Plate educational programme.

For more information, see the Research and Education and Customers and Product Management sections **p. 114** **p. 102**

In 2023, the project saw the launch of the Pro Agro Lectorium, an e-learning platform featuring more than 400 video lectures on various aspects of agronomy and agriculture (for more information, see the Research and Education and Customers and Product Management sections).

PhosAgro Group's new educational initiative, Pro Agro Ambassadors, aims to link education with business. Top students from Russian agricultural universities can now get involved – the project is already running at institutions with Company-run training centres. It works to align academic programmes with the needs of agricultural producers, with the goal of fostering effective collaboration between business, researchers, and government in the agri-food sector.

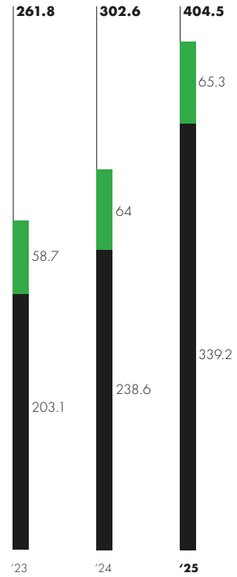
DROZD (Educated and Healthy Children of Russia)

Since 2001, Educated and Healthy Children of Russia (DROZD) has been PhosAgro Group's key social programme in engaging young people. The programme is aimed at a balanced development of young people in the cities where we operate. This is a comprehensive system of long-term interactions with children aged 4 to 18 that combines sports, spiritual, intellectual, and patriotic education.

To facilitate the DROZD programme, similar independent non-profit organisations have been established in five cities where the Group operates. The coordination council defines the strategy of their operation. They all work closely with partner organisations.

In 2025, raised funds accounted for 0.23% of total programme expenditures, roughly flat y-o-y.

Programme expenditures and share of co-financing, RUB mln





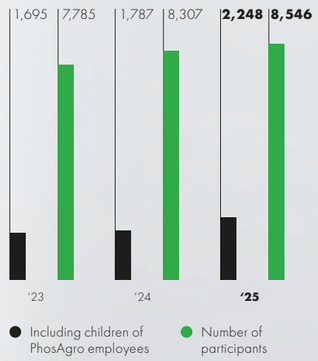
As at the end of 2025, the DROZD programme featured 84 sports clubs (unchanged y-o-y) operating in Kirovsk, Apatity, Cherepovets, Volkhov, and Balakovo, covering various sports, along with creative studios and additional education classes. More than 8,500 children, including 2,200 (just over 25%) who are children of the Company's employees, attend them free of charge on a regular basis

Over the past
20 years,
more than 150,000 children have been enrolled in the DROZD programme.

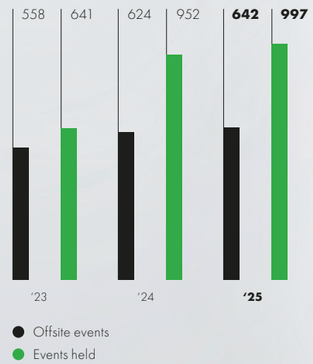
Total number of participants in public events, corporate festivals, and celebrations staged by DROZD, persons



Number of DROZD participants, persons



Total number of events



In addition to sports clubs, hobby groups for popular science were organised. Their number almost doubled over the year, reaching 20.

In 2025, a total of 63,700 children (up 1% y-o-y) were engaged in DROZD project activities – competitions in various sports, educational programmes, and artistic festivals.

Media, including PhosAgro Group's print outlets and social media, actively spotlight DROZD's endeavours. 2025 saw some 6,500 publications and posts in the printed media and online about various events of the programme.

Events for children with disabilities

The DROZD programme also reaches more than 200 kids with disabilities. In Balakovo, a rehabilitation sledge hockey club was organised for children and teenagers with musculoskeletal disabilities and cerebral palsy, with a group of children with disabilities established in a kindergarten in Volkhov to exercise using Chinese jump rope. DROZD-Cherepovets successfully implements the GTO Without Borders project. In 2025, 14 sports facilities across PhosAgro footprint were made accessible for pre-school and school-age children with disabilities. As part of the project implementation in 2024, nine clubs were established. Another eight GTO clubs for children with disabilities are to be opened in spring 2025.

113 students
with disabilities were trained and 69 of them successfully passed the GTO fitness test

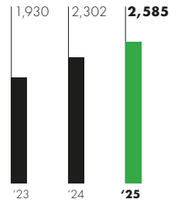
DROZD Village programme

DROZD goes far beyond city limits. Since 2016, DROZD-Balakovo has been promoting healthy lifestyles among young people in rural locations. The DROZD Village programme covers 15 villages across the Balakovsky district, with 650 people engaged in seven sports. In the Cherepovetsky district, the DROZD-Village programme helped establish karate clubs in Suda and Shulma, while the district centre of Kaduy boasts a polyathlon club, full-fledged training grounds at the local sports facility, and a skiing track with a shooting range. In 2025, DROZD-Volkhov opened a basketball club in Syasstroy. The Company covers all expenses for equipment and repair of gyms, purchase of sportswear, necessary sports goods, and remuneration of coaches.

Health monitoring

For teachers and parents to be able to adjust the types of activities to the best of each child's abilities, there is a health monitoring procedure in place for kids. In the reporting year, 30.3% of all children participating in the programme were examined using the Health Navigator methodology.

Total number of children who improved their health index, persons



2,039 students were trained for the GTO fitness test

1,226 passed the test

Sports achievements of DROZD students

	Winners and medallists of competitions				Candidate Masters of Sports	Masters of Sports
	International	National	Regional	Municipal		
2025	**15**	**161**	**1,291**	**2808**	**34**	**5**
2024	16	164	1,259	3,989	41	3
2023	6	86	1,476	3,874	30	4

Spiritual revival

3

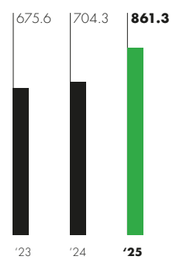
The main objective of the programme is to preserve and promote orthodox values, spiritual ideas, and respect for our legacy and motherland. The programme has been underway since 2001 and is implemented in cooperation with the Russian Orthodox Church, state authorities and local government bodies, non-governmental organisations, and local communities.

In 2025, the Company continued to support the Moscow Patriarchate, dioceses of the Russian Orthodox Church and 47 churches in the regions of operation and in other domestic and international locations. Orthodox churches (14 in total) were erected at each of the Company's production sites, as well as in Moscow.

In 2025, the Company provided RUB 60 mln to continue restoring Balakovo's Holy Trinity Cathedral. Work included installing a new mosaic icon of St Nicholas the Wonderworker, repairing windows, doors, and downpipes, and cleaning the facades. Inside, master artists from the Radost art cooperative painted all the walls and vaults.

Programme expenses, RUB mln

PCSB 81



Connecting Generations

4

The main goal of the programme is to preserve memory of the history of the nation, industry, or facility for all generations; maintain traditions of respect for the older generation, veterans, and vulnerable population groups.

Interactive Education Centres (Museums) project

Corporate public spaces created and supported by PhosAgro Group are integral to the vocational guidance programme targeting schoolchildren, students, and young professionals. The museum and exhibition centres and interactive learning centres located in the cities where the Company operates are part of **PhosAgro's Interactive Education Centre, a private cultural institution.**

Project participants:

- Apatit museum and exhibition centre for interactive education in Kirovsk (since 1932);
- Fifteenth Element, a museum and exhibition centre in Volkhov (since 2016);
- Academy of Fertility, a centre for interactive learning in Balakovo (since 2008);
- Green Planet, a centre for interactive learning in Cherepovets (since 2017).

All these sites feature permanent exhibitions with multimedia and interactive equipment, dedicated to chemistry, geology, ecology, and the history of the Company's assets. In addition to sightseeing tours, they run educational programmes, hold chemical and geological workshops, scientific lectures, and creative master classes. The interactive education centres provide information about specialised educational programmes, such as Talent Pool, PhosAgro-START, and PhosAgro Schools. Schoolchildren and students are invited to participate in bespoke vocational guidance tests and offered insights into professions in high demand at the Company's facilities.

More than 100 PhosAgro School students were trained in the basics of interviewing, video and photo editing, and using social media as part of the Media School project, creating over 150 publications and filming over 200 videos.

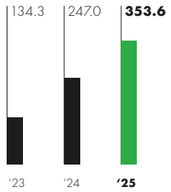
Museum and exhibition centres

Corporate museums not only provide schoolchildren and students with essential career guidance, initiating them into the history and modernity of the Company's assets and people who work at them, but also play a major role in the local community engagement. They become centres of cultural life in their cities, key tourist and educational hubs.

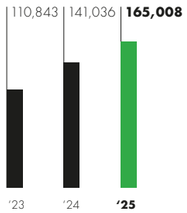
In 2025, modernisation and restoration work was carried out in Kirovsk, Cherepovets, and Volkhov. New interactive exhibitions were opened in Cherepovets, and a series of travelling exhibitions was organised in Balakovo, Volkhov, and Murmansk. The centres offer more than 150 programmes in various areas. Accessibility of services for visitors, high quality of information, diversity of events, and the use of new technologies all contribute to the growing attendance at the PhosAgro's Interactive Education Centre sites in the cities where the Company operates.

Funding of museum and exhibition centres, RUB mln

PCSB 81



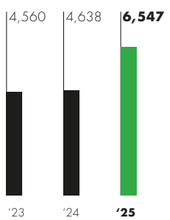
Total visitors to the Company's museum and exhibition centres, people



In 2025, more than 165,000 participants aged 6 to 80 attended career guidance, cultural, and educational events at museum and exhibition centres.

The online audience exceeded 30,000 people.

Number of events held



2025 highlights:

- **2,504 children, schoolchildren, and students** visited the PhosAgro Interactive Education Centre sites
- **98%** of surveyed visitors expressed satisfaction with the professional educational programmes, free excursions, and events.
- **29,199 people** took part in career guidance programmes (more than double 2024)
- The number of events rose by **41%** y-o-y, while visitor numbers increased by 17%
- The Fertility Academy interactive learning centre became the first-grade winner in the Discovery of the Year category at the 7th Corporate Museum National Award.
- The Green Planet interactive learning centre received a Public Recognition – 2025 award in the Socially Significant City Project category.
- The Apatit Museum and Exhibition Centre won the Grand Prix in the Best Interactive Museum category at the National Infraros Award.
- The Apatit Museum and Exhibition Centre in Kirovsk was chosen to host the regional stage of the 8th Corporate Museum National Award in 2026, bringing together leading museum professionals.

Security Agents project

Thanks to effective interagency collaboration, the PhosAgro Interactive Education Centre can launch and run large-scale projects.

The most prominent among them is Security Agents, which seeks to cultivate an active civic mindset in the younger generation.

What makes the project unique is its ability to reshape participants' thinking, instilling a conscious sense of responsibility for their own security and the security of others.

By leveraging modern educational technologies, interactive formats, and game-based learning, the training is both highly engaging and effective.

Over the past five years, the project has delivered more than 6,200 events, reaching over 117,000 young participants. Its partner network has grown to 25 respected government and industry organisations. Six permanent and thirteen travelling exhibitions were organised in the cities where the Company operates, along with 16 festivals and 90 team games.

Operating as a public-private partnership since 2020, the Security Agents project launched a new strand in 2025, the Year of the Defender of the Fatherland in Russia, titled Security Agents Defending the Fatherland. The Russian Ministry of Defence joined as a new partner.

A travelling exhibition called Heroes of the Special Military Operation was organised across four regions where the Company operates. The project team contributed to the design and outfitting of a themed train car for the Defence Ministry's patriotic exhibition "Unity in Memory. Strength in Heroism". In collaboration with military units, five festivals under the Security Agents Defending the Fatherland banner were held. Throughout the year, schoolchildren also visited sites of military glory in the Murmansk, Vologda, and Leningrad regions, as well as in Moscow and St Petersburg.

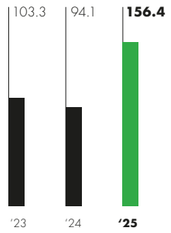
In 2025:

- A total of 2,500 events were held, attracting 47,500 schoolchildren.
- With the Company's support, Cherepovets saw the creation of two new interactive learning spaces – The World of Criminology and Auto Town – as well as the implementation of the Security Laboratory for People with Disabilities project at Cherepovets State University. The travelling exhibitions included "The World Against Terror", "Heroes of the Special Military Operation", and "Growing Together".
- As part of the project in the Murmansk region, the exhibitions "Heroes of the Special Military Operation. Murmansk" and "The World Against Terror" were inaugurated.

Targeted Assistance project

In 2025, the Company continued to provide targeted assistance to NGOs and support volunteer initiatives in the regions where it operates.

Project expenditure



Vologda region

In the Name of Good charity foundation provides assistance to children with disabilities and serious diseases. In 2025, 56 children received assistance for taking treatment, examination, and rehabilitation courses, while another 27 children were provided with other types of assistance.

The Company collaborates with the Future Exists, Vologda's regional organisation supporting families with disabled members. In 2025, Pottery, a rehabilitation and career guidance platform for children with disabilities, continued to operate in Cherepovets. The organisation's teenage centre in Cherepovets launched the region's first street service for teenagers. The inclusive centre has created a safe space for communication and development, organised meaningful leisure activities, and provided sessions with a psychologist. The Company assisted in renovation of the premises. Now the centre is attended by 246 children, including 43 with special needs.

In Cherepovets, the Company cooperates with I CAN, a local organisation that helps people with special needs and implements a project of supported employment for people with disabilities. With the Company's support, I CAN currently employs 20 people with disabilities and two mentors. The mentors provide training in practical skills, develop tasks based on individual capabilities, oversee the work process, ensure compliance with labour discipline and workplace safety, and help employees with limited mobility move around.

Murmansk region

In the Kirovsk and Apatity municipal districts, assistance was provided to 24 volunteer movements/organisations that offer targeted support and assistance to veterans, the older generation, and vulnerable population groups. In remote areas, veterans' and elderly people's clubs operate in the format of volunteer centres.

The Company offers support to volunteer centres in Kirovsk's microdistrict of Kukisvumchorr and in Koashva, and the Dobrodeya and Rodnik volunteer clubs in Titan and Kirovsk, respectively. Support also goes to the Veterans of War and Labour organisation. In Apatity, two pensioners' associations and the Children of War organisation operate with the Company's backing.

With financial support from the Kirovsk branch of Apatit, a large number of elderly people have completed computer literacy courses.

Saratov region

As part of the Targeted Assistance programme in Balakovo, Company veterans enjoy regular access to a fitness centre and a sports and wellness facility. The programme also includes sports competitions, lectures by medical professionals, medical tests, social visits to veterans' homes, and gift giving.

Leningrad region

In Volkhov, the programme includes support for the Veterans' Backyard gardening competition, health resort vouchers for veterans, social payments to Company veterans and local residents in need, festive community gatherings, fertilizer distribution for household gardens, and support for the Valimsky Rubezh war history organisation.

Corporate volunteering development

PCSB 37

Company employees recognise the importance of their personal contribution to the community, region, and country. Our corporate volunteering has a long history and traditions. The Company's volunteers joined the #WeAreTogether federal initiative. Corporate volunteers assist in arranging and holding corporate events, festivals of the Company's social and volunteering projects, patriotic activities, and various festivities.

◆

In 2025, more than

1,100

employees (+21% y-o-y) joined the corporate volunteering team

Over

90 projects were implemented



Caring for people

Our employees genuinely care about the elderly, families with children, and vulnerable groups. Company volunteers take part in projects supporting orphanages. At the Balakovo branch of Apatit, volunteers teamed up with the Run Balakovo community and the National Guard to hold two major sports events for children from a local orphanage.

Caring for our veterans of labour is a particular priority. In Balakovo, assistance was provided to restore facilities for Company veterans. At the Kirovsk branch of Apatit, volunteer groups annually honour our veterans on memorial days.

A key focus in 2025 was supporting the Cherepovets Children's Hospital, including through the Bravery Box programme. Special boxes placed in treatment rooms help reduce stress and fear, improving young patients' emotional state.

Caring for nature and animals

The Group's environmental movement grows stronger each year. In Cherepovets, Apatit volunteers regularly run waste separation campaigns to ensure proper waste sorting and toxkeep their home region clean.

At the Volkhov branch, the Clean Coast campaign was carried out, and volunteers regularly take part in Victory Lilac tree-planting events.

Volunteers also support the Tom and Jerry shelter for abandoned animals in Balakovo. In 2025, major restoration work following a fire was completed, and CCTV systems were installed on its premises.

Volunteers regularly assist **the New Leushinsky St John the Baptist Convent** in Myaksa, helping to maintain the convent's grounds and care for animals at its shelter.

Promotion of sports 5

◆

Alongside developing youth and grassroots sports, PhosAgro Group also supports high-performance sports, including sports federations and teams.

The Company is a sponsor of Avtodor Basketball Club (Saratov), Proton and Severyanka Volleyball Clubs (Cherepovets), and Turbina speedway team (Balakovo).

The Company traditionally supports competitive sports and has been a long-time general partner of several national sports federations.

PhosAgro's support at the federal level went to:

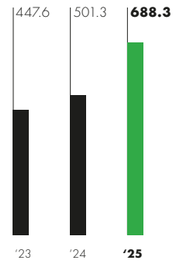
- Russian Olympians Foundation;
- Russian Gymnastics Federation;
- Russian Cross-Country Skiing Federation;
- Russian Chess Federation;
- Russian Rugby Federation;
- Federation of Blind Footballers.

The Company's support at the regional level went to:

- Moscow Rhythmic Gymnastics Federation;
- St Petersburg Regional Judo Federation;
- Proton Volleyball Club (Saratov region);
- Avtodor Basketball Club (Saratov region);
- Turbina speedway team (Saratov region);
- Severyanka Volleyball Club (Vologda region);
- Kovrovets Motoball Club (Vladimir region);
- Fellowship of Support and Development of Children and Youth Biathlon of Russia – Kid's Cup.

Programme expenses, RUB mln

PCSB 79



◆

454 events were held by various organisations with support from PhosAgro Group

Corporate governance

270 Corporate governance framework
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293 Remuneration report
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302 Ethical practices



RUB 50 mln
set-up investment

In 2025, PhosAgro Region opened its first proprietary AgroG agrochemical lab in Lipetsk. The universe of the agricultural service's potential clients embraces all the farmers in the country. The **AgroG lab** will become an important component of the comprehensive approach to preservation of soil fertility and increase of farms' profits.

~5,000
soil samples a year can be processed by the lab

Value creation cycle

R&D developments

Mining

Production

Transportation and logistics

Sales

Application and service

Stakeholder values

Corporate governance framework

Corporate governance principles

PhosAgro's corporate governance principles, structure, practices and procedures are set forth in its Charter and Corporate Governance Code.

Provisions of the Company's Corporate Governance Code do not contradict the Corporate Governance Code recommended by the Bank of Russia's Letter dated 10 April 2014 (the "CGC").

Accountability of management bodies

Equal rights of shareholders

Transparency of operations

Responsibility to society, the state, and stakeholders

For the full text of PhosAgro's Charter, please visit our website

For the full text of PhosAgro's Corporate Governance Code, please visit our website

Sustainable development governance

GRI 2-12, 2-13

Our governance framework for sustainable development (SD) relies on a number of internal and external drivers.

Internal drivers

The Company's mission and values supported by our Corporate Strategy

External drivers

Regulations and stakeholder expectations

2025 initiatives

GRI 2-14

Documentation support

- Development and review by the Board of Directors of the Group's artificial intelligence strategy
- Approval of PhosAgro's Environmental Policy as amended
- A transparency statement under the UK Modern Slavery Act (as amended) approved

Business processes and organisation

- Comprehensive regulations on interaction in preparing non-financial reporting updated
- International and national certificates of compliance with the ISO 9001, ISO 14001, ISO 45001, GMP+, GOST R 51705.1 (HACCP) and Qualidade ABNT Ambiental standards confirmed

Project management

- Implementation of the RECSOIL project (recarbonisation of agricultural soils) jointly with the UN Food and Agriculture Organisation (FAO), Lomonosov Moscow State University, and Kept
- Implementation of a biodiversity assessment project in the operational area of the Cherepovets site of Apatit
- 25% y-o-y increase in green electricity procurement, reaching 375 mln kWh

The six main components of the sustainable development governance framework, please visit the Sustainability section on our website

IT

- Continued automation of selected GRI and the Public Capital Standard for Business indicators based on data from the Company's accounting systems
- Implementation of a project with the Higher School of Economics (HSE) and Sber to deploy dashboards for displaying sustainability indicators
- Implementation of automated insider transaction monitoring

Competencies and people

- Participating in major international and Russian events and initiatives hosted by the RSPP, ESG Alliance, UN Global Compact, UN FCCC, etc.
- Company's appointment as ambassador of the Public Capital Standard for Business

Performance review and reporting

- Updating comprehensive regulations on interaction in preparing non-financial reporting
- Preparation and approval of the Group's first social report
- Development of sustainability initiatives based on the analysis of external ESG assessment tools
- Reporting to the Strategy and Sustainable Development Committee based on monitoring of the Company's sustainability projects
- Continued integration of the GRI, IFRS, SASB, Bank of Russia, and Public Capital Standard for Business recommendations into non-financial reporting
- Preparation of a climate and water use report and its publication on the CDP platform

External assessment of corporate governance

RAEX ЭКСПЕРТ РА

As one of the leaders in the final ranking of companies with best ESG corporate practices compiled by the RAEX independent agency for 2025, PhosAgro holds the highest composite rating (AAA) and the highest rating for G (governance) (AAA).

Expert

PhosAgro also tops the ESG transparency ranking compiled by Expert RA, having achieved maximum scores across all assessment categories, including G (governance) – a testament to its commitment to best practices in disclosure and corporate transparency.

Forbes

Forbes placed Phosagro in the highest platinum tier of its best employers ranking, based on three sets of criteria corresponding to ESG pillars.

НРА

In the ESG ranking compiled by the National Rating Agency (NRA) in December 2025, PhosAgro holds fifth place overall and leads in corporate governance practices.

The NRA's methodology draws on Bank of Russia recommendations, international standards, and best sustainability practices established in Russia.

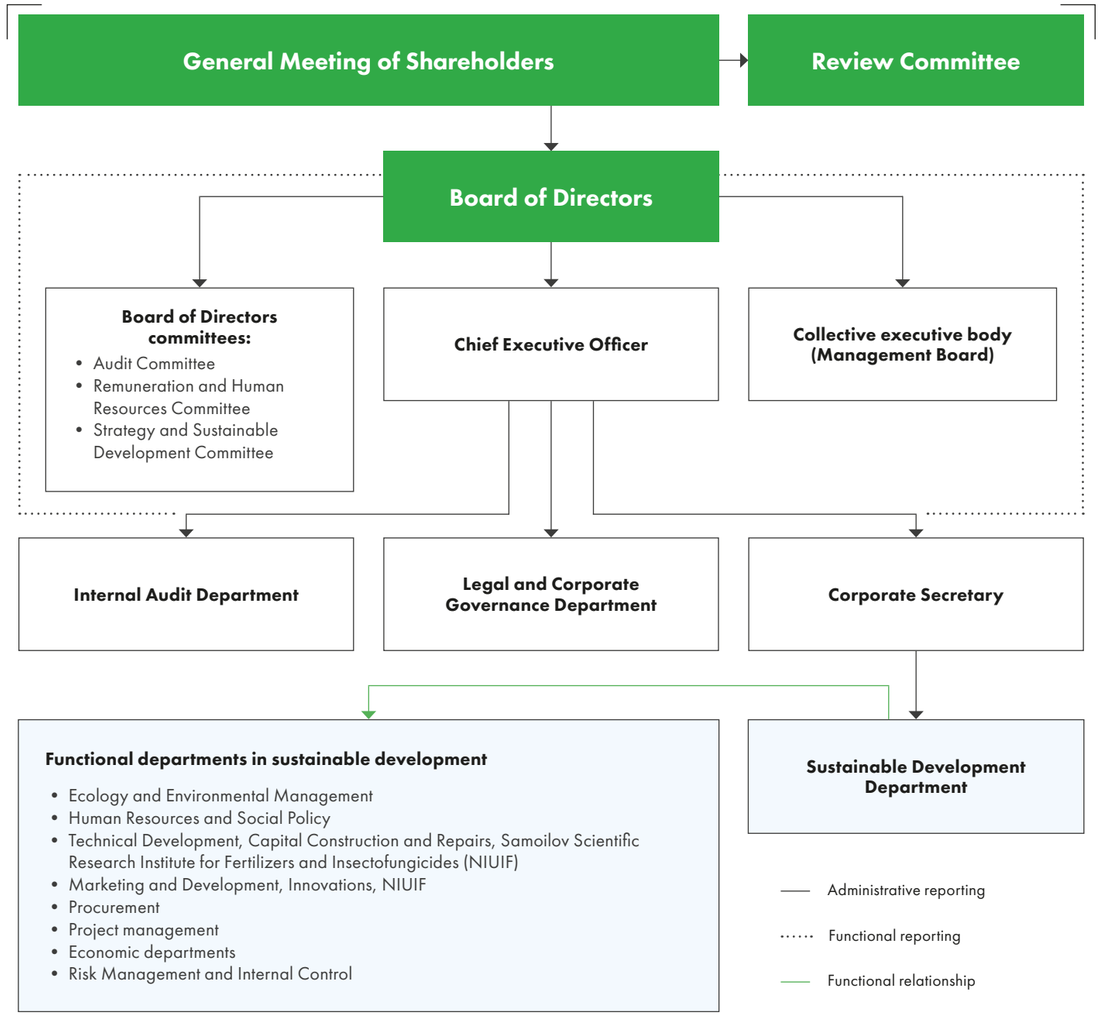
ДаСтратегия

In 2025, PhosAgro was once again awarded the highest A+ tier – "Leader of Corporate ESG Practice in Russia" – in the Sustainable Corporate Governance Rating of the Da-Strategy Corporate Development Agency.

Corporate governance practices

GRI 2-9, PBCS 46

Structure of corporate governance and sustainability management



Corporate governance assessment

To assess corporate governance, PhosAgro relies on the Corporate Governance Code recommended by the Bank of Russia (CGC), and criteria from key corporate governance and sustainability ratings as best practice benchmarks. The actual compliance with the CGC is evaluated on an annual basis and disclosed in a dedicated report (CGC Report), which is subject to review by the Audit Committee of the Board of Directors and approval by the Board of Directors, and forms a part of PhosAgro's annual report.

In April 2026, the Board of Directors reviewed the results of the 2025 improvement plan implementation. The Board scrutinised the evolution of compliance with the CGC principles and trends in the quality of explanations for non-compliance or partial compliance. Post-review, the Board of Directors approved the 2025 CGC Report, and issued a positive assessment of compliance with the CGC recommendations.

Compliance with the CGC recommendations

CGC section	Total number of matters	Full compliance			Partial compliance			Non-compliance		
		2023	2024	2025	2023	2024	2025	2023	2024	2025
1. Shareholders' rights	13	11	11	10	1	1	2	1	1	1
2. Board of Directors	36	30	30	30	6	6	6			
3. Corporate Secretary of PhosAgro	2	2	2	2						
4. Remuneration	10	8	8	2	2	2	2			
5. Risk management and internal control	6	6	6	8						
6. Information disclosure	7	7	7	6			1			
7. Material corporate actions	5	5	5	6						
Total	**79**	**69**	**69**	**67**	**9**	**9**	**11**	**1**	**1**	**1**
Percentage of compliance with the CGC principles, %		**87**	**87**	**85**	**11**	**11**	**14**	**1**	**1**	**1**

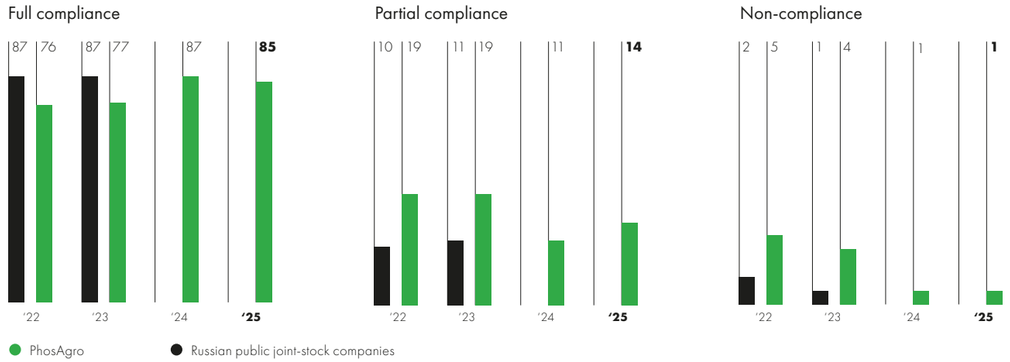
Changes in self-assessment as regards compliance with corporate governance principles

Number and brief description of the principle	Compliance status	Comments
1.1.6. The general meeting procedure established by the company provides equal opportunity for all persons present at the meeting to express their views and ask questions of interest to them	◆ 2024 ◆ 2025	Criterion 4 was not complied with, as PhosAgro's Charter does not provide for the possibility of shareholders participating remotely in the General Meeting of Shareholders and voting on agenda items.
2.9.1. Assessment of the Board of Directors' performance	◆ 2024 ◆ 2025	Criterion 2 was not fully met, as no individual assessment of each member of the Board of Directors was conducted during the reporting year. The Remuneration and Human Resources Committee of PhosAgro's Board of Directors deemed such an assessment inadvisable, as the evaluation of Board members in the reporting year was conducted by the Corporate Secretary Office (without external evaluation) in the form of a self-assessment questionnaire – a method not suited to producing reliable and relevant individual assessment results. For the next Board of Directors performance assessment, an external expert organisation will be engaged in accordance with the CGC recommendations, and when approving the assessment terms of reference, the Remuneration and Human Resources Committee will take into account the recommendation to conduct an individual assessment of each Board member.
6.1.2. The company discloses information about its corporate governance system and practices, including detailed information on compliance with the principles and recommendations of the CGC	◆ 2024 ◆ 2025	Criterion 2 was partially complied with, as in the reporting period PhosAgro exercised the right granted by Russian Government Resolution No. 1102 dated 4 July 2023 On Details of Disclosure and/or Provision of Information that Must be Disclosed and/or Provided under Federal Law On Joint-Stock Companies, and by the Federal Law On the Securities Market, and did not disclose information about the composition of the Board of Directors, the independence of its members, and their membership in Board committees. PhosAgro considered that publishing such information would (could) lead to the imposition of restrictive measures against the Company and/or other parties. Going forward, PhosAgro will continue to strive for full disclosure of all mandatory information, except for cases where the release of specific details could result in restrictive measures against PhosAgro and/or other parties.

◆ Full compliance ◆ Partial compliance

For every case of partial compliance or non-compliance, PhosAgro specifies the measures taken to mitigate the associated risks in the CGC Report.

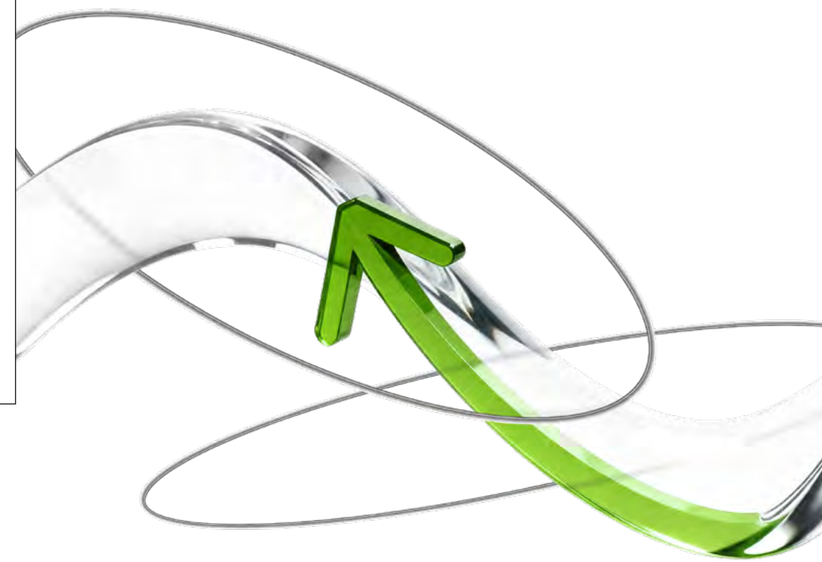
Compliance with CGC principles at PhosAgro and other Russian companies[1], %



Plans for corporate governance improvement in 2026

Key changes in corporate governance practices in 2025 compared to 2024, as well as the key initiatives to further enhance compliance with the CGC principles in 2026, are provided in the table "Changes in self-assessment as regards compliance with corporate governance principles" (p. 274).

In addition, the Assessment of the Board of Directors' Performance section (p. 282) includes a report on the implementation of the action plan to improve corporate governance developed following the 2024 Board of Directors self-assessment, along with the respective plan for 2026.



[1] The data on Russian public companies comes from the annual Review of Corporate Governance Practices in Russian Public Companies compiled by the Bank of Russia based on reports assessing compliance with the CGC principles and recommendations for 2023.

General Meeting of Shareholders

The activities of PhosAgro's supreme governing body – the General Meeting of Shareholders – are governed by the Regulations on the General Meeting of Shareholders.

In preparing for General Meetings of Shareholders, PhosAgro is guided by the requirements and recommendations of the Bank of Russia's Corporate Governance Code and the Company's information policy, both aimed at protecting shareholder rights. To this end:

- shareholders could reach the Company via accessible communication channels (by phone or email), and were provided the opportunity to ask questions in person at the Annual Meeting;
- notices of General Meetings of Shareholders, along with materials including supplementary information in accordance with the Bank of Russia's Corporate Governance Code recommendations, were published on PhosAgro's website no less than 30 days before the meeting date;
- General Meeting materials and supplementary information were also available for review in hard copy at the PhosAgro premises no less than 20 days before the meeting.
- all information relating to the convening and preparation of General Meetings of Shareholders was also made available in English, ensuring equal treatment of Russian and foreign shareholders.

In 2025, three General Meetings of Shareholders were held. For the first time in five years, one of them was held in person. At this meeting, new compositions of the Board of Directors and the Review Committee were elected, remuneration for Board members was determined, an auditor was appointed, and other matters within the scope of authority of the General Meeting of Shareholders were resolved.

Two extraordinary General Meetings of Shareholders were held to address the distribution of interim dividends.

◆ Absentee voting
◆ Joint presence

Date	Type of the General Meeting of Shareholders	Format	Quorum, %
2021 138,974 shareholders[1], 4 General Meeting of Shareholders			
25 May 2021	Annual	◆	84.3
22 June 2021	Extraordinary	◆	84.5
13 September 2021	Extraordinary	◆	84.4
8 December 2021	Extraordinary	◆	81.1
2022 231,897 shareholders[1], 3 General Meetings of Shareholders			
30 June 2022	Annual	◆	73.2
21 September 2022	Extraordinary	◆	74.2
8 December 2022	Extraordinary	◆	73.6
2023 262,851 shareholders[1], 4 General Meeting of Shareholders			
24 March 2023	Annual	◆	73.3
30 June 2023	Extraordinary	◆	70.1
30 September 2023	Extraordinary	◆	68.7
14 December 2023	Extraordinary	◆	73.1
2024 275,610 shareholders[1], 3 General Meeting of Shareholders			
30 June 2024	Annual	◆	59.1
11 September 2024	Extraordinary	◆	69.9
11 December 2024	Extraordinary	◆	70.6
2025 275,362 shareholders, 3 General Meetings of Shareholders			
29 May 2025	Annual	◆	69.1
24 June 2025	Extraordinary	◆	69.1
11 September 2025	Extraordinary	◆	70.6

For the full text of the Regulations on the General Meeting of Shareholders of PhosAgro please visit our website

[1] As at the end of the relevant year.

Board of Directors

GRI 2-9, 2-10, 405-1

Performance of the Board of Directors in 2025

◆

In 2025, the Board of Directors continued to oversee strategic focus areas and key decision-making within its scope of functions.

Strategy, global challenges and the Company's outlook

In 2024 and 2025, the Board of Directors paid considerable attention to monitoring the implementation of the Strategy to 2025, including a detailed review of progress towards strategic goals across functional areas such as sales, logistics, production, environmental protection, climate change mitigation, occupational health and safety, and personnel development. It also worked on developing the Company's comprehensive Strategy to 2030.

In 2025, IT development emerged as a major strategic focus for the Board. Alongside its existing priorities of information security, cybersecurity, and software and hardware import substitution, the Board set out to develop an internal AI ecosystem. At the December 2025 Board meeting, a relevant strategy was reviewed and approved.

The draft Strategy to 2030 was reviewed by the Board twice during the year – in August and November – with the matter also considered by the Strategy and Sustainable Development Committee ahead of each Board meeting. These discussions produced amendments addressing the additional assessment of strategic-level risks and opportunities and the development of alternative scenarios. Approval of the Strategy to 2030 is planned for an early 2026 Board meeting. By Board decision, the draft was developed without external consultants, involving the Company's senior executives and a steering committee chaired by the CEO. The resulting document is comprehensive in scope, covering goals and action plans across all material areas of activity and mapping risks and opportunities under a range of external environment scenarios.

The strategic planning cycle adopted by the Company is five years. Since 2019, the Board of Directors has been considering a contingency plan to prepare for critical changes in the external operating environment such as possible restrictions on our supplies to key markets. In 2025, countervailing duties and the export quota system remained in force. The restrictions caused by international sanctions and supply chain disruptions still made it difficult for the Company to deliver its products to its traditional markets. In 2025, the Company continued to be adversely affected by the termination of operations in Russia by some foreign suppliers of equipment, services, and technology, as well as by difficulties in making payments.

With effect from 1 July 2025, the European Union introduced additional charges on mineral fertilizer imports, supplementing the existing 6.5% ad valorem duty. In the reporting year, these amounted to EUR 40 per tonne for nitrogen-based fertilizers and EUR 45 per tonne for complex fertilizers, with tariffs scheduled to rise to virtually prohibitive levels of EUR 315–430 per tonne by 2028. As of 1 January 2026, the fiscal mechanisms of the EU Carbon Border Adjustment Mechanism became fully operational.

These measures represented an additional challenge for PhosAgro Group, necessitating new management measures, approaches and solutions.

When reviewing the draft Development Strategy to 2030, the Board of Directors assessed the risks that could affect its implementation and provided recommendations for formulating scenario conditions for the Group's operations up to 2030. Each risk has a dedicated risk management map, containing a detailed description along with mitigants and probability, materiality and risk appetite estimates. All of the above parameters are updated on an annual basis.

Despite unprecedented materialisation of these risks, the Company continues to maintain uninterrupted operations across all its production sites, ensure timely supply of fertilizers, and support the well-being of its employees and their families. PhosAgro Group's team manages to address new challenges swiftly, maintaining business stability and advancing to new heights. Based on the foregoing, the Board of Directors finds it reasonable to believe that the Company will, without any reservations, be able to continue its operations and meet all its obligations through to 2030.

Sustainable development and corporate governance

In the reporting year, the Board of Directors continued to analyse the compliance of the Company's practices with the Bank of Russia's recommendations on the consideration of ESG and sustainable development[1] matters by the board of directors of a public joint-stock company. The Board's performance has been assessed since 2021 onwards in line with the regulator's recommendations, including with the involvement of third-party experts. The post-assessment steps were also largely based on this significant document of the Bank of Russia, which reasserted that the Company's sustainable development and high-quality corporate governance are intertwined.

In 2025, the Company prepared and published its first ever social report, covering PhosAgro's activities in social investments and complementing the 2024 Integrated Annual Report.

Information technologies and information security

The Board of Directors reviewed the quality of countering information security threats twice during the reporting year. One of the important topics on the agenda was the Company's IT strategy and preparedness to replace software products that are no longer supported in Russia due to sanctions. In December 2025, the Board reviewed the matter of the Company's artificial intelligence strategy.

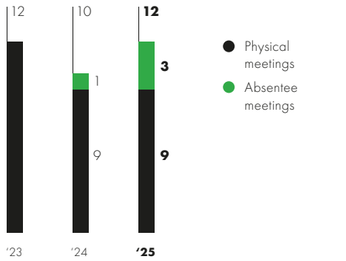
Ongoing tasks

Apart from the key activities above, in 2025, the Board of Directors also focused on the following traditional areas:

- assessment and quarterly monitoring of the risk management process;
- assessment and quarterly monitoring of subsidiary activities with a focus on workplace health and safety, industrial safety and environmental protection;
- assessment of compliance with the Inside Information Regulations;
- assessment of the quality of investment and organisational project management at PhosAgro's subsidiaries;
- appointment and evaluation of the performance of PhosAgro's Management Board;
- oversight over management relations with shareholders, investors and other stakeholders;
- monitoring the implementation of priority areas of PhosAgro's activities in 2025 and determining priority areas of its activities for 2026;
- reviewing PhosAgro's budget for 2026, as well as quarterly follow-up on the 2025 budget utilisation;
- performance, work plans, and budget of the Internal Audit Department;
- quarterly review and approval of financial statements;
- convening General Meetings of Shareholders of PhosAgro;
- assessing the quality of non-financial reporting and approving the Company's annual report.

Participation in the Board meetings

Meetings of the Board of Directors



During the year, the Board of Directors held 12 meetings and considered a total of

81 agenda items

[1] Bank of Russia information letter No. IN-06-28/96 dated 16 December 2021.

Agenda items by area

Area	Number of items		
	2023	2024	2025
Sustainable development	12	9	12
Oversight and reporting	6	6	7
Financial and business operations	12	12	12
Strategy and key focus areas	7	7	8
Risks and internal audit	7	7	7
Information technologies and information security	3	5	3
Transactions	3	1	2
Corporate governance	16	13	17
Other	12	8	13
Total	**78**	**68**	**81**

Participation in the Board meetings

Members of the Board of Directors	Status	Board of Directors	Audit Committee	Remuneration and Human Resources Committee	Strategy and Sustainable Development Committee
Director 1	**Chairman, independent**	12/12 (100%)	5/5 (100%)		
Director 2	**Independent**	12/12 (100%)			4/4 (100%)
Director 3	**Independent**	9/12 (75%)			
Director 4	**Independent**	12/12 (100%)	5/5 (100%)	4/4 (100%)	4/4 (100%)
Director 5	**Independent**	12/12 (100%)	5/5 (100%)	4/4 (100%)	
Director 6	**Executive**	12/12 (100%)			
Director 7	**Executive**	12/12 (100%)			4/4 (100%)
Director 8	**Executive**	12/12 (100%)			
Director 9	**Executive**	10/12 (83%)		3/4 (75%)	
Director 10	**Executive**	6/12 (50%)			

Composition of the Board of Directors

Composition of the Board of Directors elected at the Annual General Meeting of Shareholders on 29 May 2025

In accordance with PhosAgro's Charter, shareholders with at least 2% of PhosAgro's voting shares may submit applications to form the Board of Directors within 60 days after the end of the calendar year. Additionally, the current Board of Directors has the right to nominate candidates for the new Board of Directors. In both cases, the number of nominees may not exceed the number of Board members (10). In preparation for the Annual General Meeting for 2025, candidates for the new composition of the Board of Directors were nominated by both substantial shareholders and the Board of Directors. The current members of the Board of Directors were elected at the Annual General Meeting of Shareholders by cumulative voting, meaning the candidates with the highest number of votes were elected.

The Company should aim for a well-balanced composition of its Board of Directors, where the qualifications, experience, knowledge, business acumen, and independence of members are harmonised. Board members should have a recognised, including among investors and shareholders, good business reputation and no conflicts of interest with PhosAgro.

Twice during the reporting year, the characteristics of candidates, and subsequently those elected to the Board, were evaluated at meetings of the Remuneration and Human Resources Committee, as well as by the Board of Directors itself. The Committee also traditionally assesses whether a candidate or elected Board member has sufficient time available for effective work on the Board of Directors, taking into account all of their external appointments. The Committee's findings on these matters are compiled as part of the documents for the General Meeting of Shareholders whenever elections to the Board are on the agenda.

Each year, the Board of Directors assesses its composition, as well as the experience, professional knowledge, competencies, and skills of its members to ensure alignment with the Company's strategic goals and objectives.

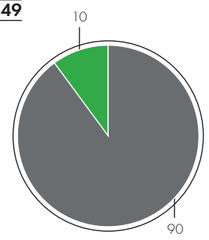
This evaluation, which also factors in risks, is carried out by the Board members themselves, either through self-assessment or with the involvement of an external expert. The Chairman of the Remuneration and Human Resources Committee reports the results of this evaluation, along with other pertinent aspects, to the Board of Directors as part of the Committee's quarterly activities report.

In May 2025, PhosAgro's Remuneration and Human Resources Committee reviewed the alignment of the competencies of the members of the Board of Directors with PhosAgro's needs during its review of the succession of governance bodies and key executives.

The composition of the Board of Directors elected at the Annual General Meeting of Shareholders on 29 May 2025 was the same as before that date.

Board of Directors: gender split[1], %

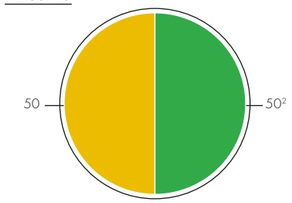
PBCS 49



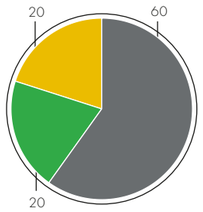
Russian Federation
place of residence of all Board members[1].

Board of Directors: independence[1], %

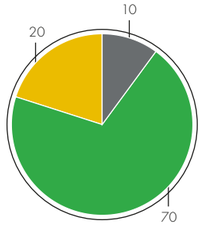
PBCS 48



Board of Directors: age[1], %



Board of Directors: length of continuous service[1], %



[1] As at the election date of 29 May 2025.
[2] On 8 August 2025, the Board of Directors recognised two Board members elected on 29 May 2025 as independent, despite their formal affiliation with the Company after serving for over seven years on its Board of Directors.

Key competencies of Board members elected at the Annual General Meeting of Shareholders on 29 May 2025

GRI 2-17

Members of the Board of Directors	Status	Key competencies (based on professional experience)									
		Information policy and public relations	Strategy and innovation	Finance and audit	Risk management	Law and corporate governance	Chemistry and mining engineering	Personnel management	Corporate governance and sustainable development (ESG)[3]	International cooperation
Director 1	Chairman, independent	◆		◆					◆	
Director 2	Independent						◆	◆		
Director 3	Independent						◆	◆		
Director 4	Independent			◆		◆		◆	◆	
Director 5	Independent						◆	◆		
Director 6	Executive	◆						◆		
Director 7	Executive		◆	◆			◆	◆	◆	◆
Director 8	Executive		◆	◆						
Director 9	Executive							◆		◆
Director 10	Executive		◆	◆			◆		◆	

Statement on the Engagement of PhosAgro's Board of Directors with stakeholders

PhosAgro's Board of Directors acts in good faith for the benefit of the Company to promote its success, taking into account possible long-term consequences of its decisions for the society and the environment, as well as the interests of the Company's employees and other stakeholders.

Members of PhosAgro's Board of Directors recognise the imperative of responsible stakeholder engagement and the need to respect stakeholder interests to the maximum extent feasible. At least once a year, the Strategy and Sustainable Development Committee of the Board of Directors reviews feedback from stakeholders on aspects of the Company's operations that are material to them. Such feedback, supplemented by an assessment of the financial materiality of risks and opportunities across different time horizons, is applied under the double materiality principle both to identify the topics and indicators to be disclosed in PhosAgro's non-financial reporting and to determine interaction priorities and mechanisms for engagement with the Company's stakeholders, including at the Board level.

In the reporting year, the Board of Directors continued to hold on-site meetings at the Company's production facilities. These meetings help the Board reach a completely new level in engaging with the whole range of stakeholders, including regional and municipal governments, key management of PhosAgro's subsidiaries, production teams, and local communities.

In 2025, such meetings were held at the Company's Balakovo production site. Board members inspected industrial facilities, including those commissioned or nearing completion under the second and third phases of the Balakovo branch development programme, held meetings with key employees, and visited social infrastructure sites.

On-site meetings and other Board activities at the Company's production facilities are a vital element of feedback collection, which helps the Board of Directors gain a thorough understanding of the Company's economic, social, and environmental impact.

[3] Including competencies in environment, health and safety.

Role of independent directors

Independent directors make a valuable contribution to the Board's decision-making as their opinions rely solely on professional skills and expertise, as well as a comprehensive study of the matter. Their position is unbiased, independent and free from the influence of other members of the Board and PhosAgro's management. When elected, five out of ten Board members were independent.

The independence of Board members and nominees is assessed biannually by the Remuneration and Human Resources Committee. The assessment is based on the criteria set out in PhosAgro's Regulations on the Board of Directors, Clause 2.4 of the CGC, Clause 2 of Appendix 2 (2.18) and Appendix 4 of the Listing Rules of the Moscow Exchange. In 2025, the Board of Directors recognised two Board members as independent, despite their formal affiliation with the Company after serving for over seven years on its Board of Directors.

Assessment of the board of directors' performance

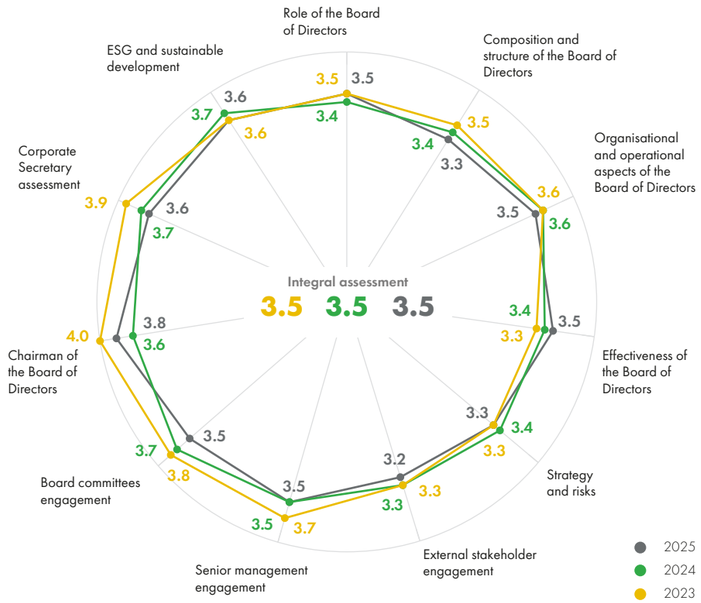
GRI 2-18

In accordance with the Code recommendations, PhosAgro assesses the performance of its Board of Directors on an annual basis, with external experts engaged for this purpose once in three years.

The self-assessment of the Board's performance for 2025 (completed in early 2026) used the questionnaire method, with the questions remaining unchanged compared to the external assessment of the Board's performance for 2023. Thus, the assessments in different periods are deemed comparable, and evolution of results can be analysed.

The 2025 self-assessment results indicate that, in the view of Board members, the composition and structure of the Board comply with PhosAgro's Corporate Governance Code and the Listing Rules of the Moscow Exchange. The organisation of the Board's activities and its interaction with committees have been traditionally appreciated. The consistent improvement in the Board's ESG and sustainability performance is noteworthy. Interaction with external stakeholders remains an area for development. Board members emphasise the need for a broader perspective on the Company and the context in which the Group operates, including through channels unrelated to the management team, such as external experts, partners, and customers.

Board of Directors' self-assessment (scale 1 to 4)



When considering the 2024 Board self-assessment results in 2025, the Remuneration and Human Resources Committee recommended that the Company's management develop an improvement plan and report on its implementation during 2025 and early 2026, coinciding with the review of the 2025 assessment results.

The Committee received the first progress report on the plan in August 2025 and the second in April 2026.

Board self-assessment improvement plan – implementation report

Management proposals	Status and commentary
1.1. Plan and organise a meeting in Balakovo in August 2025 **1.2.** Plan at least one off-site Board meeting per year when drafting the annual work plan **1.3.** Propose that the Board include presentations from regional facility managers in the annual work plan	In progress – meeting was held in August at the Balakovo branch of Apatit The recommendation will be taken into account when drafting the 2026–2027 corporate year plan
2.1. Offer Board members the opportunity to participate in expert sessions, both internal and externally organised **2.2.** Offer Board members presentations for Board (or Committee) meetings that consolidate external analysis on relevant issues and the views of the Company's external partners	In progress – invitations to various expert sessions have been extended Presentations on several topics have been supplemented with expert research findings (reports on corporate governance, insider information, information security, risk management, etc.)
3. Invite Board members to participate in training alongside the Company's top managers under relevant programmes	In progress – Board members were invited to a two-day training programme at Skolkovo and a strategic foresight session at the Company's Sosnovka Recreational Compound, Cherepovets, in August 2025
4.1. Present Board members with a plan of public events in the Company's regions of operation for 2025, and present such a plan annually **4.2.** Ensure Board members can participate in initiatives included in the plan, subject to the relevant Board member and executive management agreeing to such participation	In progress – a plan for 2026 was circulated to Board members on 17 December 2025, with an invitation to consider participation
5.1. Continue to include items on strategy development and implementation monitoring, investment efficiency, social programmes, industry development and new technologies in proposals for drafting the annual Board work plan **5.2.** When Board members submit additional recommendations or requests concerning items on strategy, investments, social programmes, industry development and technologies for inclusion in the Board or Committee agenda, ensure such items are added and that appropriate briefing materials are prepared	In progress

Areas for development:

- Establishing a well-designed and regular practice of Board engagement with external stakeholders.
- Enhancing the professional qualifications and expertise of Board members, principally by monitoring and studying technological innovations in relevant industries, international and Russian trends, and best practices in areas such as operational efficiency, information technology and information security, risk management, internal control and audit, ESG and corporate governance.
- Inviting the heads of companies within the Group and their largest structural divisions, as well as representatives of the talent pipeline, to attend Board meetings.
- Succession planning for senior management and the Board of Directors (although significant progress has been noted in the Group's talent pipeline work for management positions).

D&O liability insurance

The Company has been taking out D&O liability insurance every year since 2011. Under the current insurance contract (insurance period from 1 June 2025 to 31 May 2026), liability for third-party losses incurred in the exercise of duties by directors and officers of PhosAgro is covered up to USD 50 mln in rouble equivalent, with an extension of the aggregate liability limit for all independent directors by USD 2 mln. Apart from directors' liability, the above contract includes the liability of the Company's officers.

Committees of the Board of Directors

The committees of the Board of Directors are advisory and consultative bodies made up of the current Board members with relevant experience and expertise in committees' specific focus areas.

The committees can also engage external experts and consultants in their work. The primary role of the committees is the preliminary consideration of key issues submitted for review by the Company's Board of Directors.

In the reporting year, the Board of Directors had three committees:

- Audit Committee
- Remuneration and Human Resources Committee
- Strategy and Sustainable Development Committee

At its meeting on 4 June 2025, the Board of Directors left the structure, composition, and leadership of all three committees unchanged.



Information on committees' performance

Audit Committee

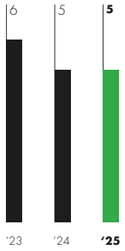
The Committee's activities are governed by the Regulations on the Audit Committee.

For the full text of PhosAgro's Regulations on the Audit Committee, please visit our website

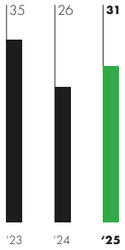
As at 31 December 2025 the Committee included three independent directors.

The Committee's statistics

Meetings Including in person



Number of items



Agenda items by area

Area	Number of items		
	2023	2024	2025
Financial statements	11	8	16
External audit	6	6	2
Internal audit	6	4	6
Corporate governance	1	1	1
Sustainable development	1	1	1
Other	8	5	4
Internal control and risks	2	1	1
Total	**35**	**26**	**31**

Key highlights in 2025

The Committee's work in the reporting year centred on overseeing the quality, reliability, and timeliness of the Company's financial and non-financial reporting; assessing the effectiveness of risk management and internal control; developing improvement recommendations; and overseeing efforts to counter employee and third-party misconduct.

Based on the 2025 results, the Committee is happy to report an invariably high quality of financial reporting, observance of previously established release deadlines, and the growing scope and improved quality of non-financial reporting.

Ongoing tasks

The Committee focused on the following:

- analysis, review and discussion of the Company's annual financial and operating performance based on the IFRS consolidated financial statements, including reasons for deviations from the previous periods;
- review of quarterly IFRS condensed consolidated financial statements, along with ensuring the adequacy of disclosures;
- review and discussion of the results of the annual audit and quarterly reviews by the external auditor in accordance with RAS and IFRS;
- review of the external auditor plan for the assurance of 2025 financial statements;
- approval of the plan and budget, and assessment of the Internal Audit Department's performance;
- analysis of the Company's compliance with Russian and European legislation on the protection and use of insider information;
- analysis of the quality of the PhosAgro's corporate governance, including compliance with the Corporate Governance Code;
- discussion with legal and tax department heads about ongoing issues that may have an impact on financial statements;
- development of non-financial reporting regulations, analysis of quality and completeness of ESG reporting in 2025 as compared to previous periods.

External auditor

The approach to assessing external audit's independence and efficiency, as well as appointment and re-appointment of the external auditor is set out in the External Auditor Selection and Cooperation Policy of PhosAgro as approved by the Board of Directors in August 2023 (for more information, see our website). All additional services related and unrelated to audit were duly approved by the audit partner, as well as by the Chairman of the Audit Committee, with due regard to appropriate independence considerations.

Remuneration and Human Resources Committee

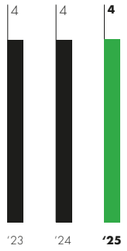
The Remuneration and Human Resources Committee is governed by the Regulations on the Remuneration and Human Resources Committee.

For the full text of PhosAgro's Regulations on the Remuneration and Human Resources Committee, please visit our website

As at 31 December 2025 the Committee included three members of the Board of Directors, including two independent directors.

The Committee's statistics

Meetings Including in person



Number of items





Key highlights in 2025

Twice a year, initially when assessing nominations to the Board of Directors and subsequently when appraising its final composition, the Committee analyses the adequacy of the Board members' skills, experience, expertise, and business acumen for their service on the Board of Directors, assesses the Board members against independence criteria, and identifies reasons (if any) that could disqualify them from serving on the Board of Directors.

The Committee's conclusions with respect to the nominees to the Board of Directors are included in the materials for the General Meeting of Shareholders voting on the election of Board members.

A key development in 2025 was that the Remuneration and Human Resources Committee began reviewing, at least twice a year, the implementation status of recommendations approved by the Board following its annual performance evaluation.

While preparing the shareholder information for the Annual General Meeting, the Committee, among other factors, analysed the effect of important external nominations of independent directors on their ability to duly discharge their responsibilities as the Company's Board members.

The Committee found that the above external appointments did not prevent the Board members from duly discharging their responsibilities, while also maximising their contribution to the Company's growth.

Ongoing tasks

The Committee focused on the following:

- assessment of professional skills, independence, engagement and important external nominations or appointments to the Board of Directors;
- performance assessment of the Company's executive bodies, other key employees, and the Corporate Secretary;
- assessment of the incentive system for the members of executive bodies and other key employees;
- succession planning for members of the management bodies and other key executives;
- assessment of social and employee training programmes, including the progress towards a sustainability target approved in the Strategy to 2025 – the number of employee training hours;
- best practice guidance and analysis following the self-appraisal of the Board of Directors' performance.

Agenda items by area

Area	Number of items		
	2023	2024	2025
Remuneration and motivation	1	1	**1**
Evaluation of Board members and candidates	4	3	**2**
Evaluation of Board and committee effectiveness	2	2	**4**
Succession and appointments	5	3	**3**
Social policy	2	2	**1**
Personnel training and professional development	1	2	**2**
Other	0	0	**1**
Total	**15**	**13**	**14**

Strategy and Sustainable Development Committee

The Strategy and Sustainable Development Committee is governed by the Regulations on the Strategy and Sustainable Development Committee.

For the full text of PhosAgro's Regulations on the Strategy and Sustainable Development Committee, please visit our website

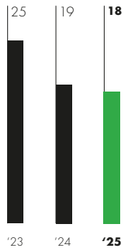
As at 31 December 2025 the Committee included three members of the Board of Directors, including two independent directors.

The Committee's statistics

Meetings Including in person



Number of items





Key highlights in 2025

The Committee took over from the dissolved Strategy Committee in tracking progress against targets of the Strategy to 2025. The Committee regularly checks such actual metrics as production volumes, sales in priority markets, expansion of sales and transport infrastructure and ESG metrics, including the targets of the Climate and Water strategies, against the goals set by the Strategy. Development of the Strategy to 2030 was a major focus for the Committee during the year: its multiple scenarios and broad scope demanded substantial engagement from both management and the Board of Directors.

Monitoring the activities under the Climate Strategy and the low-carbon transition plan continues to be an essential part of the Committee's agenda.

The Committee takes over from the dissolved Sustainable Development Committee to monitor and regularly update the action plan set to deliver on the strategic sustainability goals.

Sustainability reporting and non-financial disclosure supervision were among key agenda items as well. In April 2025, the Committee reviewed the draft 2024 Integrated Annual Report and recommended it for approval by the Board of Directors. This included assessing its alignment with the material topics for disclosure, the report concept, and the standards used in its preparation – all previously approved by the Committee in February 2025. Also, the Committee traditionally reviewed the quality of disclosure and feedback on the Integrated Annual Report, and praised the Company's non-financial disclosure practices in the 2024 Report.

Following proposals received from the Board of Directors as part of the external assessment, the Committee invited other Board members and relevant experts to discuss such items as challenges and trends in agriculture and allied industries, a report on the carbon farm project in the Vologda region, and PhosAgro Group's innovation activities, including the development of new products and processes.

The reporting year saw a new addition to the Committee's agenda: a review of the Company's collaboration on humanitarian and awareness raising projects, primarily with United Nations agencies and educational institutions.

The Committee also continued to focus on the Company's compliance with legal requirements and best practices in environmental protection, health and safety, and energy efficiency, including analysing the potential impact of draft laws and regulations under review or pending approval.

Ongoing tasks

The Committee focused on the following:

- implementation status of the Company's Development Strategy to 2025;
- creation and analysis of PhosAgro's framework for sustainable development bylaws, control over their drafting process, relevance, effectiveness and quality;
- control over progress against internal sustainability objectives;
- review of sustainability reporting and supervision of disclosures on the Company's sustainability activities;
- analysis of the Company's practices and bylaws in terms of compliance with sustainable development rating and competition requirements and management of efforts to maintain and improve the Company's standing in ratings/competitions;
- monitoring of compliance with HSE laws and progress in reducing negative climate impact from the Company's production activities;
- assessment of environmental, social, technological, climate, and industrial risks associated with the Company's production activities;
- review of investigation records on industrial accidents and incidents, environmental law violations, and breach of climate impact regulations;
- consideration of proposals on improving working conditions, complying with safety regulations, reducing injury frequency rates, greenhouse gas emissions, pollutant discharges, waste generation and disposal, and enhancing energy efficiency;
- analysis of progress on programmes and initiatives to introduce resource and energy efficiency solutions and climate protection technologies.

Agenda items by area

Area	Number of items		
	2023	2024	2025
Development strategy	1	1	1
Reporting	5	5	5
Sustainable development	16	9	9
Innovation	2	2	2
Other	1	2	1
Total	**25**	**19**	**18**

Monitoring of Board of Directors and committee instructions

All Board and committee instructions are logged and tracked in the electronic document management system, with designated responsible officers and the Corporate Secretary Office acting as the monitoring body. Progress updates are communicated to Board and committee members either by dedicated mailings or in a report at the next meeting.

The instruction completion rate is

100%

Corporate Secretary

The Corporate Secretary is responsible for day-to-day interactions with the shareholders, coordination of the Company's efforts to protect shareholder rights and interests, and support provided to the Board of Directors to ensure its efficient performance. The Corporate Secretary is appointed by the Board of Directors. The operating procedures of the Corporate Secretary are governed by the Regulations on the Corporate Secretary approved by the Company's Board of Directors.

For the full text of PhosAgro's Regulations on the Corporate Secretary, please visit our website



Sergey Samosyuk

Year of appointment:
2016

Date of birth:
1 October 1976

Professional experience

2023 – Pr. – PhosAgro-Region, Corporate Governance Advisor to the CEO (part-time)
2022 – Pr. – PhosAgro, Advisor to the Deputy CEO for Sales and Marketing (part-time)
2021 – Pr. – AgroGard-Finance, Member of the Board of Directors
2017 – Pr. – Apatit, Advisor to the CEO (part-time)
2016 – Pr. – PhosAgro, Corporate Secretary

Education

St Petersburg State University of Economics, Degree in Engineering and Economics

St Petersburg University, Degree in Law

National Research University Higher School of Economics, Executive MBA

Achievements

Professional award of the Semyonov National Corporate Secretaries Association (NCSA) in the Cutting-Edge Practices in Corporate Governance for Board of Directors' Support and Exemplary Disclosure Leadership categories (2023)

2020 and 2023 Director of the Year National Award for the best corporate governance directors / corporate secretaries.

Executive bodies

In charge of PhosAgro's day-to-day operations are two executive bodies accountable to the Board of Directors:

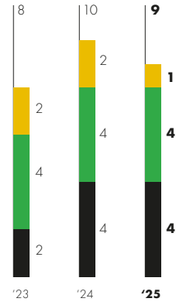
- the collegial body (Management Board) and
- the sole executive body (CEO).

In 2025, the Management Board held six meetings and reviewed nine matters, most of which were related to the budget discipline.

At least twice a year, at the end of six months and full calendar year, the CEO submits a report on the performance of the Company's executive bodies to the Board of Directors for review and approval. The report traditionally includes highlights of the Company's production, sales, logistics, and procurement operations, and data on progress against key investment and target projects. It also focuses heavily on the executive team's environmental and occupational safety performance, social support for employees, and external social investments.

To ensure that the executive bodies and management team of the Company remain focused on PhosAgro's strategy and long-term sustainable business development for the benefit of shareholders and other stakeholders executive remuneration is linked to the Company's goals, including those in the realm of ESG.

Breakdown and number of matters considered



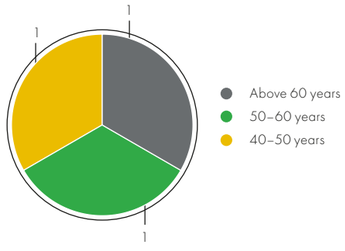
- Revision and approval of PhosAgro's quarterly and annual budgets
- Review of operating and financial reports
- Approval of internal regulations

For more information, see the Remuneration Report section **p. 293**

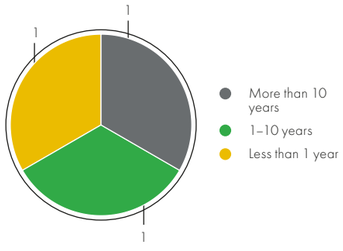
Management Board

In May 2025, the number of Management Board members was approved at three. Since that date and as at 31 December 2025, members of the Management Board were Alexander Gilgenberg, Alexei Sirotenko, and Dmitry Morozov.

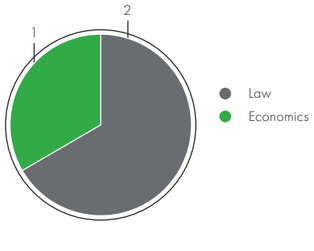
Age of Management Board members



Tenure on the Management Board



Education of Management Board members



Information on members of the Management Board



Alexander Gilgenberg

Member of the Management Board, CEO of PhosAgro

Year of election: 2025
Equity interest / stake of ordinary shares: none
Date of birth: 6 December 1980

Professional experience

2019–2025 – Apatit, CEO
2025–2025 – PhosAgro, CEO (part-time)
2025 – Pr. – PhosAgro, CEO
2025 – Pr. – PhosAgro-Region, Member of the Management Board.
2025 – Pr. – International Fertilizer Association (IFA), Member of the Board of Directors
2025 – Pr. – Russian Association of Fertilizer Producers (RFPA), Member of the Management Board

Education

Kutafin Moscow State Law University, Vologda branch, Degree in Law

Key competencies

- Strategy and innovation
- Corporate governance and sustainable development (ESG)



Alexei Sirotenko

Member of the Management Board, Deputy CEO of PhosAgro for Corporate and Legal Affairs, Legal Affairs Director at Apatit

Year of election: 2013
Equity interest / stake of ordinary shares: none
Date of birth: 3 January 1969

Professional experience

2017 – Pr. – Apatit, Legal Affairs Director
2013 – Pr. – PhosAgro, Member of the Management Board
2010 – Pr. – PhosAgro, Deputy CEO for Corporate and Legal Affairs (part-time)

Education

Lomonosov Moscow State University, Degree in Jurisprudence, Lawyer

Key competencies

- Law and corporate governance



Dmitry Morozov

Member of the Management Board, Advisor to the CEO of PhosAgro

Year of election: 2022
Equity interest / stake of ordinary shares: none
Date of birth 5 June 1964

Professional experience

2025 – Pr. – PhosAgro, Director for Economic Affairs (part-time)
2022 – Pr. – PhosAgro, Member of the Management Board
2022–2025 – PhosAgro, Advisor to the CEO (part-time)
2019 – Pr. – Apatit, Director for Economic Affairs

Education

Moscow State Institute of International Relations, Degree in International Economic Relations, Economist for International Economic Relations

Key competencies

- Strategy and innovation
- Finance and audit

Remuneration report

Board of Directors remuneration

GRI 2-19, 2-20

When deciding on the Board composition, the General Meeting of Shareholders approves the amount and the rules for determining and paying remuneration and compensation to the Board members. The Board remuneration shall be in line with current market conditions and shall be sufficient to enable the Company to attract, motivate and retain highly skilled professionals to help drive the future growth and performance.

At the same time, the Company avoids higher-than-necessary remuneration. The existing amounts and rules for determining and paying remuneration and compensation to the Board members were approved by the General Meeting of Shareholders on 29 May 2025.

In 2025, the board of directors received a total of 82,427,000.00 rubles in remuneration. In addition, travel and accommodation expenses for a Board member came to RUB 327,330.28.

Remuneration of the management

Remuneration principles

PhosAgro's remuneration policy for executive bodies and other key executives is determined by the Board of Directors based on the recommendations of the Remuneration and Human Resources Committee.

The Remuneration and Human Resources Committee conducts a detailed bi-annual review of the incentive system, evaluating its effectiveness and, if necessary, making recommendations for its improvement.

The remuneration due to the Company's senior executives consists of a monthly base salary plus additional compensation payable twice a year. Additional remuneration is linked to achieving the Company's KPIs and completeness and quality of accomplishment of additional tasks, as determined by the Board of Directors and the CEO for the reporting period, as well as the Company's achievement of the EBITDA target.

The amount of additional remuneration ranges from 30% to 150% of the annual base salary and depends on the level of the position held and the functional area of the manager. The Remuneration and Human Resources Committee of the Board of Directors, during its annual evaluation of the incentive system, ensures an effective proportion of fixed and variable components of remuneration.

KPIs for each senior manager are set annually and take into account metrics related to operational efficiency and individual contribution to the corporate growth and strategic performance.

To assess the performance of PhosAgro's CEO, a number of indicators are used, which aim to improve the efficiency of investments and sales, control costs, and reduce employee injury rates for the Company and its contractors.

◆

All KPIs are aligned with the Company's strategic goals defined in its Strategy to 2025 and oriented towards their achievement.

Values of the CEO KPIs in the range of threshold / target / challenge, as well as their actual values at the end of the reporting period are approved by the Chairman of the Board of Directors. Taken together, these indicators contribute to the achievement of the Company's strategic goals and serve the interests of shareholders both in terms of the Company's development and in terms of minimising the risks arising from incentivising excessively risky management decisions.

PBCS 47

KPIs of the CEO and N-1 level managers, including sustainable development indicators, are cascaded down and decomposed into KPI scorecards of lower-level management. The indicators themselves and their weights are modified depending on the nature of a particular manager's focus area with due regard to their strategic fit. Specific KPI wordings and their weights are established by PhosAgro's KPI Committee, taking into account the opinion of the KPI holder and their immediate supervisor.

In 2025,

400

officers

of PhosAgro Group were benchmarked against 2,210 KPIs. KPI administration is automated using the WebSoft system.

Number of officers holding KPIs by year



Top 3 KPI driven areas:

Commitment to sustainability48% of KPIs

Expansion of production capacities through improved operational efficiency 31% of KPIs

Development in high-potential areas18% of KPIs



When determining the amount of additional annual remuneration for the top management, we look at the achievement of the EBITDA target as an integral indicator of the Company's performance. The managers' performance is adjusted by the percentage of delivering on the EBITDA target. The Company does not provide for any compensation payable to managers in case of their dismissal or voluntary resignation or the Company's takeover or the change of its owner (golden parachutes). Neither does it use options, pre-determined unconditional bonuses or a clawback mechanism.

Commitment to sustainability: KPIs

As can be seen from the above statistics, PhosAgro Group is focused on sustainable development, and the KPI framework includes the following indicators:

- percentage of staff covered with methods and tools implemented under the Safety Culture Transformation Project;
- zero accidents;
- zero occupational injuries among the Company and contractor employees;
- reduction in the number of accidents (incident, fire, ignition, road traffic accident, railway transport accident).
- reduction of unit emissions to the atmosphere;
- share of waste recycling, neutralisation, and processing;
- efficiency of the second line of defence in the area of negative environmental impact facilities (discharges, emissions, waste);
- implementation of a programme to improve the energy efficiency of Apatit's facilities and branches;
- growth in subscriptions to the ProAgro Lectorium communication platform (online lectures and training from leading agricultural technology experts and consultants);
- work under the Carbon Farm project;
- implementation of key social projects;
- % of completion of the programme to improve social and working conditions;
- increase in the number of employees involved in healthy lifestyle programmes;
- production safety indicator (safety culture level + elimination of red-level risks).

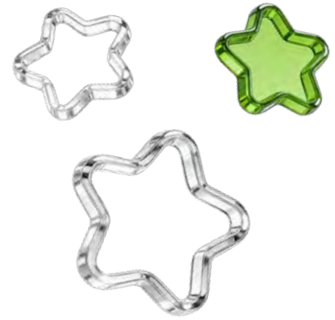
New KPIs in 2025:

- **development of a programme to improve equipment reliability;**
- **expansion of the DROZD programme to new regions;**
- **delivery of health management system initiatives;**
- **production safety indicator (safety culture level + elimination of red-level risks).**

Remuneration of members of executive bodies

The amount of remuneration and additional compensation due to PhosAgro's CEO is regulated by a contract between them and the Company, which is signed by the Chairman of the Board of Directors. The total remuneration reflects the CEO's qualifications and their personal contribution to the Company's financial results.

For information on total remuneration paid to all members of the Company's executive bodies over the year with a breakdown by type of remuneration, see the issuer's report for the reporting year.



External auditor's remuneration

PhosAgro engaged independent auditor JSC Technologies of Trust – Audit to audit its IFRS consolidated financial statements for 2025. The actual remuneration paid to the auditor for the audit of the IFRS consolidated financial statements of PJSC PhosAgro and the RAS accounting statements of the entities controlled by PJSC PhosAgro amounted to RUB 29.9 mln for 2025 (vs RUB 28.2 mln for 2024), net of VAT and overhead costs.

In addition to that, in 2025 JSC Technologies of Trust – Audit and companies affiliated with it reviewed the IFRS consolidated financial statements of PJSC PhosAgro and the entities controlled by it and provided other services for the total amount of RUB 31.6 mln (vs RUB 25.5 mln in 2024), net of VAT. All additional services provided by the external auditor were duly approved by the Chairman of the Audit Committee of PhosAgro's Board of Directors in line with the applicable independence requirements.

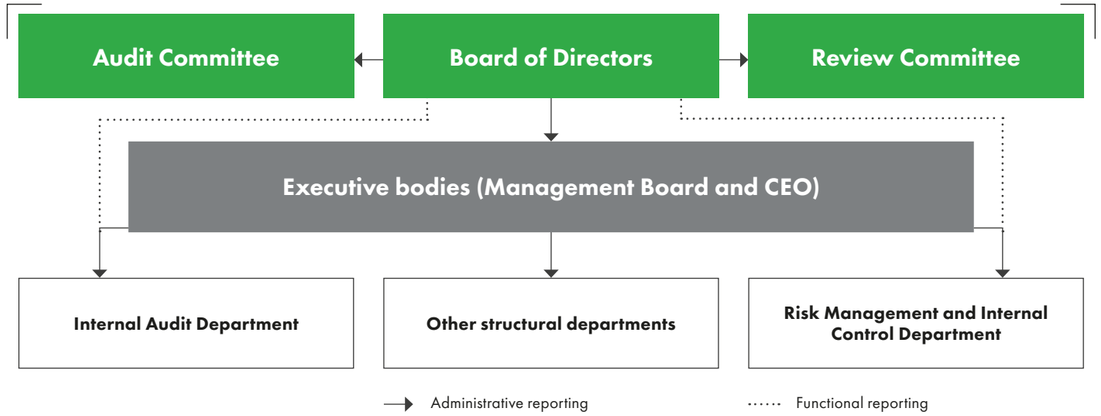
The actual remuneration of JSC Unicon to audit PhosAgro's RAS financial statements for 2025 was RUB 972,100 (vs RUB 883,700 in 2024), net of VAT.

Corporate controls

Risk governance and internal control

GRI 2-12

Organisational structure of the risk management and internal control framework



The risk management and internal control framework is a set of organisational measures, methods, practices and standards of corporate culture. It also embraces actions taken by the Company to strike the right balance between value growth, profitability and risks, support sustainable development, and ensure efficient operations, protection of its assets, compliance with applicable laws and internal documents, along with timely and accurate reporting.

- **The Board of Directors** defines the key principles of, and approaches to, risk management and internal controls, oversees the Company's executive bodies, and performs other key functions, including setting the overall risk appetite and reviewing material risks and ways to manage them.
- **The Board's Audit Committee** focuses on assessing and making proposals to improve the risk management and internal controls. On top of that, its members supervise the preparation of accounting (financial) statements and the measures taken to prevent fraudulent behaviour of the Company's employees or third parties.
- **The Review Committee** elected by the General Meeting of Shareholders exercises control over the financial and business operations of the Company. The General Shareholders' Meeting held in May 2025 elected the following members to the Review Committee:
  - Lusine Agabekyan, Deputy Head of Group Financial Control and Management Reporting at PhosAgro;
  - Ekaterina Viktorova, Deputy Head of Treasury at PhosAgro;
  - Olga Lizunova, head of unit (functional in other areas), budgeting office, Economics Department at Apatit.

The Review Committee's goals, objectives and powers are outlined in the Regulations on the Review Committee of PhosAgro as approved by the General Meeting of Shareholders on 12 May 2011.

The Committee endorsed PhosAgro's financial statements for 2025, with its report dated 10 March 2026 included in the materials for the shareholders to prepare for the Annual General Meeting of Shareholders.

- **The executive bodies** establish and maintain an efficient risk management and internal control framework. To this effect, they have set up a Risk Commission that monitors the status and effectiveness of risk management initiatives. The monitoring results serve as a basis for the relevant proposals issued by the Commission to executive bodies and the Board of Directors.
- Following the audits, **the Internal Audit Department** provides the Board of Directors and executive bodies with recommendations and reports, including, among other things, the assessment of the current status, reliability and effectiveness of the corporate governance, risk management and internal control framework.
- **The Risk Management and Internal Control Department** is charged with the general supervision of risk management, including related activities, and consolidated reporting to the executive bodies and the Board of Directors.
- As part of their duties, **heads of other organisational units** are responsible for building, documenting, implementing, monitoring and developing the risk management and internal control framework in their respective functional areas. The framework requires the Company's employees to identify and assess relevant risks and efficiently implement the controls and risk management initiatives.

For the full text of PhosAgro's Regulations on Review Committee, please visit our website

Risk management

In 2025, PhosAgro's risk management and internal control framework performed strongly thanks to timely identification and assessment of risks, as well as development and implementation of risk management measures. On a quarterly basis, the Board of Directors reviewed reports on the management of PhosAgro's key risks. PhosAgro's executives paid special attention to managing these key risks. The Risk Commission continuously monitored the status of risk management activities and, when necessary, initiated changes to improve those related to key risks.

Development of the risk management and internal control framework in 2025

The Company is making a consistent effort to develop its risk management and internal control framework.

The reporting year saw both the production sites and PhosAgro Group as a whole complete a full-year cycle of risk management and internal control, including:

- ongoing risk monitoring;
- analysis of key risk indicators;
- development of corrective actions;
- follow-up control and review.

In 2025, the Company sustained its focus on addressing risks across certain business areas, including the continuity of procurement, logistics, and software and IT infrastructure operation, in response to geopolitical developments. Particular attention was given to securing uninterrupted raw material supplies in the face of supplier disruptions caused by external threats.

Work to automate the risk management and internal control framework also progressed, with further advances in AI-driven initiatives and the roll-out of a risk-based approach across individual functions and business units.

Assessment of the risk management and internal control framework

In April 2026, the Board of Directors reviewed the results of the framework's assessment, which showed that it was on par with those adopted by the industry's leading companies, including:

- compliance with applicable regulatory requirements;
- adoption of most of the leading risk management practices such as alignment with the Company's development strategy, risk appetite, key risk indicators, automation and robotisation in risk management, as well as integration into the Company's incentive system and governance framework.

Plans for 2026

PhosAgro Group looks to maintain and further develop the existing elements of its risk management framework based on best practices, while also taking into account the changing external and internal factors.

For more information on key risks and risk management, see the Strategic Risks section **p. 72**

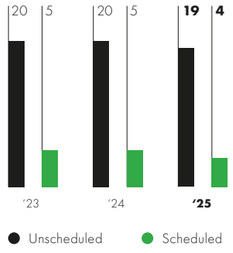
Internal audit

PhosAgro's Internal Audit Department assists the Company's governance bodies in improving the management of business processes and enhancing the risk management and internal control framework. In doing this, it uses a risk-oriented approach and works closely with the Risk Management, Internal Control and Economic Security Departments, and the Company management.

Internal audit goals, objectives and powers are outlined in the Internal Audit Policy as approved by the Board of Directors on 18 May 2021 (for the full text of the document, please visit our website

The Company's internal audit procedure is defined by the Internal Audit Department's management.

Audits



Audit of business processes

The audit plan for the calendar year is subject to review, discussion and approval by the Audit Committee and the Board of Directors. Audits are performed at the Company level, as well as at specific subsidiaries and their standalone business units. In addition, the Internal Audit Department monitors the effectiveness and efficiency of corrective actions taken by the management following the audit, and reports to the Audit Committee on a quarterly basis and to the Board of Directors annually.

In 2025, the Internal Audit Department fully completed its annual action plan. Audits of PhosAgro Group's business processes were conducted in areas including production capacity expansion, repairs, and corporate governance. An IT audit of the automatic control system was also carried out. Based on the audit findings, recommendations were made to improve the efficiency of control procedures and enhance approaches to managing investments, repairs, and IT. The management developed and approved corrective action plans, with the progress monitored by the Internal Audit Department.

The 2026 audit plan includes reviews of procurement processes for goods, materials, and equipment, as well as an analysis of repairs efficiency.

Team development

In order to achieve the strategic goals in internal audit, we continue working to develop and diversify the competencies of our team by holding regular training sessions, which focus on sourcing data from information systems and further processing and visualising it. Training initiatives addressing this focus area are scheduled for 2026.

The team's professionalism has been recognised through invitations to join the expert council of the Auditor of the Year national competition and to assist in drafting the Preliminary National Standard on Internal Audit, which took effect in March 2026.

Self-assessment and external assessment

The internal audit quality is assured through regular external independent assessments and self-assessments. The Board of Directors and the Company's management gave a positive assessment of the Internal Audit Department's performance in 2025.

External audit

A key element of the Audit Committee's operations is ongoing interaction with external auditors and development of recommendations for the Board of Directors regarding the choice and approval of auditors. When selecting an auditor, we evaluate the following factors in addition to the cost of their services:

- composition of the audit team (in terms of experience and qualifications), which should ensure that the statements are audited within acceptable deadlines and with adequate quality;
- the auditor's independence evaluated based on a variety of factors, including assessment of the scope of non-audit services provided to us by the candidate company during the relevant periods. Each offer from the current auditor for non-audit services requires confirmation by the audit partner to make sure there is no risk to independence and is submitted to the Company's Audit Committee for consideration and approval. The Committee consents to the contract only if the scope of the non-audit services does not call into question the ability to perform the audit service independently and impartially. The Committee's assessment of the auditor's independence is also significantly influenced by the auditor's internal procedures for controlling the impartiality and professional ethics of the auditor's staff, including requirements for periodic rotation of the audit partner, training arranged in this area and the use of specialised software to perform the respective audits;
- balance between the benefits of long-term cooperation with the auditor and the need for a fresh look at the Company's financial statements and preparation procedures;
- the auditor's performance over the previous period. The Committee may form its opinion on the quality of the external auditor's work during in-person Committee meetings, where the external auditor's mandatory participants are a manager and a partner, as well as during meetings between the audit team and the Chairman of the Audit Committee held prior to the Committee meetings.

PhosAgro's auditors perform an independent audit the Company's financial and business operations in compliance with Russian laws and the agreements signed with the Company. The audit of PhosAgro's 2025 consolidated financial statements under IFRS was conducted by Technologies of Trust – Audit (14/3 Krzhizhanovsky Street, bldg. 5/1, Moscow, Russia). The audit of PhosAgro's 2025 financial statements under RAS was conducted by Unicon (8 Preobrazhenskaya Ploshchad, Preo 8 Business Centre, Moscow, Russia). The auditor for the financial statements under RAS is approved annually by the General Meeting of Shareholders.

The approach to assessing the independence and effectiveness of the external audit process, as well as the appointment or reappointment of the external auditor, is comprehensively described in PhosAgro's External Auditor Selection and Cooperation Policy approved by a resolution of PhosAgro's Board of Directors of 30 August 2023.

For the reporting year, the Audit Committee of the Board of Directors rated highly both the audit of the Company's financial statements under RAS, conducted by Unicon, and the audit of the Company's consolidated financial statements under IFRS, conducted by Technologies of Trust – Audit.

For the full text of the External Auditor Selection and Cooperation Policy of PhosAgro, please visit our website

For more information on the auditors, their selection procedure and independence evaluation, see the Company's semi-annual reports, as well as the respective sections of this Report that discusses the Audit Committee's activities and the Remuneration Report

Insider information

PhosAgro has adopted an Insider Information Regulations compliant with the Russian laws and the EU Market Abuse Regulation (MAR).

In accordance with its provisions, the Corporate Secretary's office keeps a list of insiders, persons discharging managerial responsibilities (PDMR) and persons closely associated with them (PCA). The Regulations define the scope of responsibilities for each insider group, of which the Corporate Secretary Office notifies them upon inclusion in the lists and subsequently on an annual basis.

First and foremost, these include the limitations on the use of insider information and trading in the Company's securities. Depending on the group, an insider may be prohibited from such transactions or obliged to notify the Company or obtain its consent for such transactions. Every quarter, the Corporate Secretary Office checks the list of shareholders to identify transactions that may have been executed in breach of such limitations.

In 2025, PhosAgro implemented the Moscow Exchange's Insider Transaction Control solution to enhance insider transaction oversight and reduce human error. This tool provides the Company with data on exchange-traded transactions carried out by individuals on the insider lists it submits.

For the full text of the Insider Information Regulations, please visit our website

The list of insider information is available on our website

Information security

GRI 3-3

The Information Security Policy is the Company's fundamental document defining the general provisions and principles for ensuring information security. Its adoption ensues from the risks and hazards faced by the Group companies in their operations and the respective need to respond to the hazards and minimise the risks.

For the full text of the Information Security Policy, please our website

The Policy states high priority of information security activities and sets up its key principles. They cover the target setting and planning of information security activities, as well as their implementation, quality management and process improvement. The above principles define the contents of the lower-level documents such as the Information Security Framework and other internal documents covering respective issues. This set of documents reflects modern solutions and best practices in information security.

Information security issues are submitted for consideration by the Board of Directors every six months.

2025 results

- Around 3.1 million events recorded, over 900 security incidents prevented.
- 16 technical security controls monitored and maintained.
- Employee awareness boosted through workforce meetings and around 100 articles published in corporate print and electronic media.
- Around 16,000 employees trained and tested via the corporate platform; 22 security information materials developed.
- Processes enhanced to ensure alignment with legal requirements: 257 internal regulations and executive documents issued or updated and compliance measures implemented.
- Automated process control system security improved via drills for personnel in charge of system operation and maintenance and procurement of information security solutions for new and upgraded facilities.
- Information security event and incident management processes enhanced, with the number of threat detection rules increased 2.4-fold based on current threat intelligence.
- Security testing of the Group's information resources conducted, with action plans to enhance security safeguards put in place.
- 65 fraudulent IT resources offering fake commercial offers or attempting other malicious actions on behalf of the Group identified and blocked.
- Drills on rapid response to critical information security incidents in the IT infrastructure carried out.

All employees of the Economic Security Department receive training in terrorism prevention and the main goals and principles of PhosAgro Group Code of Ethics.

Stakeholder engagement in information security

Ensuring information security is the responsibility of each employee. To this end, the Group regularly holds events to raise employee awareness of information security issues and develop practical skills to deal with modern threats.

In 2025, drills on responding to computer incidents were conducted for production staff, employees in charge of the automated process control system, and corporate network IT personnel. These drills covered the full response cycle: forming incident response teams, logging and recording incidents, investigating and responding, analysing and enriching incident data, closing incidents, and implementing additional measures. Assessment scales were developed for the drills, with each drill receiving a score and a recorded list of violations.

The counterparties of the Group companies that are engaged in an electronic information exchange and whose employees have access to the Group's internal information resources contribute to information security. Dedicated regulations apply to interactions with external parties, and contracts contain provisions on personal data processing, confidential information, and penalties in case of violations. Counterparty employees take part in training, testing and drills in information security.

Today information protection goes beyond workplaces. The Group pays special attention to creating a stable social environment in the cities of operations, and works with local residents to enhance information security and cyber hygiene. To that effect, we conduct regular classes and interactive events for school students of various ages and their parents, organise lectures for regional administrations, teachers and non-governmental organisations, and publish articles in corporate and local media.

Thanks to these efforts, combined with the use of modern information security tools and well-coordinated work of the department, the Group avoided any information security incidents in 2025, as in previous years, including any breaches involving the leakage of confidential data or personal information that could have caused tangible financial or reputational damage.

Personal data protection

PhosAgro Group places particular emphasis on protecting personal data, including that of consumers and suppliers. The Company has implemented layered, comprehensive protection using modern intrusion detection and prevention technologies, as well as systems for identifying suspicious and malicious activity. A data leak prevention system for confidential information and personal data has been deployed, along with other technical measures. Internal regulations are in place, and information security processes have been formalised. Security levels are regularly tested.

Employee awareness and training are ensured, including on the content of the Company's local regulations and Russian laws. Heads of business units are assigned responsibility for ensuring that employees comply with these requirements. Training materials on personal data protection have been developed, and on-site training is provided.

The Company runs 24/7 information security incident monitoring.

In 2025, no incidents involving the leakage of confidential data, including personal data, were identified.

In 2024–2025, a full inventory of personal data processing activities was carried out, with updates made to the categories and volumes of data processed. The Company's internal regulations were updated, including the Policy on Personal Data Processing of and Implemented Personal Data Protection Requirements, and the Regulations on Personal Data Processing and Security. A notification of changes to the Personal Data Operator Register was prepared and submitted to the Federal Service for Supervision of Communications, Information Technology, and Mass Media in a timely manner.

Ethical practices

GRI 2-23, 2-24

Values, principles, standards and norms of behaviour

◆

PhosAgro Group has a well-deserved reputation of a reliable business partner, attractive employer, responsible taxpayer, and partner to the Russian government and regions where the Company operates.

The trust that our investors, employees, customers, contractors and authorities place in the Company is underpinned by the high ethical standards that we have adhered to since PhosAgro's inception.

We take an integrated approach to business ethics; in other words, we believe that ethical considerations are intrinsic to all aspects of our operations, from procurement and teamwork to safety and trade. We systematically analyse risks in this area and develop and implement measures to manage them.

To achieve the above, we need to ensure that our ethical principles and standards are clearly defined and communicated to employees and counterparties. We also need to have relevant legal, organisational and informational mechanisms in place to support and, more importantly, monitor compliance with these principles and standards, which should also be overseen at the highest corporate governance level.

By consistently implementing this approach for years, PhosAgro has been able to become a company operating to the highest global standards in human rights, industrial safety, environmental protection, anti-corruption, etc. We recognise that it is hardly possible to fully eliminate ethical risks in a large and diverse organisation that has an almost global presence. We believe that by adhering to our ethical principles and standards we minimise unnecessary risks, maintain our business reputation, and keep ourselves on track to achieve our ambitious production and financial targets for the benefit of PhosAgro's shareholders and other stakeholders.

Management approach

PhosAgro Group does its best to eliminate violations of human rights, corrupt practices, and other instances of non-compliance with corporate ethical principles. This helps us enhance and protect our reputation as an honest, open, and bona fide company among shareholders, investors, employees, and clients, while minimising the risk of legal consequences or sanctions against the Group companies and their officers. Elimination of any possible occurrences bearing the signs of the above and strengthening the commitment of PhosAgro Group's employees to the highest ethical standards are at the forefront of the Group's activities.

To ensure PhosAgro Group's observance of ethical practices and generally recognised business standards, the Company put in place an anti-fraud and anti-corruption system fully covering all areas of operation. We developed and adopted a set of corporate, legal, information and educational measures to strengthen our shared corporate culture underpinned by high ethical standards and maintain an atmosphere of trust, mutual respect and integrity among employees. All controlled entities of PhosAgro approved anti-corruption standards.

Ethical standards and norms of behaviour

The principles and standards of ethical behaviour when working at and with PhosAgro are set out in relevant policies and other internal documents listed below. These are regulatory documents all the Group's managers, officers and other employees must comply with. Employees who have violated them are subject to sanctions, including social condemnation, public censure through publication in the corporate media, full or partial withholding of bonuses, and – if the employee's action (omission) bears signs of a disciplinary offence – disciplinary measures also apply to such employee pursuant to labour and employment laws.

The following internal regulations governing PhosAgro Group's compliance with key principles and standards of ethical conduct are currently in effect:

SASB EM-MM-510a.1, RT-CH-530a.1

Code of Ethics

The Code outlines the key principles and rules of ethical business conduct underlying the corporate culture of PhosAgro

Code of Conduct for Counterparties

The Company may refuse to cooperate with suppliers or business partners discriminating their own or subcontractors' employees or using forced labour

Regulations to Ensure Compliance with Anti-Corruption Laws as Part of Legal Support Process

The Regulations outline goals and objectives for legal support of the Company's business processes and transactions involving a high risk of corruption

UK Modern Slavery Act Transparency Statement

The Act outlines the Company's actions to prevent all forms of modern slavery and human trafficking within PhosAgro and its supply chain

Regulations on Business Presents and Representation Expenses

The Regulations set out the procedure for receiving presents by the Company's employees, as well as making them on behalf of the Company. The Regulations substantiate and detail the formation, structure, and documentation of representation expenses

Corporate Governance Code

The Code defines the main principles of and approaches to corporate governance

Regulations on Internal Checks

Regulations on Inspections

The Regulations govern a set of actions taken to elicit the facts and identify the circumstances, motives and conditions of misconduct, incidents, and other violations of requirements set out in the Company's internal documents

Apatit's Procurement Policy

The Policy defines the goals, key principles, roles and employee responsibilities in procurement



Regulations on Conflict of Interest

The Regulations establish the procedure for identifying and resolving conflicts of interest arising with employees in the course of their employment

Government Relations Policy

The Policy establishes the principles, areas, purpose and objectives of PhosAgro interaction with public authorities and officials

PhosAgro Hotline Regulations

The Regulations set out the goals and objectives with regard to the receipt of employee reports on the matters pertaining to combating fraud, corruption and theft and identifying conflicts of interest

Anti-Fraud and Anti-Corruption Policy (also referred to as the Anti-Corruption Policy)

The Policy defines the goals and objectives and sets forth the Company's key principles and employee responsibilities in the sphere of anti-fraud and anti-corruption

Charity Policy

The Policy sets out the key principles and areas for providing charitable support on behalf of and through the funds of the Company

Personnel Management Policy

The Policy sets forth the Company's and its management's adherence to high ethical standards of transparent and fair business aimed at building the image of an employer attractive for the best professionals

Organisational and informational mechanisms to ensure compliance with ethical principles and standards

PhosAgro Group has a well-designed set of tools in place to ensure that the Group's employees and counterparties are kept abreast of and trained in ethical business practices and that cases of potentially unethical and corrupt behaviour are effectively reported to relevant officers and units.

Tools to notify the relevant PhosAgro Group executives of any instances of misconduct and corrupt practices

GRI 2-25, 2-26

Tool	Description
Obligation	Any Company employee, as well as any member of the Board of Directors, who has become aware of any actual or potential violation of law or PhosAgro's internal regulations is obliged to give a prompt notice of the same in writing. This also applies to any inducement to corruption or violations showing signs of corruption committed with respect to other employees, counterparties or other parties interacting with the Group.
Communication	The procedures for reporting and reviewing violation reports are defined in the Anti-Corruption Policy, the Code of Ethics, the Regulations on Conflict of Interest, and the Anti-Corruption Agreement[1], as well as Apatit's Order No. 9-U On Improving the Procedure for Reporting Economic Security Violations to Management of Apatit, its Subsidiaries and Affiliates dated 10 January 2024.
Confidentiality and protection	A person who has submitted a notice/report is guaranteed confidentiality of the information received, as well as such person's personal data. PhosAgro takes steps to protect the employee who has notified the employer's representative (employer) of any actual or potential violation of law and the Company's internal regulations.
Advice	PhosAgro's Code of Ethics formalises the right of each employee, if they have any questions relating to anti-corruption compliance or any concerns as to the rightness of their actions the actions of other employees, counterparties, or other parties interacting with the Company, to seek advice or assistance from their immediate supervisors and/or respective business units (officers) of the Company in line with their remit.
PhosAgro Hotline	The Hotline is in place to improve the efficiency of measures taken to prevent fraud, corruption, theft, and conflict of interest, as well as to mitigate compliance and reputational risks resulting from the violation of professional and ethical standards by PhosAgro Group's employees. There are several ways to report to the Hotline: • by phone at +8 8202 59 32 32; • by e-mail: help@phosagro.ru; • by regular mail at the following address: Economic Security Department, 75 Severnoye Highway, Cherepovets, Vologda Region, 162622, Russia.

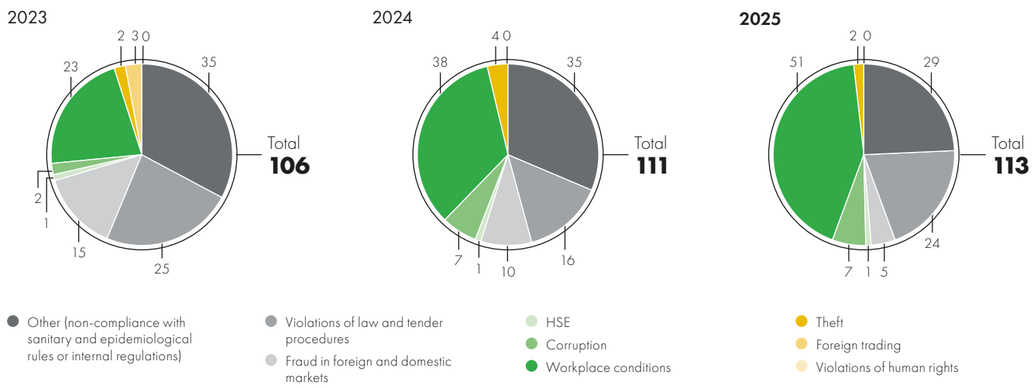
[1] Appendix No. 1 to the Anti-Corruption Policy.

PhosAgro Hotline

To improve the timeliness and effectiveness of measures aimed at preventing ethical violations, including corruption, discrimination, human rights violations, etc., the Company established the PhosAgro Hotline portal.

Any employee or other stakeholder can use the PhosAgro Hotline to report any potential violations detrimental to the Company's interests, while the Company may not disclose the identity of the whistle-blower to other employees and third parties.

Reports received via PhosAgro Hotline by category,
number of reports by category



In 2023–2025, there were no employee reports or complaints about violations of labour practices, human rights, or discrimination.

The register of submissions received via the PhosAgro Hotline over the past three years shows no significant increase in the total number of reports received. 29% of submissions came from Company employees, with their concerns primarily focused on labour issues, workplace relationships, and interactions with business unit management that all fall under Workplace Conditions category. 15% of the submissions were from Company contractors providing feedback on potential inefficiencies in the tender committee performance. These were typically submitted following unsuccessful attempts to participate in bids for providing services or work. 9% of the submissions originated from potential buyers of mineral fertilizers who had encountered fraudulent activities by unidentified individuals falsely representing themselves as PhosAgro Group.

The review of submissions received in 2025 revealed that in 61 cases, the information provided could not be reliably verified. In 40 cases, the reported information was confirmed, and verification is ongoing for the remaining 12. The number of anonymous submissions decreased 3.8-fold, with only one of them found to be substantiated – a report of fraudulent emails sent purportedly on behalf of the Company's management.

PhosAgro's Internal Audit Department reports on a quarterly basis to the Audit Committee on all reports received by the PhosAgro Hotline, actions taken, the results of audits and measures to address violations of the Group's ethical standards. The Chairman of the Audit Committee provides this information to members of PhosAgro's Board of Directors.



Human rights

The Company's internal documents that govern human rights compliance include the following documents:

- Code of Ethics (clauses 3.3, 4.1 and 5.2);
- Personnel Management Policy (clause 5.8);
- Code of Conduct for Counterparties (in terms of requirements related to human rights compliance);
- UK Modern Slavery Act Transparency Statement.

PhosAgro Group encourages family generations of employees and corporate traditions that help retain teams, improve labour discipline, performance, and morale.

The Group supports professional and personal growth of its employees. The key goal here is to create a talent pool of professionals with strong knowledge of theory and practical skills required to support the operations of PhosAgro Group's sites.

PhosAgro's Code of Ethics recognises labour rights as integral part of human rights. In its operations, PhosAgro Group respects labour rights of employees as provided by law, recognises the right of employees to decent remuneration, helps prevent any form of discrimination and forced labour, and supports employee participation in key matters pertaining to the Group's development.

The Company implements personnel development programmes that provide for employee training and personal growth and offer social benefits, incentives, and leisure and recreation opportunities.

PhosAgro is committed to respecting employees' rights as required by the International Bill of Human Rights and the ILO Declaration on Fundamental Principles and Rights at Work, including zero discrimination, not using child or forced labour, respecting their right to exercise freedom of association and collective bargaining, and creating a safe and favourable working environment for both its own employees and the employees of its contractors, which are also expected to comply with such requirements and regulations.

PhosAgro Group appreciates and encourages diversity among its employees. We provide equal opportunities for them to unlock their potential and do not tolerate any restriction of a person's or a group's natural rights and freedoms or any conduct violating privacy of our employees. Each year, the Board of Directors and the Remuneration and Human Resources Committee reviews human rights, focusing on staff diversity and equality of genders.

Any decisions regarding promotion, hiring, remuneration, benefits or compensations are based solely on the employee's qualifications, performance, skills and experience assessed impartially and fairly.

We expect our employees to treat their colleagues and everybody else, including customers, suppliers and other stakeholders, with due professionalism, respect and fairness.

Since 2013, we have been conducting annual employee surveys enabling each employee to give feedback on the performance of the Company and its management. Throughout the history of such surveys, we have not received any negative feedback or reports of violations of human rights. This clearly indicates that all obligations to PhosAgro's staff are respected and met.

We consider unacceptable any restriction of employee rights or freedoms, whether at workplace or in any other job-related environment.



Anti-corruption

We consider it unacceptable for PhosAgro Group's executives and employees at all levels to take advantage of their official position.

To prevent fraud and corruption, PhosAgro has put in place its Anti-Corruption Policy together with a system covering the entire range of its activities, and set up a commission on fraud, corruption, and conflicts of interest. The Company seeks to identify and assess corruption risks on a regular basis to keep track of functions and positions exposed to such risks. PhosAgro also regularly prepares and reviews reports on the progress of anti-corruption initiatives and the performance of the anti-fraud and anti-corruption system.

In addition, we make an ongoing effort to build a culture of zero tolerance to corruption underpinned by high ethical standards, as well as maintain an atmosphere of trust, mutual respect and integrity among employees.

Operations assessed for risks related to corruption

When building an effective anti-corruption policy, it is of utmost importance to understand what corruption offences employees may be inclined to commit depending on their positions, what business processes are most likely to involve such offences, what ways or schemes are available for committing them and what consequences they may lead to.

For this purpose, the Group has defined lists of corruption-prone functions and positions. PhosAgro[1] and its key controlled entity Apatit[2] have lists of positions exposed to corruption risks. The activities of employees in these positions are closely monitored by the Economic Security Department and the heads of relevant business units. They evaluate whether these employees adhere to high ethical standards and comply with internal anti-corruption regulations that outline these standards. Specifically, there is continuous monitoring of compliance with prohibitions and restrictions related to anti-corruption efforts, as well as measures to prevent and address conflicts of interest.

Anti-corruption risk assessments covered 24 business units, or 25.81% of the total. No material risks were identified.

PCSB 51

Over the past three years, the share of PhosAgro Group employees holding position exposed to high corruption risks was:

2025
0.2807%

2024
0.3202%

2023
0.3136%



[1] Order No. 39 dated 7 April 2022.
[2] Order No. 486-U dated 10 December 2022.

PhosAgro Group seeks to identify and assess corruption risks on a regular basis to update the list of functions and positions exposed to such risks. These efforts entail three key components:

Corruption risk identification

Identification of corruption offences that may be committed by Group employees and detection of business processes (critical points) where such misconduct is possible.

Corruption risk analysis

Identification of ways that can be potentially used to commit a corruption offence, depending on the specifics of the Group's business processes (corruption schemes), persons who may be involved in corruption, and business processes' vulnerabilities.

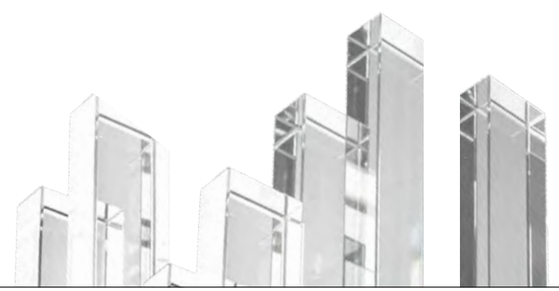
Assessment of materiality of corruption risks

Assessment of the probability of a corruption offence at a specific stage of a business process and the potential damage to PhosAgro Group in case an employee (employees) commits (commit) a corruption offence.



PhosAgro's Board of Directors receives regular reports on the progress of anti-corruption initiatives and the performance of the anti-fraud and anti-corruption system in accordance with PhosAgro's Risk Management and Internal Control Policy.

In addition, the process of identifying risks and preventing wrongdoings is monitored by line managers on the basis of the Risk Management Regulations among other tools. The corruption risk is assessed by an independent unit – the Risk Management Methodology Department. For 2025, the corruption risk was assessed as minimal.



Informing, advising, and training employees

GRI 205-2

PhosAgro Group offers ongoing training programmes to educate employees on anti-corruption in order to minimise the risk of their involvement in corrupt practices.

To this end, the Group has put in place a robust training system to prevent any and all corrupt practices, mitigate possible harm, and eliminate the consequences thereof.

Training methodology

Target audience

Managers of levels N-1, N-2, N-3, N-4, N-5, as well as managers without assigned levels, white-collar workers, including employees of branches and standalone business units

Training results

Upon completion of the anti-corruption training, trainees should have an understanding of the theory of counteracting corruption in the Group; factors, causes, essence and consequences of corruption; Russian anti-corruption laws and regulations, as well as anti-corruption standards adopted in the Company; responsibility for failure to comply with anti-corruption practices

Benefits of online training

Educational materials (presentations, tests) accurately reflect the potential issues of corruption at PhosAgro Group companies. The training process does not disrupt core business activities

Goals and objectives

Provide employees with updated information on laws and regulations on detecting and combating corruption in business entities. Help them develop an anti-corruption attitude, learn about methods of combating corruption and conflicts of interests and master relevant skills. Help trainees acquire knowledge of the causes and preconditions for corruption and practices of identifying and counteracting such cases

Average duration of anti-corruption training per employee across PhosAgro Group, hours

PCSB 52



To train and inform employees, PhosAgro Group annually develops anti-corruption courses with final tests, which are posted on the corporate intranet portal. The themes of the courses depend on the remit (job duties) of business units (employees) and the established system of anti-corruption standards.



Completed training programmes

2023
Training and Testing of Employees of Apatit, its Branches and Companies Managed by Apatit, in Preventing and Resolving Conflict of Interest

2024
Training and Testing of Apatit Employees on the Principles of the PhosAgro Hotline Operation in line with PhosAgro Group's Anti-Fraud and Anti-Corruption Policy

2025
Training and Testing of Apatit Employees on Key Objectives and Principles of PhosAgro Group' Code of Ethics

To implement anti-corruption measures, PhosAgro's Economic Security Department drafts an annual training plan. It includes periodic updates for employees regarding existing internal regulations on anti-corruption, anti-corruption standards, responsibility for failure to comply with them, as well as any amendments and additions to these documents.

The Group's management actively engages in these periodic communications, underscoring the importance of adhering to established anti-corruption standards. PhosAgro Group's employees and counterparties have free and easy access to information about the Company's anti-corruption practices. PhosAgro's official website features a special section on anti-corruption, which contains CEO's message about the need to strictly comply with established anti-corruption standards, as well as copies of internal documents aimed at preventing corruption (the Anti-Corruption Policy, Code of Ethics, Regulations on Conflict of Interest and PhosAgro Hotline Regulations). Internal documents are supplemented by methodological materials (handouts, presentations), which explain in easy terms the Anti-Corruption Policy, standards of conduct, responsibility, and provide examples of corruption-prone situations that employees may encounter in the course of their employment.

Every new employee receives training on the basic requirements of the Anti-Fraud and Anti-Corruption Policy, the Code of Ethics, Regulations on Conflict of Interest and PhosAgro Hotline Regulations by watching a respective video and putting their signature in briefing log to confirm the above. Employees' job descriptions stipulate their obligation to comply with anti-corruption standards and PhosAgro Group's internal regulations, as well as to receive respective training. When employees perform corruption-prone functions, those responsible for implementing the Anti-Corruption Policy provide additional guidance to them on the requirements of Russian laws and PhosAgro Group's internal policies as they apply to the specific situation at hand. Employees and counterparties can inquire about the Company's anti-corruption standards through PhosAgro's hotline portal, where they can obtain professional legal assistance and expert clarification.

Total number and share of members of governance bodies and employees familiarised with the Company's Anti-Corruption Policy and procedures, by region

Region	Total number of members of governance bodies			Share of members of governance bodies, %			Total number of employees			Share of employees, %		
	2023	2024	2025	2023	2024	2025	2023	2024	2025	2023	2024	2025
Saratov region	307	218	**189**	98	88	**88**	961	980	**2,493**	99	87	**94**
Murmansk region	861	939	**778**	79	82	**85**	2,671	7,096	**6,452**	86	77	**91**
Moscow region	91	83	**36**	71	86	**100**	215	193	**83**	78	91	**99**
Leningrad region	260	21	**218**	84	88	**75**	751	128	**886**	90	74	**74**
Vologda region	946	992	**903**	96	98	**96**	3,415	4,135	**6,434**	97	94	**97**
Other	0	2	**1**	0	100	**100**	0	36	**20**	0	90	**100**
Total	**2,465**	**2,255**	**2,125**	**88**	**90**	**89**	**8,013**	**12,568**	**16,368**	**92**	**83**	**93**

Total number and share of members of governance bodies, employees and business partners trained in anti-corruption measures, by region

Region	Total number of members of governance bodies			Share of members of governance bodies, %			Total number of employees			Share of employees, %			Total number of business partners			Share of business partners, %		
	2023	2024	2025	2023	2024	2025	2023	2024	2025	2023	2024	2025	2023	2024	2025	2023	2024	2025
Saratov region	307	218	**189**	98	88	**88**	961	980	**2,493**	99	87	**94**	98	102	**112**	100	100	**100**
Murmansk region	861	939	**778**	79	82	**85**	2,671	7,096	**6,452**	86	77	**91**	85	88	**98**	100	100	**100**
Moscow region	91	83	**36**	71	86	**100**	215	193	**83**	78	91	**99**	852	789	**790**	100	100	**100**
Leningrad region	260	21	**218**	84	88	**75**	751	128	**886**	90	74	**74**	410	435	**401**	100	100	**100**
Vologda region	946	992	**903**	96	98	**96**	3,415	4,135	**6,434**	97	94	**97**	170	174	**616**	100	100	**100**
Other	0	2	**1**	0	100	**100**	0	36	**20**	0	90	**100**	1,386	1,951	**2,001**	100	100	**100**
Total	**2,465**	**2,255**	**2,125**	**88**	**90**	**89**	**8,013**	**12,568**	**16,368**	**92**	**83**	**93**	**3,001**	**3,539**	**4,018**	**100**	**100**	**100**

PhosAgro Group's participation in collective efforts to combat corruption

PhosAgro Group's Anti-Corruption Policy is implemented in accordance with applicable anti-corruption laws and international conventions (including Russian anti-corruption laws and the UN Convention against Corruption).

PhosAgro Group actively engages with the business community to prevent and combat corruption through participation in various public associations.

Russian Union of Industrialists and Entrepreneurs (RSPP)

PhosAgro Group's participation in RSPP initiatives is essential for engaging with government authorities in the regions where it operates and for contributing to the development and implementation of regional economic policy programmes and projects. Through its collaboration with the RSPP, the Group conducts monitoring and self-assessment of its own anti-corruption programmes and practices. These efforts go beyond the Company's internal activities to encompass relationships with business partners, engagement with government agencies, procurement processes through open bidding, financial controls, and anti-corruption training for employees.

Anti-Fraud Working Group of the Russian Association of Fertilizer Producers (RAFP)

PhosAgro Group actively participates in the development and implementation of initiatives by RAFP's Anti-Fraud Working Group, which address illegal activities conducted by unidentified individuals misusing the brands of major mineral fertilizer producers.

Each year, as the preparation for seasonal fieldwork begins, RAFP observes a rise in the activities of unscrupulous organisations established to mislead consumers and unlawfully obtain their funds. To combat this, RAFP proactively informs agricultural producers about fraudulent schemes involving supply contracts for mineral fertilizers that are never fulfilled – often in the names of non-existent entities. Additionally, RAFP clarifies the legitimate purchasing process through the official websites of mineral fertilizer manufacturers, which are listed on the association's main online platform.

Chamber of Commerce and Industry of Russia (CCI)

As a CCI member, PhosAgro Group actively engages in a dialogue between the business community and the government to forge social, economic, and industrial policies, remove administrative hurdles, improve the business and investment climate, promote entrepreneurship, and ensure adherence to ethical business practices.

Annual anti-corruption legislation knowledge assessment

Each year, employees of PhosAgro Group participate in the All-Russian Anti-Corruption Dictation organised by the Chamber of Commerce and Industry. This educational initiative aims to raise public awareness about anti-corruption efforts in an engaging and interactive way. The dictation is held annually and consists of 40 questions to be completed within 30 minutes. It includes both general knowledge questions and practical cases that assess participants' understanding of anti-corruption practices. For Company employees, this serves as an excellent opportunity to evaluate their understanding of anti-corruption laws.

To counteract corruption, we cooperate successfully with state and local government authorities and non-governmental organisations based on the principles of partnership, mutual respect, trust and professionalism. We have entered into a number of long-term agreements on preventing and detecting crime, as well as helping to build security infrastructure through the creation of police stations at PhosAgro Group's production sites. Joint activities are widely covered in the corporate media.

PhosAgro is a member of RSPP's Social Charter of the Russian Business.

- PhosAgro and Apatit are listed in the Register of Parties to the Anti-Corruption Charter of the Russian Business.
- PhosAgro features in RSPP's annual Anti-Corruption Rating, which assesses compliance with best business conduct practices both in Russia and globally. Following the 2025 remote assessment, PhosAgro was awarded a Class A+ rating.



Informing business partners of PhosAgro Group's anti-corruption standards and procedures

SASB EM-MM-510a.1

When setting up its anti-corruption framework, PhosAgro recognises that corruption risks can arise not only within but also outside the Company, primarily when interacting with counterparties, including business partners, suppliers, contractors, etc.

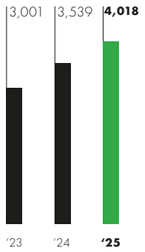
PhosAgro Group has approved a procedure for incorporating an anti-corruption clause and a clause of good faith in every contract signed by the parties. These clauses contain clear and detailed rules and procedures aimed at preventing corruption, including special management procedures, requirements for counterparties, rules of special anti-corruption control and audit, measures to prevent conflicts of interest and commercial bribery, and compensation for material damage.

The Group is committed to establishing and maintaining business relationships with companies that operate in line with high ethical standards and combat corruption.

We have improved the registration process at the electronic bidding platform (PhosAgro's official website – Procurement – Tenders – Supplier Registration Form). Every potential supplier of goods or services interested in establishing a business relationship with PhosAgro Group is required to read the relevant internal regulations (the Company's Anti-Corruption Policy, Code of Ethics, Anti-Fraud and Anti-Corruption Policy of Apatit, Code of Conduct for Counterparties, etc.), and familiarise themselves with information on the PhosAgro Hotline. Only after becoming aware of these standards may they proceed with the registration at the electronic bidding platform. This helps to ensure that all potential counterparties seeking to do business with PhosAgro Group are familiar with the applicable standards.

We ensure that all potential counterparties seeking to do business with the Company complete anti-corruption training on the electronic bidding platform.

Total number of business partners registered on the electronic bidding platform and acquainted with anti-corruption standards



Share of business partners in this category, %

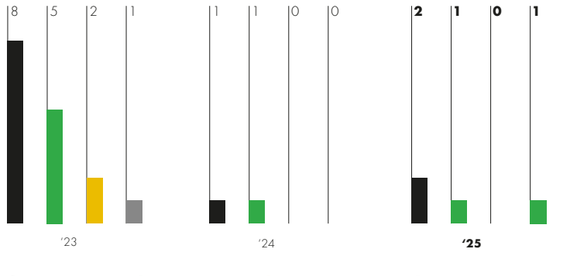




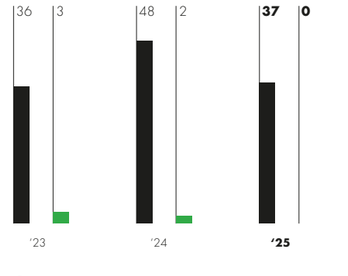
Incidents of corruption identified and actions taken

GRI 205-1

Corruption incidents identified, including those reported via PhosAgro Hotline



Internal investigations into reported corrupt behaviour



In 2025, no internal investigations were initiated regarding allegations of corruption.

Confirmed incidents of corruption and actions taken

GRI 205-3

Indicator	2023	2024	2025
Total number of confirmed incidents of corruption	5	1	**1**
Total number of confirmed incidents in which employees were dismissed or disciplined for corruption[1]	1	0	**1**
Total number of confirmed incidents when contracts with business partners were terminated or not renewed due to violations related to corruption	1	0	**0**
Public legal cases[2] regarding corruption brought against the organisation or its employees during the reporting year	3	1	**1**



[1] The internal investigation initiated in 2024 was concluded in 2025, resulting in the dismissal of the employee concerned.
[2] All corruption-related cases are included in the official statistics of law enforcement agencies.

Criminal cases initiated in connection with corruption and fraud in 2025

In 2025, one corruption-related criminal case was initiated. On 17 November 2025, proceedings were launched under Part 7 of Article 204 of the Criminal Code of the Russian Federation (commercial bribery) concerning the alleged unlawful receipt of RUB 612,000 by a unit head within the Procurement Department of Apatit (Balakovo branch) in exchange for unlawful actions in favour of a Company counterparty. The investigation is ongoing. An internal investigation has been scheduled for 2026.

PhosAgro Group's commitment to upholding anti-corruption standards is evidenced, among other things, through its active engagement with law enforcement authorities, which includes:

- publicly pledging to report to the relevant law enforcement authorities any instances or signs of corruption the Group or its employees become aware of;
- ensuring no retaliation against employees who report to law enforcement authorities any actual or potential corruption incidents that they become aware of in the course of their employment.

Conflicts of interest

GRI 2-15

PhosAgro's Code of Ethics and Regulations on Conflict of Interest require employees to report any potential or actual conflicts of interest to their line manager or an anti-corruption officer.

As part of the efforts to develop a framework for preventing, identifying and resolving conflicts of interest, three designated collegial advisory bodies were established:

1 **Commission on Conflict of Interest between Employees of PhosAgro chaired by the CEO**

2 **Commission on Fraud, Corruption and Conflicts of Interest at Apatit (to streamline anti-corruption efforts across the Company's production units)**

3 **Commission on Fraud, Corruption and Conflicts of Interest at PhosAgro-Region (to act for the downstream business)**



PhosAgro places a strong emphasis on timely prevention, identification and resolution of potential conflicts of interest. The Company puts in place verification procedures to be carried out when personnel decisions are made and responsibilities are distributed and requires all candidates to report personal interest, if any, at the time they are offered employment with the Company and regularly from then onwards.

The Company regularly conducts anti-corruption review of its internal regulations, including orders, directives, contracts, standards, etc. to detect and remedy factors that may lead to anti-corruption law breaches or pose risks to its interests.

The Risk Management and Internal Control Department, an independent body, performs annual internal control exercises to ensure adherence to corruption prevention procedures and frameworks, in accordance with the CEO's order. The assessment of Apatit's anti-corruption efforts confirmed alignment with the Anti-Corruption Charter of the Russian Business.

The Company did not identify any conflicts of interest related to joint ownership with suppliers and other stakeholders; controlling shareholders; related parties and their relations, transactions or outstanding balances.

In 2025, a total of 15 potential conflicts of interest were reviewed. Of these, eight were considered by the Commission on Fraud, Corruption and Conflicts of Interest – six at Apatit and two at PhosAgro-Region. Based on the outcomes, recommendations were made to amend job descriptions and the organisational and staff structure, and to transfer employees to other business units. Two notices were issued to address potential violations of the Company's internal regulations. One employee had their employment contract terminated. In the remaining 12 cases, no credible evidence of a conflict of interest was found.

Identification, prevention and settlement of conflicts of interest in the actions of PhosAgro Group's employees

Indicator	2023	2024	2025
Total number of conflict of interest cases pertaining to joint ownership with suppliers and other stakeholders	0	0	**0**
Total number of conflict of interest cases pertaining to controlling shareholders	0	0	**0**
Total number of conflict of interest cases pertaining to related parties and their relations, transactions and outstanding balances	0	0	**0**
Total number of conflict of interest cases pertaining to membership in the Board of Directors	0	1	**0**
Total number of potential conflict of interest cases	10	12	**15**
Number of conflict of interest cases considered at the meeting of the Commission on Fraud, Corruption and Conflicts of Interest	6	9	**8**

Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices

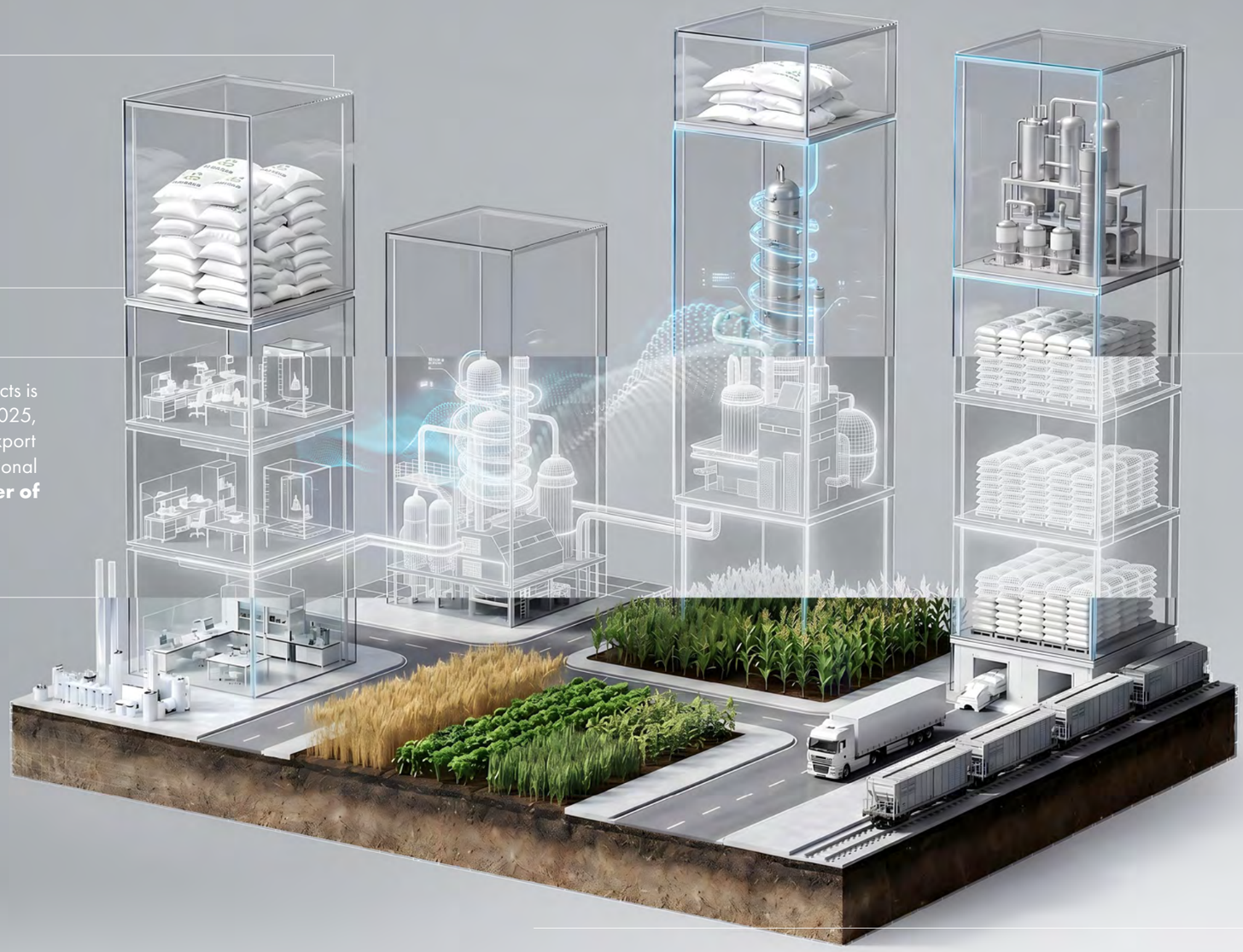
GRI 206-1

The Company has approved trade policies for the sale of phosphate rock (Apatit's Marketing Policy for Domestic Sales of Phosphate Rock) and for the sale of certain fertilizer grades to agricultural producers. There are no pending lawsuits filed on charges of breach of applicable antitrust laws, or any similar lawsuits settled in 2023–2025 to which the Company could be identified as a party.

The respective documents are available in the Our Products section of the Company's website

Share capital

320 Ownership structure
320 Share performance
323 Analyst coverage
325 Debt management
328 Dividend policy
330 Relationship with shareholders and investors
331 Information disclosure



Value creation cycle

- R&D developments
- Mining
- Production
- Transportation and logistics
- **Sales**
- Application and service
- Stakeholder values

>100
countries
supply geography

Demand for PhosAgro's finished products is strong both in Russia and abroad. In 2025, the Company was recognised for its export achievements and responsible international supply practices, winning the **Exporter of the Year** award in two categories.

2 categories
Industrial Exporter of the Year and Responsible ESG Exporter.

↗ 2x growth over 10 years
8.6
mt
exports in 2025

Ownership structure

The authorised capital of PhosAgro as at 31 December 2025 amounted to RUB 323,750,000 consisting of 129,500,000 ordinary shares with a par value of RUB 2.5 per share.

The register of holders of PhosAgro's securities is maintained by Joint-Stock Company Reestr.

For more information, see the Company's website

Share performance

PhosAgro's shares are traded on the A1 quotation list of the Moscow Exchange under the ticker symbol PHOR (ISIN: RU000A0JRKT8, CFI code: ESVXFR).

Global depositary receipts (GDR; three GDRs represent one share) are admitted to listing on the London Stock Exchange under the ticker symbol PHOR. On 3 March 2022, trading in the Company's GDRs was suspended.

Shares of PhosAgro are included in the following indices of the Moscow Exchange:
- MOEX Russia;
- RTS.

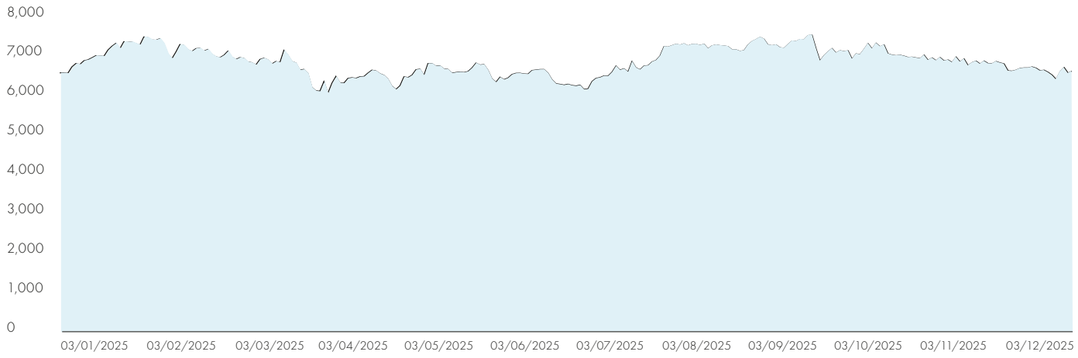
Citigroup Global Markets Deutschland AG acts as the depositary for the Company's GDR programme.

Tickers

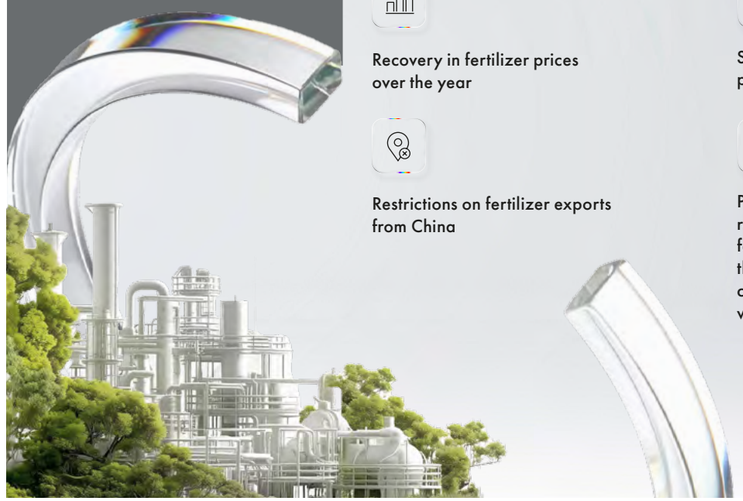
Stock exchange	Bloomberg	Reuters	ISIN
Moscow Exchange	PHOR RU	PHOR.MM	RU000A0JRKT8
London Stock Exchange	PHOR LI	PHORq.L	US71922G3083 US71922G4073

Codes for Global Depositary Receipts	Under Regulation S	Under Regulation S	Under Rule 144A
CUSIP	71922G308	71922G407	71922G100
ISIN	US71922G3083	US71922G4073	US71922G1004
Common code	065008939	065008939	065008939
SEDOL	0B62QPJ1	0B62QPJ1	0B5N6Z48
RIC	PHOSq.L	PHOSq.L	GBB5N6Z48.L

Share performance on the Moscow Exchange in 2025



Key factors affecting PhosAgro's share performance in 2025 include:

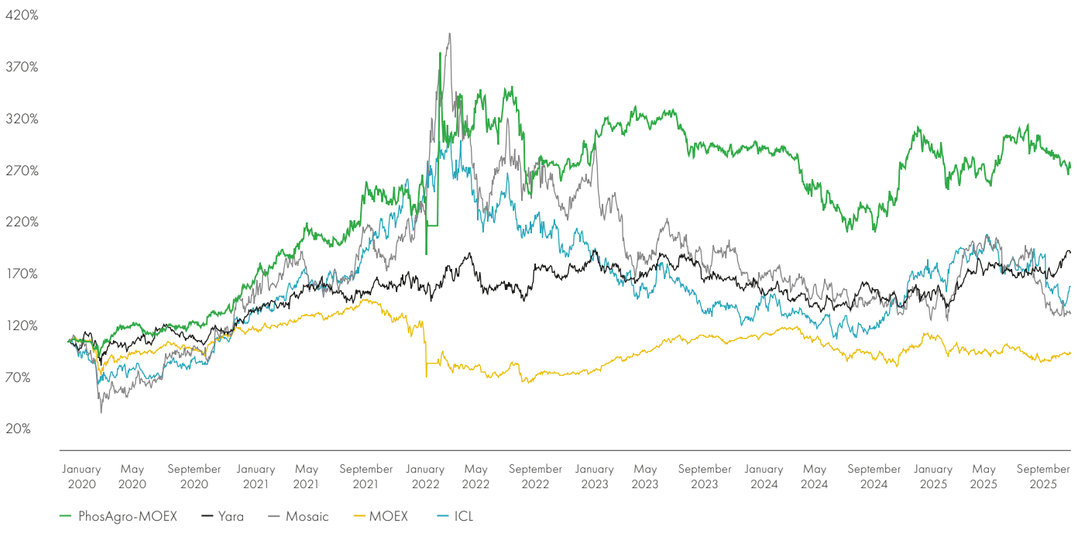


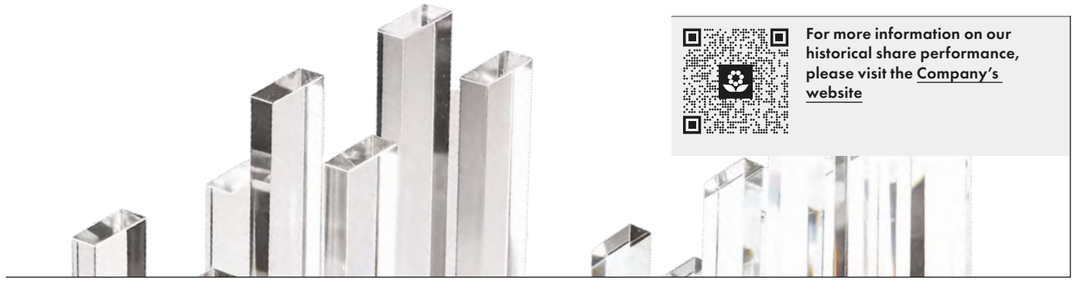
- Strong demand for phosphate and nitrogen-based fertilizers over the year
- Normalisation of fertilizer stocks in the Group's key sales markets
- Recovery in fertilizer prices over the year
- Strong operational and financial performance of the Company
- Restrictions on fertilizer exports from China
- PhosAgro's active engagement with retail investors (who currently account for around 70% of trading volume) through participation in specialised conferences (Smart Lab, Profit), webcasts, and investor calls

Share performance

Item	As at 30 December 2021	As at 30 December 2022	As at 29 December 2023	As at 30 December 2024	As at 30 December 2025
Weighted average trading price of a share on the Moscow Exchange, RUB	5,857.00	6,390.00	6,592.00	6,408.00	**6,345.00**
GDR price on the London Stock Exchange[1], USD	21.58	–	–	–	**–**
Market capitalisation[2], RUB mln	758,611.00	827,505.00	853,664.00	829,836.00	**821,677.50**

MOEX Index and the capitalisation of PhosAgro and industry peers in 2020–2025

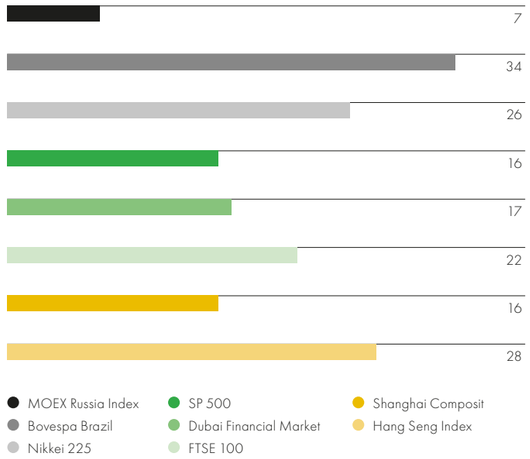




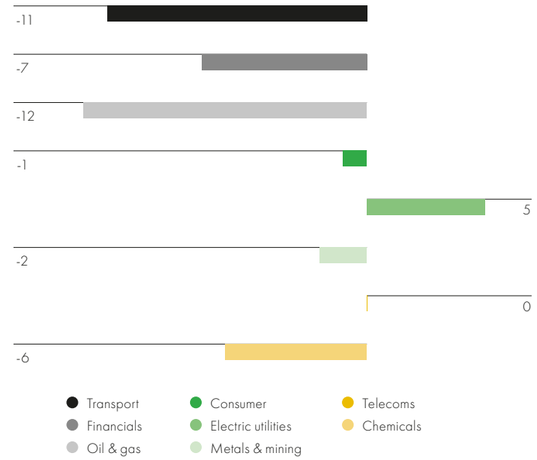
For more information on our historical share performance, please visit the Company's website

[1] Trading in PhosAgro's GDRs on the London Stock Exchange was suspended starting 3 March 2022.
[2] Based on the weighted average share price.

Global stock indices for 2025, %



Moscow Exchange sector indices for 2025, %



Analyst coverage

PhosAgro is covered by analysts from leading Russian and international brokers.

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ak.aliev@tbank.ru

Excerpts from research reports covering PhosAgro shares

Alfa Bank

In our view, PhosAgro maintains its position as the world's most efficient producer of phosphate fertilizers

The recovery of phosphate fertilizer prices to above USD 500 per tonne (DAP Baltic) in the current year has provided significant support to the company's earnings performance. PhosAgro exports approximately 75% of its production. The company faces minimum logistical constraints by utilising low-tonnage vessels for its export operations, including those from "friendly" states. Brazil and India represent PhosAgro's primary export markets.

PhosAgro is actively implementing the third stage of its Strategy, which includes the modernisation of the Balakovo production site. There are plans to create production capacities for 1 mt of complex mineral fertilizers (NPK) and 0.5 mt of DAP per year. Design capacity is to be reached in 2026.

Currently, PhosAgro trades at 5.5x EV/EBITDA 2026P, offering a substantial discount compared to global industry peers and the Company's own historical valuation multiples.

T BANK

PhosAgro: our recommendation is "buy" despite rising raw material costs

We are lowering PhosAgro's target share price by 5% to RUB 8,000, but maintain our "buy" recommendation on expectations of a weaker rouble next year and sustained high fertilizer prices. Total yield, including dividends of RUB 489 per share, stands at 28% over the next year.

Key messages

- The primary driver behind the reduced target price is higher projected costs for key raw materials in phosphate fertilizer production: sulphur and ammonia.
- The fertilizer market remains robust despite seasonal correction: Indian demand continues to grow, while China's export restrictions provide ongoing support for DAP/MAP prices.
- Raw material costs are climbing amid global supply shortages as several production facilities are taken offline. Sulphur prices have risen particularly sharply, pressuring PhosAgro's profitability.
- The Company delivered strong financial results in 2025 on the back of higher fertilizer prices. For next year, we anticipate revenue and EBITDA growth driven by a weaker rouble. However, we project lower profits in 2026 and 2027.

SBER CIB

Fertilizer producers

Rising costs and rouble strength offset favourable market conditions

We have raised our fertilizer export price forecasts reflecting the strength of the global fertilizer market in 2025. However, a stronger than anticipated rouble, combined with higher indexation rates for domestic gas and electricity, has largely neutralised the positive impact of improved export price expectations. We have cut PhosAgro's target share price by 3% to RUB 7,500, while maintaining our "hold" recommendation.



Debt management

The Company uses a conservative approach to leverage and believes that a comfortable net debt/EBITDA ratio should be below 2x. As at 31 December 2025, the Company's leverage was comfortable, with the net debt/EBITDA ratio standing at 1.82x.

When determining its borrowing requirements, the Company assesses the cost of borrowing from banks and public debt markets, the amount and maturity available while striving to ensure that this fits into the Group's long-term debt reduction strategy. The choice of the currency of borrowings is based on the availability of currencies and the structure of the Company's revenue, with almost 72% of total amount denominated in foreign currency in 2025.

In line with the investment policy designed to meet PhosAgro's investor obligations and strengthen its investment case, the investment budget shall not exceed 50% of planned EBITDA.

One of the events after the reporting date that had an impact on the Company's debt profile was the January 2025 redemption of the USD 500 mln Eurobond issue. This redemption was executed in full across both the Russian perimeter and outside of it.

The record high capital investments and charitable expenses in 2025 did not affect the Company's leverage, which remained comfortably below the net debt/EBITDA target.

Eurobonds

ISIN	XS2384719402
Borrower	PJSC PhosAgro
Issuer	PhosAgro Bond Funding Limited
Currency	USD
Offering date	16 September 2021
Maturity date	16 September 2028
Issue value, USD mln	500
Including replacement bonds, USD mln	RU000A106G56 383.470



RUB-denominated exchange bonds

ISIN	RU000A106516	RU000A109K40	RU000A10A4S7
Series	BO-P01	BO-P02	BO-02-01
Issuer	PJSC PhosAgro	PJSC PhosAgro	PJSC PhosAgro
Currency	RUB	RUB	RUB
Offering date	21 April 2023	18 September 2024	22 November 2024
Maturity date	17 April 2026	**8 September 2026**	**12 November 2026**
Coupon rate	9.4%	Key rate + 1.10%	Key rate + 2.00%
Coupon payments	Semi-annual	Monthly	Monthly
Issue value, RUB mln	20,000	35,000	30,371.791

CNY-denominated exchange bonds

ISIN	RU000A1063Z5	RU000A10AXK9
Series	BO-P01-CNY	BO-02-02
Issuer	PJSC PhosAgro	PJSC PhosAgro
Currency	CNY	CNY
Offering date	13 April 2023	18 February 2025
Maturity date	9 April 2026	12 August 2026
Coupon rate	China Loan Prime Rate (LPR 1Y) + 1.2%	10.4%
Coupon payments	91 days	Monthly
Issue value, CNY mln	2,000	1,000

USD-denominated exchange bonds

ISIN	RU000A108LP2	RU000A10CZ68	RU000A10B7J8
Series	BO-P01-USD	BO-02-04	BO-02-03
Issuer	PJSC PhosAgro	PJSC PhosAgro	PJSC PhosAgro
Currency	USD	USD	USD
Offering date	6 June 2024	2 October 2025	1 April 2025
Maturity date	31 May 2029	12 October 2028	18 September 2027
Coupon rate	6.25%	7.0%	7.5%
Coupon payments	91 days	Monthly	Monthly
Issue value, USD mln	100	250	642.2



Alexander Sharabaika
Deputy CEO for Finance and International Projects at PhosAgro

In January 2025, the Company redeemed its USD 500 mln Eurobond issue. This redemption was executed in full across both the Russian perimeter and outside of it.

During 2025, we placed three bond issues that drew considerable interest from institutional and private investors alike.

In February, we issued bonds worth CNY 1 bln with a 10.4% per annum coupon. Robust investor demand enabled three successive reductions from the initial 11.00% per annum coupon guidance. This placement represented a milestone for PhosAgro: despite prevailing market conditions, we secured financing on favourable terms, demonstrating the Company's resilience and our financial strategy's effectiveness.

In March, we successfully closed the order book for USD-denominated bonds settled in Russian roubles. We set the issue volume at USD 250 mln with a 2.5-year tenor and a fixed 7.50% per annum coupon.

The book-building process delivered the lowest coupon rate among all foreign currency-denominated bond placements on the Russian primary bond market since early 2025.

The Company's strong creditworthiness – reflected in top-tier ratings from leading Russian agencies (AAA, at the country ceiling) – enables us to execute transactions that are unique in the Russian public debt market. These include placing USD-denominated bonds settled in roubles to replace repurchased RUB-denominated bonds.

We completed one such transaction in June 2025, raising the equivalent of USD 400 mln at a 6.53% per annum coupon. This represented the lowest coupon rate among all foreign currency placements on the Russian primary bond market year-to-date.

In October, we placed our second USD-denominated bond issue of 2025 with rouble settlements in the local market. We increased the issue volume from USD 200 mln to USD 250 mln while reducing the initial coupon rate guidance by 25 bps to 7.0%. This transaction supports our debt policy of securing foreign currency financing and enables us to borrow against foreign currency revenues. We will use the proceeds to refinance existing debt, and the substantially lower coupon rate versus rouble borrowing costs will reduce interest payments across the Group's debt portfolio.



Dividend policy

PhosAgro is committed to striking an effective and reasonable balance between the payment of dividends and reinvestment of profit in further development.

Higher transparency and predictability of dividend payments are a priority for the Company as it seeks to ramp up its growth and strengthen its investment case.

All resolutions on the payment of dividends and the timing and amount of such payment are subject to approval by the General Meeting of Shareholders, based on recommendations provided by PhosAgro's Board of Directors. When preparing recommendations for the General Meeting of Shareholders on any dividend payout (declaration), in addition to the current financial standing assessment, the Board of Directors takes into account the relevant provisions of PhosAgro's dividend policy whereby the amount of distributed dividends may range from 50% to over 75% (subject to PhosAgro's leverage ratio) of PhosAgro's consolidated free cash flow for the respective year under IFRS. At the same time, the amount of declared dividends should not be lower than 50% of adjusted net profit for the year under IFRS.

The full text of the Company's Dividend Policy is available on the Company's website

Report on dividends declared and paid

Item	Dividend per share, RUB	Dividend per GDR, RUB	Governance body deciding on the payment of dividends	Date of the General Meeting of Shareholders where the relevant resolution on the payment of dividends was adopted and No. of the minutes	Dividend payment timeframes[1]
2021					
Retained earnings as at 31 March 2021	105	35	◆	22 June 2021	No later than 6 July 2021/ 9 August 2021
Retained earnings as at 30 June 2021	156	52	◆	13 September 2021	No later than 8 October 2021/29 October 2021
Retained earnings as at 30 September 2021	234	78	◆	8 December 2021	No later than 21 December 2021/1 February 2022
2022					
FY 2021[2]	390 (no resolution passed)	130 (no resolution passed)	◆	30 June 2022	No later than 25 July 2022/15 August 2022
Retained earnings as at 30 June 2022	780	260	◆	21 September 2022	No later than 17 October 2022/8 November 2022
9M 2022	318	106	◆	8 December 2022	No later than 9 January 2023/30 January 2023
2023					
FY 2022	465	155	◆	24 March 2023	No later than 18 April 2023/12 May 2023
1Q 2023	216	72	◆	30 June 2023	No later than 25 July 2023/15 August 2023
Retained earnings as at 30 June 2022	48	16	◆	30 June 2023	No later than 25 July 2023/15 August 2023
1H 2023[3]	126 (no resolution passed)	42	◆	30 September 2023	No later than 25 October 2023/16 November 2023
9M 2023	291	97	◆	14 December 2023	No later than 16 January 2024/6 February 2024
2024					
FY 2023	294	98	◆	30 June 2024	No later than 25 July 2024/15 August 2024
1Q 2024	15	5	◆	30 June 2024	No later than 25 July 2024/15 August 2024
1H 2024	117	39	◆	11 September 2024	No later than 4 October 2024/25 October 2024
9M 2024	126	42	◆	11 December 2024	No later than 14 January 2024/4 February 2024
2025					
FY 2024	**87**	**29**	◆	**29 May 2025**	**No later than 10 June 2025/16 July 2025**
1Q 2025[4]	**No resolution passed**	**No resolution passed**	◆	**24 June 2025**	**—**
1H 2025	**273**	**91**	◆	**11 September 2025**	**No later than 2 October 2025/6 November 2025**

◆ Extraordinary General Meeting of Shareholders ◆ Annual General Meeting of Shareholders

Results of the vote held by the Annual General Meeting of Shareholders on the distribution of profits (including payout (declaration) of dividends) and losses of the Company

Votes	Annual General Meeting of Shareholders			
	of 30 June 2022	of 24 March 2023	of 30 June 2024	of 29 May 2025
For	38,088,321	94,790,985	76,585,045	**74,786,383**
Against	56,540,778	0	555	**14,653,548**
Abstained	0	0	221	**93,199**

For more information on the Company's dividend payment history, please visit the Company's website

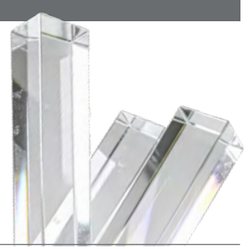
[1] For nominee holders and trustees who are securities market professionals and are on PhosAgro's register of shareholders / other persons on PhosAgro's register of shareholders.
[2] The General Meeting of Shareholders did not approve profit distribution for FY 2021, including payment of dividends.
[3] The General Meeting of Shareholders did not approve profit distribution for 1H 2023, including payment of dividends.
[4] The General Meeting of Shareholders did not approve profit distribution for 1Q 2025, including payment of dividends.

Relationship with shareholders and investors



Andrey Serov
Head of Investor Relations
at PhosAgro

At PhosAgro, we are committed to transparency and consistency, and maintain an ongoing dialogue with the investor community. This dialogue is conducted through all available communication channels with participation from PhosAgro Group's senior management team.



What we achieve with our strong engagement programme

- Raise investor awareness of the Company's potential value and long-term sustainability
- Update investors on PhosAgro's strategic priorities and progress we have made
- Attract a wider pool of investors to improve liquidity, share price and borrowing costs
- Increase our access to a variety of capital market instruments
- Provide transparency on how our corporate governance systems work
- Seek and generate new ideas through dialogue with investors
- Clarify the Company's contribution to the UN Sustainable Development Goals

Why we interact

- Provide investment community with reliable and relevant information on the key aspects of the Company's operations, its development plans and long-term goals
- Identify risks and opportunities for the Company as seen from the perspective of members of the investment community after they have analysed the provided information
- Communicate investor feedback to the management to form the internal position and tweak/work out a development strategy that would mitigate major risks and unlock the Company's potential
- Monitor the progress against the Company's development strategy and present its results to the public

How we interact

The Company interacts with the investment community in a variety of ways

- Virtual non-deal roadshows covering general topics for broader investor audiences and deal roadshows relating to Eurobond offerings and ESG disclosures, etc.
- One-on-one calls with investors
- Online investor conferences
- Selective communication with members of the analyst community to raise their awareness of the Company's operations
- Interaction with credit and ESG rating agencies
- Regulatory press releases
- Annual General Meetings of Shareholders and formal reporting
- Corporate website of the Company
- Corporate pages on investment-focused social media platforms
- A dedicated in-house investor relations team

In 2025, PhosAgro continued to strengthen its engagement with retail and institutional investors by holding webinars and conference calls with the assistance of major Russian brokers, taking part in conferences for retail investors, and organising site visits for investors.

The Company has launched pages on investment-focused social networks SmartLab and BCS Profit, with plans to expand its presence across similar online platforms.

Available on these websites are information materials featuring performance overview, descriptions of key production processes, updates on significant corporate developments, etc. Within specialised forum discussions, the Company maintains dialogue with the investment community, providing responses to investor inquiries.

Key topics and outcomes in 2025

- **In 2025, challenging external conditions continued to impact the business environment in which we operate, making it essential to maintain close engagement with shareholders, debt investors, and analysts through both in-person and online meetings.**
- The Company's credit ratings assigned by Russian rating agencies were affirmed at the highest level of AAA.
- The Company offered several exchange bond issues on the Moscow Exchange denominated in RUB, CNY, and USD. All the issues were rated on par with the Company's rating at AAA.
- A total of 184 publications were made in line with Russian disclosure regulations via the Interfax Corporate Disclosure Centre.

For more information on our initiatives and their accompanying presentations, please visit the Company's website

Information disclosure

In its declarations and disclosures, PhosAgro strictly follows the requirements imposed by Russian securities market laws, as well as rules for the companies traded on the LSE. The Company publicly discloses all required information to shareholders and investors in a timely manner through authorised newswires, the corporate website, PhosAgro's official disclosure page on the Interfax portal, and on the LSE webpage.

In 2025, the Company exercised its right to disclose and/or provide only some of the information that must be disclosed and/or provided under federal laws On Joint-Stock Companies and On the Securities Market, guided by Russian Government Resolution No. 1102 dated 4 July 2023 On Details of Disclosure and/or Provision of Information that Must be Disclosed and/or Provided under Federal Law On Joint-Stock Companies, and by the Federal Law On the Securities Market.

The Company's page on the official LSE website

Financial calendar for 2026

Financial results disclosure

- 4Q and FY 2025 **30 April 2026**
- 1Q 2026 **14 May 2026** (TBD)
- 2Q and 6M 2026 **6 August 2026** (TBD)
- 3Q and 9M 2026 **12 November 2026** (TBD)

PhosAgro's official disclosure page on the Interfax portal

Disclosure on the Company's official website

Additional information.

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PhosAgro's activities in the regions of its operation go far beyond production tasks. The Company consistently invests in the development of talent, sports, culture, and urban environment, forming asustainable social ecosystem across its footprint.

PhosAgro's key social projects — are long-term initiatives aiming at increasing the quality of life, unlocking children's and youth's potential, and preservation of the regions' cultural heritage.

DROZD an all-Russian programme to support children's sports and education, embracing thousands of children and teenagers in the regions of the Company's operation.

Sports and health
developing sports infrastructure, holding all-Russian competitions, supporting mass and children's sports, from skiing competitions in the Khibiny Mountains to school sports groups and festivals.

Culture and urban environment
restoration and development of landmark public spaces, cultural centres, and historical sites, making up the city's identity and comfortable living environment.

The consolidated financial statements

Technologies of Trust

Joint-Stock Company
"Technologies of Trust – Audit"
("Technologies of Trust – Audit" JSC)

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Independent Auditor's Report

To the Shareholders and Board of Directors of Public Joint Stock Company "PhosAgro":

Qualified opinion

In our opinion, except for the effects of the matter described in the Basis for qualified opinion section of our report, the consolidated financial statements present fairly, in all material respects, the consolidated financial position of Public Joint Stock Company "PhosAgro" (PJSC "PhosAgro") and its subsidiaries (together – the "Group") as at 31 December 2025, and the Group's consolidated financial performance and consolidated cash flows for the year then ended in accordance with IFRS Accounting Standards.

What we have audited

The Group's consolidated financial statements comprise:

- the consolidated statement of profit or loss and other comprehensive income for 2025;
- the consolidated statement of financial position as at 31 December 2025;
- the consolidated statement of cash flows for 2025;
- the consolidated statement of changes in equity for 2025; and
- the notes to the consolidated financial statements, which include material accounting policy information and other explanatory information.

Basis for qualified opinion

The Group's management did not disclose segment information for the year ended 31 December 2025 and for the year ended 31 December 2024 in the notes to the consolidated financial statements as required by IFRS 8, Operating Segments. Disclosing the omitted segment information within this Basis for qualified opinion section is not practicable as it would be unduly voluminous in relation to this auditor's report.

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the consolidated financial statements section of our report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our qualified opinion.

Independence

We are independent of the Group in accordance with the International Code of Ethics for Professional Accountants (including International Independence Standards) issued by the International Ethics Standards Board for Accountants (IESBA Code), as applicable to audits of financial statements of public interest entities, and the ethical requirements of Federal Law of 30 December 2008 No. 307-FZ "On Auditing Activity", the Auditor's Professional Ethics Code and Auditor's Independence Rules that are relevant to audits of the financial statements of public interest entities in the Russian Federation. We have also fulfilled our other ethical responsibilities in accordance with these requirements and the IESBA Code.

Key audit matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the consolidated financial statements of the current period. These matters were addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters. In addition to the matter described in the Basis for qualified opinion section, we have determined the matters described below to be the key audit matters to be communicated in our report.

Key audit matter	How our audit addressed the key audit matter
Recoverability of deferred tax assets *Refer to Note 15 to the consolidated financial statements of the Group* In the consolidated statement of financial position at 31 December 2025, the Group recognised deferred tax assets of RUB 13,876 million in respect of the Group companies' accumulated tax losses carried forward. Under IAS 12, Income Taxes, a deferred tax asset in respect of unused tax losses shall be recognised to the extent that it is probable that future taxable profit will be available against which the unused tax losses can be utilised. The Group's management analysed probability of receiving future taxable profits by the Group companies and concluded that the deferred tax assets are recoverable. This analysis was based on management's plans in respect of recoverability of the Group's deferred tax assets and projections of the future taxable profit. We continue to pay special attention to verifying the existence of sufficient evidence that the Group's deferred tax assets are recoverable as the Group's management applies significant judgements and estimates in respect of the size of the future taxable profit, timing when it would be available, and available mechanisms to recover the deferred tax assets.	We performed the following audit procedures to address the key audit matter: • We received and analysed the management's plan in respect of recoverability of the deferred tax assets. • We assessed the current status of implementation of the management's plan to recover the deferred tax assets, including: – we received the projection of the future taxable profit prepared by the Group's management and reviewed, on a sample basis, the assumptions related to future income and expenses reflected in the projection, including their comparison to the industry and market trends. We also assessed the quality of the Group's management projections by comparing the previous periods projections to actual results; – we assessed, on a sample basis, the mathematical accuracy of calculations applied by the Group's management; – we assessed whether the management used reasonable judgements related to applying the mechanisms available to the Group to recover the deferred tax assets, among other things, by engaging our taxation specialists; – we analysed written representations of the Group's management in relation to their assessment of recoverability of deferred tax assets. Acceptability of the management's current estimates in relation to the deferred tax assets recoverability for the purpose of the consolidated financial statements of the Group for 2025 does not guarantee that future events which are inherently uncertain will not lead to a significant change in these estimates. We also assessed a compliance of the information disclosed in Note 15 to the consolidated financial statements with the IFRS Accounting Standards disclosure requirements.

Other information

Management is responsible for the other information. The other information comprises the Integrated annual report of PJSC "PhosAgro" for 2025 (but does not include the consolidated financial statements and our auditor's report thereon), which we obtained prior to the date of this auditor's report, and the Securities issuer's report for the 12 months 2025, which is expected to be made available to us after that date.

Our opinion on the consolidated financial statements does not cover the other information and we do not and will not express any form of assurance conclusion thereon.

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

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If, based on the work we have performed on the other information that we obtained prior to the date of this auditor's report, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

When we read the Securities issuer's report for the 12 months 2025, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance.

Responsibilities of management and those charged with governance for the consolidated financial statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with IFRS Accounting Standards, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Group's financial reporting process.

Auditor's responsibilities for the audit of the consolidated financial statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of an audit in accordance with ISAs, we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the group as a basis for forming an opinion on the group financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

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We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the consolidated financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

The certified auditor responsible for the audit resulting in this independent auditor's report is Fegetsin Alexey Iakovlevich.

27 April 2026

Moscow, Russian Federation



Fegetsin Alexey Iakovlevich is authorised to sign on behalf of the General Director of Joint-Stock Company "Technologies of Trust – Audit" (Principal Registration Number of the Record in the Register of Auditors and Audit Organizations (PRNR) – 12006020338), certified auditor (PRNR – 21906101957)

PJSC "PhosAgro"

Consolidated Statement of Profit or Loss and Other Comprehensive Income for 2025

RUB million	Note	2025	2024
Revenues	5	573,628	507,689
Cost of Group products sold	6	(324,577)	(293,484)
Cost of products for resale		(22,682)	(12,675)
Gross profit		**226,369**	**201,530**
Administrative and selling expenses	7	(45,288)	(41,620)
Taxes, other than income tax	8	(11,856)	(15,489)
Other expenses, net	9	(10,489)	(10,414)
Foreign exchange (loss)/gain from operating activities, net	25 (c)	(23,131)	6,452
Operating profit		**135,605**	**140,459**
Finance income	10	3,227	6,497
Finance costs	10	(23,728)	(15,694)
Foreign exchange gain/(loss) from financing activities, net	25 (c)	34,470	(22,355)
Other		-	137
Profit before tax		**149,574**	**109,044**
Income tax expense	11	(35,331)	(24,575)
Profit for the year		**114,243**	**84,469**
Attributable to:			
Shareholders of the Company		114,205	84,430
Non-controlling interests*		38	39
Basic and diluted earnings per share (in RUB)	20	882	652
Other comprehensive (loss)/income			
Items that will never be reclassified to profit or loss			
Actuarial (losses)/gains	23	(402)	132
Other comprehensive (loss)/income for the year		**(402)**	**132**
Total comprehensive income for the year		**113,841**	**84,601**
Attributable to:			
Shareholders of the Company		113,803	84,562
Non-controlling interests*		38	39

**Non-controlling interests are the minority shareholders of the subsidiaries of PJSC "PhosAgro"*

The consolidated financial statements were approved on 27 April 2026:

Chief executive officer
A.A. Gilgenberg

Deputy CEO for Finance and International Projects
A.F. Sharabaiko

The accompanying notes form an integral part of these consolidated financial statements.

PJSC "PhosAgro"

Consolidated Statement of Financial Position as at 31 December 2025

RUB million	Note	31 December 2025	31 December 2024
Assets			
Property, plant and equipment	12	395,831	357,577
Non-current spare parts		13,864	13,564
Deferred tax assets	15	11,669	14,081
Right-of-use assets	13	10,166	6,419
Advances issued for property, plant and equipment		7,083	8,818
Intangible assets		3,382	2,991
Catalysts		2,876	2,987
Investments in associates and joint ventures	14	951	715
Other non-current assets		90	1,310
Non-current assets		**445,912**	**408,462**
Trade and other receivables	17	114,323	104,653
Inventories	16	65,070	56,105
Cash and cash equivalents	18	14,681	10,398
Income tax receivable		11,881	99
VAT and other taxes receivable		11,542	9,628
Other short-term assets		479	3,125
Current assets		**217,976**	**184,008**
Total assets		**663,888**	**592,470**
Equity			
Share capital	19	372	372
Share premium		7,494	7,494
Retained earnings		233,025	157,590
Actuarial losses		(1,273)	(871)
Equity attributable to shareholders of the Company		**239,618**	**164,585**
Equity attributable to non-controlling interests		175	137
Total equity		**239,793**	**164,722**
Liabilities			
Loans and bonds	21	119,062	169,962
Deferred tax liabilities	15	30,248	17,031
Lease liabilities	22	4,741	3,056
Defined benefit obligations	23	1,499	1,029
Non-current liabilities		**155,550**	**191,078**
Loans and bonds	21	209,715	161,661
Trade and other payables	24	42,796	48,394
Dividends payable	19	11,135	19,779
VAT and other taxes payable		3,086	2,633
Lease liabilities	22	1,631	1,075
Income tax payable		182	3,128
Current liabilities		**268,545**	**236,670**
Total equity and liabilities		**663,888**	**592,470**

The accompanying notes form an integral part of these consolidated financial statements.

PJSC "PhosAgro"
Consolidated Statement of Cash Flows for 2025

RUB million	**Note**	**2025**	**2024**
Cash flows from operating activities			
Operating profit		135,605	140,459
Adjustments for:			
Depreciation and amortisation	6, 7	40,712	36,546
(Loss)/gain on disposal of property, plant and equipment and intangible assets	9	202	(70)
Cash flows from operations before changes in working capital		**176,519**	**176,935**
Increase in trade and other receivables[1]		(18,961)	(45,712)
Increase in inventories, catalysts and non-current spare parts		(8,603)	(13,263)
Increase in trade and other payables[1]		1,989	10,380
Cash flows from operations before income tax and interest paid		**150,944**	**128,340**
Income tax paid		(34,430)	(20,953)
Finance costs paid		(23,400)	(14,670)
Cash flows from operating activities		**93,114**	**92,717**
Cash flows from investing activities			
Finance income		3,238	4,958
Repayment of loans issued		2,126	193
Acquisition of property, plant and equipment and intangible assets		(67,296)	(75,152)
Capitalised borrowing costs paid	12	(9,280)	(4,702)
Advances issued for right-of-use assets		(1,545)	(136)
Loans issued		(40)	(2,770)
Other		1,111	13,878
Cash flows used in investing activities		**(71,686)**	**(63,731)**
Cash flows from financing activities			
Proceeds from borrowings, net of transaction costs	21	223,099	212,336
Repayment of borrowings	21	(187,834)	(154,961)
Dividends paid to shareholders of the Company	19	(46,620)	(109,169)
Repayment of dividends previously refunded to shareholders of the Company	19	(800)	(587)
Refund of dividends paid[2]	19	6	3,132
Lease payments	22	(1,208)	(1,448)
Cash flows used in financing activities		**(13,357)**	**(50,697)**
Net increase/(decrease) in cash and cash equivalents		**8,071**	**(21,711)**
Cash and cash equivalents at 1 January		10,398	29,163
Effect of exchange rates fluctuations		(3,788)	2,946
Cash and cash equivalents at 31 December	18	**14,681**	**10,398**

[1] *Changes in trade and other receivables and changes in trade and other payables include effect of foreign exchange differences from operating activities.*

[2] *The Group received cash refund from depositories paid as dividends to parties who were entitled to receive them, but didn't receive dividends due to reasons beyond the depositories' control.*

The accompanying notes form an integral part of these consolidated financial statements.

PJSC "PhosAgro"
Consolidated Statement of Changes in Equity for 2025

RUB million	**Note**	**Attributable to shareholders of the Company**					**Attributable to non-controlling interests**	**Total equity**
		Share capital	**Share premium**	**Retained earnings**	**Actuarial (losses)/ gains**	**Total**		
Balance at 1 January 2024		**372**	**7,494**	**144,658**	**(1,003)**	**151,521**	**84**	**151,605**
Total comprehensive income/(loss)								
Profit for the year		-	-	84,430	-	**84,430**	39	**84,469**
Actuarial gains	23	-	-	-	132	**132**	-	**132**
Transactions with owners recognised directly in equity								
Dividends	19	-	-	(71,484)	-	**(71,484)**	-	**(71,484)**
Increase of non-controlling interests in a subsidiary		-	-	(14)	-	**(14)**	14	**-**
Balance at 31 December 2024		**372**	**7,494**	**157,590**	**(871)**	**164,585**	**137**	**164,722**
Balance at 1 January 2025		**372**	**7,494**	**157,590**	**(871)**	**164,585**	**137**	**164,722**
Total comprehensive income/(loss)								
Profit for the year		-	-	114,205	-	**114,205**	38	**114,243**
Actuarial losses	23	-	-	-	(402)	**(402)**	-	**(402)**
Transactions with owners recognised directly in equity								
Dividends	19	-	-	(46,620)	-	**(46,620)**	-	**(46,620)**
Unclaimed dividends	19	-	-	7,850	-	**7,850**	-	**7,850**
Balance at 31 December 2025		**372**	**7,494**	**233,025**	**(1,273)**	**239,618**	**175**	**239,793**

The accompanying notes form an integral part of these consolidated financial statements.

1 BACKGROUND

(a) Organisation structure and operations

PJSC "PhosAgro" (the "Company" or the "Parent") is a public joint stock company registered in accordance with Russian legislation. PJSC "PhosAgro" and its subsidiaries (together referred to as the "Group") comprise Russian legal entities. The Company was registered in October 2001. The Company's address is Leninsky prospekt 55/1 building 1, Moscow, Russian Federation, 119333.

The Group's principal activity is production of phosphate rock and mineral fertilisers at plants located in the cities of Kirovsk (Murmansk region), Cherepovets (Vologda region), Balakovo (Saratov region) and Volkhov (Leningrad region), and their distribution across the Russian Federation and abroad.

At 31 December 2025 and 31 December 2024, PJSC "PhosAgro" does not have the immediate parent, the senior parent and the ultimate controlling party in accordance with the definition of control described in IFRS 10 Consolidated financial statements.

(b) Russian business environment

The Group's operations are primarily located in the Russian Federation. Consequently, the Group is exposed to the economic and financial conditions of the Russian Federation, which display certain characteristics of an emerging market. Its economy is particularly sensitive to oil and gas prices. The legal, tax and regulatory frameworks continue development, and are subject to varying interpretations and frequent changes (note 27). The Russian economy continues to be negatively impacted by ongoing political tension in the region and international sanctions against certain Russian companies and individuals.

Geopolitical tension caused by the Ukrainian case in February 2022 continued in 2025. Geopolitical situation escalation resulted in significant exchange rates fluctuations, increased prices for certain raw materials and volatility in financial and commodity markets. Sanctions and restrictions have been and continue to be imposed towards a number of Russian entities such as access termination to European and USA financial markets, SWIFT international system and others. Price cap on Russian oil and gas and embargo on Russian petrochemicals were introduced. At 31 December 2025, USD, EUR and CNY exchange rates against RUB decreased compared to 31 December 2024.

On 29 July 2024, the Central Bank of Russian Federation set the key rate at 18% per annum, which was subsequently increased to 21% at 31 December 2024. Starting from 9 June 2025, the key rate had been gradually reduced and amounted to 16% per annum at 31 December 2025. From 16 February 2026 the key rate was decreased to 15.5%, and subsequently to 15% per annum from 23 March 2026.

It's unknown how long the increased volatility will continue and when the above factors will stabilise. The future effects of current economic situation and the above measures are difficult to predict. Management's current expectations and estimates could differ from actual results.

On 12 July 2024, Federal Law No. 176-FZ on Amendments to part one and part two of the Tax Code of the Russian Federation, certain legislative acts of the Russian Federation and on the invalidation of certain provisions of legislative acts of the Russian Federation was adopted. The Law introduced the following changes effective from 1 January 2025:

- corporate income tax rate increase from 20% to 25%;
- introduction of excise tax on natural gas for ammonia producers as a result of extended list of excisable products (note 6);
- change in methodology of calculating mineral extraction tax: transition to the formula dependent on export quotations of phosphate ore - Morocco FOB and percentage of useful component in the mined ore. Base rate for phosphates – 4%.

Since 1 July 2025 EU Council decision on customs duties for Russian agricultural production and mineral fertilisers was put into force. Duties of 40 Euro per ton and 45 Euro per ton were introduced in addition to current 6.5% rate for nitrogen and complex fertilisers correspondingly. Duties will be further increased during the three years period. The Group's management does not expect significant impact on the Group's financial results and operations.

1 BACKGROUND (CONTINUED)

On 28 November 2025 the Federal Law No. 425-FZ On Amendments to Parts One and Two of the Tax Code of Russian Federation, certain Legislation Acts and cancellation of certain legislation acts provisions of Russian Federation was adopted. This Federal Law introduced VAT rate increase from 20% to 22% from 1 January 2026.

Management of the Group has considered events and conditions that could give rise to material uncertainties and concluded that the range of possible outcomes does not cast significant doubt over the Group's ability to continue as a going concern.

2 BASIS OF PREPARATION

(a) Statement of compliance

These consolidated financial statements have been prepared in accordance with IFRS Accounting Standards as issued by the International Accounting Standards Board.

The Group additionally prepares IFRS Accounting Standards consolidated financial statements in the Russian language in accordance with the Federal Law No. 208-FZ *On consolidated financial reporting*.

(b) Basis of measurement

The consolidated financial statements are prepared on the historical cost basis, except for financial instruments initially recognised at fair value with subsequent revaluation through profit or loss.

(c) Functional and presentation currency

The national currency of the Russian Federation is the Russian Rouble ("RUB"), which is the functional currency of the Parent and its subsidiaries.

These consolidated financial statements are presented in RUB. All financial information presented in RUB has been rounded to the nearest million, except per share amounts.

(d) Use of estimates and judgments

The preparation of consolidated financial statements requires management to make judgments, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets and liabilities. Actual results may differ from those estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimates are revised and in any future periods affected.

Information about critical assumptions and estimation uncertainties that have the most significant effect on the amounts recognised in the consolidated financial statements is included in the following notes:

- Note 3 (b) (iii) – estimated useful lives of property, plant and equipment;
- Note 15 – recognition of deferred tax assets: availability of future taxable income for offsetting with appropriate tax losses.

(e) Adoption of new and revised standards and interpretations

The following revised standards, issued by the International Accounting Standards Board (IASB) and approved for use on the territory of Russian Federation, became effective from January 1, 2025, but didn't have a material impact on the Group.

- Lack of exchangeability – Amendments to IAS 21 The Effects of Changes in Foreign Exchange Rates (issued on 15 August 2023 and effective for annual periods beginning on or after 1 January 2025).

(f) New standards and interpretations not yet adopted

A number of new standards and interpretations have been issued that are mandatory for the annual periods beginning on or after 1 January 2025 and which the Group has not early adopted, but is in process of assessing the impact on the Group's consolidated financial statements.

2 BASIS OF PREPARATION (CONTINUED)

- Sale or Contribution of Assets between an Investor and its associate or joint venture – Amendments to IFRS 10 and IAS 28 (issued on 11 September 2014 and effective for annual periods beginning on or after a date to be determined by the IASB).
- IFRS 18 Presentation and Disclosure in Financial Statements (issued on 9 April 2024 and effective for annual periods beginning on or after 1 January 2027).
- IFRS 19 Subsidiaries without Public Accountability: Disclosures (issued on 9 May 2024 and effective for annual periods beginning on or after 1 January 2027).
- Amendments to the Classification and Measurement of Financial Instruments – Amendments to IFRS 9 and IFRS 7 (issued on 30 May 2024 and effective for annual periods beginning on or after 1 January 2026).
- Annual Improvements to IFRS Accounting Standards – Volume 11 (issued on 18 July 2024 and effective for annual periods beginning on or after 1 January 2026).

Other new standards and interpretations will not have an impact on the Group's consolidated financial statements.

3 SIGNIFICANT ACCOUNTING POLICIES

The accounting policies set out below have been applied consistently to all periods presented in these consolidated financial statements.

(a) Foreign currencies

Foreign exchange gains and losses that relate to loans and bonds as well as cash and cash equivalents are presented in the consolidated statement of profit or loss within the line item "Foreign exchange loss/gain from financing activities, net". All other foreign exchange gains and losses are presented in the consolidated statement of profit or loss and other comprehensive income within the line item "Foreign exchange gain/loss from operating activities, net".

(b) Property, plant and equipment

(i) Initial recognition

Property, plant and equipment is stated at cost less accumulated depreciation and impairment losses. The cost of property, plant and equipment at the date of transition to IFRS Accounting Standards (January 1, 2005) was determined by reference to its fair value at that date ("deemed cost") as determined by an independent appraiser.

Cost includes expenditure that is directly attributable to the acquisition of the asset. The cost of self-constructed assets includes the cost of materials and direct labour, any other costs directly attributable to bringing the asset to a working condition for their intended use and capitalised borrowing costs. Purchased software that is integral to the functionality of the related equipment is capitalised as part of that equipment.

(ii) Subsequent expenditure

Expenses related to current repairs and maintenance of property, plant and equipment are recognised within profit or loss and other comprehensive income as incurred.

The Group recognises expenses related to current repairs and maintenance of property, plant and equipment incurred less than once per 12 months with the cost of more than RUB 100 thousand as assets, and depreciates these assets on a straight-line basis until the next repair.

Expenses related to the replacement of major spare parts and renewal of property, plant and equipment are capitalised and depreciated in the ordinary course.

3 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

(iii) Depreciation

Depreciation is charged to the profit or loss on a straight-line basis over the estimated useful lives of the individual assets. Depreciation commences on the month of acquisition or, in respect of internally constructed assets, from the month when an asset is completed and ready for use. Land is not depreciated.

Tangible fixed assets are depreciated over the following useful lives:

Buildings	10 to 60 years;
Plant and equipment	5 to 35 years;
Fixtures and fittings	2 to 25 years.

(iv) Capitalisation of borrowing costs

Borrowing costs directly attributable to the acquisition, construction or production of assets that necessarily take a substantial time to get ready for intended use or sale (qualifying assets) are capitalised as part of the costs of those assets.

Capitalisation of borrowing costs continues up to the date when the assets are substantially ready for their use or sale.

The Group capitalises borrowing costs that could have been avoided if it had not made capital expenditure on qualifying assets. Borrowing costs capitalised are calculated at the Group's average funding cost (the weighted average interest cost is applied), except to the extent that funds are borrowed specifically for the purpose of obtaining a qualifying asset. Where this occurs, actual borrowing costs are capitalised.

Borrowing costs capitalised are presented as part of cash flows from investing activities in the consolidated statement of cash flows.

(v) Advances issued for property, plant and equipment

A prepayment is classified as non-current when the goods or services relating to the prepayment are expected to be obtained after one year, or when the prepayment relates to an asset which will itself be classified as non-current upon initial recognition.

(c) Financial instruments

Non-derivative financial instruments

Non-derivative financial instruments comprise investments in equity and debt securities, trade and other receivables, long-term accounts receivables, cash and cash equivalents, loans and borrowings, and trade and other payables.

Non-derivative financial instruments are recognised initially at fair value plus, for instruments not at fair value through profit or loss, any directly attributable transaction costs.

The Group's financial assets measured at amortised cost include trade and other receivables (excluding receivables measured at fair value under provisionally priced sales agreements), long-term receivables, cash and cash equivalents, and loans issued.

The Group's financial assets measured at fair value through profit or loss include receivables under provisional pricing agreements and investments in equity instruments.

The Group's financial liabilities measured at amortised cost include loans and bonds, lease liabilities, trade and other payables, dividends payable.

(d) Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, and other short-term highly liquid investments with original maturities of three months or less. Bank deposits held for longer than three months that are repayable on demand within several working days without penalties or that can be redeemed/withdrawn, subject to the interest income forfeited, are classified as cash equivalents if the deposits are held to meet short-term cash needs and there is no significant risk of a change in value as a result of an early withdrawal.

3 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

(e) Inventories

In the case of manufactured inventories and work in progress, cost includes an appropriate share of production overheads based on normal operating capacity. Net realisable value is the estimated selling price in the ordinary course of business, less the estimated costs of completion and selling expenses.

The cost of inventory (finished goods and goods for resale) for distribution companies is determined on the first-in, first-out (FIFO) basis. The cost of inventories for production companies is based on the weighted average principle and includes expenditure incurred in acquiring the inventories and bringing them to their existing location and condition.

Spare parts to be used for construction and in repairs capitalised are classified as non-current assets and are included in line item "Non-current spare parts".

Catalysts to be used in production during the period of more than 1 year are classified as part of non-current assets and written-off to the production cost based on the volume of goods produced. Catalysts to be used in production within 1 year are classified as part of inventories.

(f) Impairment

Financial assets

The Group recognises loss allowances for expected credit losses (ECLs) on financial assets measured at amortised cost. The Group estimates loss allowances either based on ECLs that result from default events possible within 12 months after the reporting date or based on lifetime ECLs that result from all possible default events over the expected life of a financial instrument.

For purposes of measuring probabilities of default, the Group defines default as a situation when the exposure meets one or more of the following criteria:

- the debtor is more than 90 days past due on its contractual payments;
- the debtor meets the unlikeliness-to-pay criteria listed below:
- the debtor is insolvent;
- the debtor is in breach of financial covenant(s);
- it is becoming likely that the debtor will enter bankruptcy.

The Group estimates loss allowance for trade receivables using the simplified approach in the amount equal to the lifetime ECL of the financial instrument. To calculate expected credit losses, the Group segments counterparties based on their geographic location and considers their credit rating, adjusted for current and future factors specific to the debtors, historical credit loss experience and economic environment in which they operate.

The Group estimates loss allowances for other financial assets either based on ECLs that result from default events possible within 12 months after the reporting date or until contract maturity, if shorter, until there has been a significant increase in credit risk since the initial recognition of the asset. In assessing ECL and credit risk, the Group considers quantitative and qualitative information and performs an analysis that is based on the Group's actual credit loss experience and considers forward-looking information. A significant increase in credit risk is presumed if a debtor is more than 30 days past due.

If credit risk has increased significantly since the initial recognition or there is evidence that a financial asset is impaired, the expected credit losses for that asset are measured based on the lifetime ECLs. If the fair value of an impaired financial asset subsequently increases and such increase can be objectively attributed to an event occurring after the impairment loss was recognised in profit or loss for the period, the amount written off as a loss is reversed and the reversed amount is recognised in profit or loss for the period.

(g) Leases

As a lessee

The Group determines its incremental borrowing rate by obtaining interest rates from various external financing sources and making certain adjustments to reflect the terms of the lease and type of the asset leased.

PJSC "PhosAgro"
Notes to the Consolidated Financial Statements for 2025

3 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

Lease payments included in the measurement of the lease liability comprise fixed payments.

The Group separates lease cash flows into principal lease payments (financing activities) and interest lease payments (operating activities) in the consolidated statement of cash flows.

Lease liability is measured at amortised cost using the effective interest method. It is revalued when there is a change in future lease payments arising from adjusted interest rate, extension or termination option and other events.

Under IFRS 16, right-of-use assets are tested for impairment in accordance with IAS 36 *Impairment of Assets*.

For short-term leases (lease term of 12 months or less) and leases of low-value assets the Group has opted to recognise a lease expense on a straight-line basis as permitted by IFRS 16. This expense is presented within cost of sales, administrative expenses and selling expenses in the consolidated statement of profit or loss and other comprehensive income.

(h) Employee benefits

(i) Defined benefit plans

The Group's net obligation in respect of defined benefit post-employment plans, including pension plans, is calculated separately for each plan by estimating the amount of future benefit that employees have earned in return for their service in the current and prior periods. That benefit is discounted to determine its present value, and the fair value of any plan assets, if any, is deducted. The discount rate is the yield at the reporting date on government bonds that have maturity dates approximating the terms of the Group's obligations. The calculation is performed using the projected unit credit method.

When the benefits of a plan are improved, the portion of the increased benefit relating to past service by employees is recognised immediately as an expense in the consolidated statement of profit or loss and other comprehensive income. To the extent the benefits vest immediately, the expense is recognised immediately in the consolidated statement of profit or loss and other comprehensive income.

All actuarial gains and losses are recognised in full as they arise in other comprehensive income.

(ii) Long-term service benefits other than pensions

The Group's net obligation in respect of long-term service benefits, other than pension plans, is the amount of future benefits that employees have earned in return for their service in the current and prior periods. The obligation is calculated using the projected unit credit method and is discounted to its present value and the fair value of any related assets is deducted. The discount rate is the yield at the reporting date on government bonds that have maturity dates approximating the terms of the Group's obligations. All actuarial gains and losses are recognised in full as they arise in other comprehensive income.

(iii) Defined contribution plans

The Group makes mandatory contributions to the Social Fund of Russian Federation. These amounts are written off as expenses in the period when the Group's employees provided services related to these accruals.

(i) Income tax

Current tax is the expected tax payable on the taxable income for the year, using tax rates enacted or substantively enacted at the reporting date, and any adjustment to tax payable in respect of previous years.

Deferred tax is measured at the tax rates that are expected to be applied to the temporary differences when they reverse, based on the laws in force or put into force by the reporting date.

Deferred tax assets and liabilities are offset if they relate to income taxes levied by the same tax authority on the same taxable entity.

A deferred tax asset is recognised to the extent that it is probable that future taxable profits will be available against which temporary difference can be utilised. Deferred tax assets are reviewed at each reporting date and are reduced to the extent that it is no longer probable that the related tax benefit will be realised.

3 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

(j) Revenues

Revenue from contracts with customers is recognised when control of the goods or services is transferred to a customer. The amount of revenue recognised reflects the consideration the Group expects to be entitled in exchange for goods or services, taking into account any trade, volume and other discounts.

The selling price for goods or services can be fixed or provisionally priced, with subsequent determination of the final price within the period established by the contract (provisionally priced contracts). Revenue under such contracts is initially recognised at a predetermined price. Accounts receivable under provisionally priced contracts are measured at fair value through profit or loss with appropriate adjustments recorded in revenue until the final price is determined.

Advances received before the control passes to a customer are recognised as the contract liabilities. The amount of consideration does not contain a significant financial component as payment terms for the majority of contracts are less than one year. No information is provided about remaining performance obligations at the reporting date that have an original expected duration of one year or less, as allowed by IFRS 15.

Contracts with customers for the supply of goods use a variety of delivery terms. The Group determined that under the terms of the certain contracts for the supply of goods the Group undertakes to provide delivery and the related delivery services after the transfer of control over the goods to the buyer at the loading port. Under IFRS 15, these services are a separate performance obligation, which revenue must be recognised during the period of delivery as revenue from logistics activities. The Group recognises revenue from these logistics services at the time of delivery, due to the fact that the potential difference is calculated and recognised as insignificant.

Group`s revenue include the proceeds from transportation services. Transportation services costs are mainly represented by logistics costs and included in cost of Group products sold.

(k) Export customs duties

Customs duties are considered by the Group as an additional fee and are recognised as logistics expenses as part of the cost of products sold.

(l) Taxes, other than income tax

The Group presents taxes, other than income taxes in a separate line item in the consolidated statement of profit or loss and other comprehensive income "Taxes other than income taxes" (note 8). The Group does not classify these expenses according to their function in the line items of cost of sales, administrative and selling expenses. According to the Group's management opinion the presentation in a separate line item in the consolidated statement of profit or loss and other comprehensive income, transparently and fully presents information about taxes, other than income tax impact on the financial results of the Group.

(m) Finance income and finance costs

Finance income comprises interest income, dividend income, unwinding of discount on financial assets, amortisation of income from raising finance, share of profit of associates and foreign exchange gains on financing activities. Interest income is recognised as it accrues in profit or loss. Dividend income is recognised in profit or loss on the date that the Group's right to receive payment is established.

Finance costs comprise interest expense on loans and bonds, interest expense on lease liabilities, bank fees, early bond repayment result, interest expense on defined benefit obligations, share of loss of associates and foreign exchange losses on financing activities.

Foreign currency gains and losses, arising from operations with foreign currency and share of profit and losses of associates are reported on a net basis.

(n) Overburden removal expenditure

In open pit apatite rock mining operations, it is necessary to remove the overburden and other waste in order to access the economically recoverable resources.

According to the Group's approach to stripping, the ore, which becomes accessible after the overburden removal, is extracted within no more than four months. Therefore, the stripping ratio (volume of overburden removed over the volume of resources extracted) is expected to stay relatively constant over the future periods and stripping costs incurred during the production phase of the open pit mine are recognised in the profit or loss as incurred.

4 FAIR VALUE DETERMINATION

When measuring a fair value of an asset or a liability, the Group uses market observable data as far as possible. Fair values are categorised into different levels of a fair value hierarchy based on the inputs used in the valuation techniques as follows:

- *Level 1*: quoted prices (unadjusted) in active markets for identical assets or liabilities;
- *Level 2*: inputs other than quoted prices included in Level 1 that are observable, either directly (i.e. as prices) or indirectly (i.e. derived from prices);
- *Level 3*: inputs for the asset and liability that are not based on observable market data (unobservable inputs).

If inputs used to measure a fair value of an asset or a liability might be categorised into different levels of fair value hierarchy, then fair value measurement is categorised in its entirety in the same level of the fair value hierarchy as the lowest level input that is significant to the entire measurement.

The Group recognises transfers between levels of the fair value hierarchy at the end of the reporting period during which the change has occurred.

Fair values have been determined for measurement and / or disclosure purposes based on the methods described below. When applicable, further information about the assumptions made in determining fair values is disclosed in the notes specific to that asset or liability.

(a) Financial assets and liabilities measured at amortised cost

The fair value of financial assets and liabilities represented by short-term loans issued, trade and other receivables (except for receivables measured at fair value under provisional pricing agreements), cash and cash equivalents, trade and other payables is categorised into level 3 of fair value hierarchy and approximate their carrying amounts at the reporting date.

Bonds' fair value is measured based on quoted market prices for disclosure purposes and categorised into level 1 of the fair value hierarchy. Long-term loans issued, non-current receivables and all the loans received fair value is categorised into level 3 of the fair value hierarchy.

(b) Financial instruments measured at fair value

The fair value of investments measured at fair value through profit or loss and receivables under provisionally priced sales agreements measured at fair value through profit or loss is determined using the valuation techniques and categorised into level 3 of the fair value hierarchy.

Investments value measured at fair value through profit or loss is estimated based on the model of discounted cash flows from the investee's operating activities.

Receivables fair value under provisionally priced sales agreements is calculated based on mineral fertiliser market prices expected at the date when the price is finalised. These assumptions are based on consensus prices forecasts prepared by independent analytical agencies, adjusted in accordance with price calculation formulas specified in existing delivery contracts.

5 REVENUES

RUB million	2025	2024
Phosphate-based and nitrogen-based products	547,893	492,450
Other	25,735	15,239
Revenues	**573,628**	**507,689**

6 COST OF GROUP PRODUCTS SOLD

RUB million	2025	2024
Production expense for Group goods sold	**(292,593)**	**(227,713)**
Sulphur and sulphuric acid	(41,152)	(12,255)
Personnel expenses	(39,411)	(35,169)
Depreciation	(36,656)	(33,207)
Materials and services	(31,040)	(26,097)
Potash	(26,461)	(17,574)
Repair and maintenance expenses	(23,095)	(19,382)
Natural gas[1]	(22,824)	(16,948)
Transportation of phosphate rock	(19,990)	(16,739)
Ammonia	(18,895)	(14,343)
Electricity	(8,983)	(8,340)
Fuel	(7,253)	(7,215)
Anti-clodding agent	(4,008)	(3,909)
Ammonium sulphate	(3,798)	(3,550)
Reagents	(3,336)	(3,564)
Drilling and blasting operations expenses	(3,300)	(3,152)
Feedstock processing services	(2,391)	(6,269)
Logistics expenses for Group goods sold	**(31,984)**	**(65,771)**
Russian Railways infrastructure tariff and operators' fees	(21,515)	(19,306)
Freight, port and stevedoring expenses	(10,730)	(11,441)
Other services and materials	(1,122)	(885)
Customs duties[2]	1,383	(34,139)
Cost of Group products sold	**(324,577)**	**(293,484)**

[1] In 2025, natural gas expenses included excise tax on natural gas used for ammonia production of RUB 3,368 million.

[2] In 2025, the Group recognised income of RUB 1,383 million from export duties based on the updated information from sales agreements with provisional prices.

In 2025, the Group's contributions to Russian Social Fund of RUB 9,300 million (2024: RUB 8,203 million) were included in personnel expenses line.

7 ADMINISTRATIVE AND SELLING EXPENSES

RUB million	2025	2024
Administrative expenses	**(38,725)**	**(35,547)**
Personnel expenses	(25,348)	(24,260)
Professional services	(2,680)	(2,546)
Security and fire safety services	(2,504)	(2,033)
Depreciation and amortisation	(2,471)	(1,874)
Representative and travel expenses	(1,432)	(1,095)
Office equipment and stationery	(1,145)	(1,086)
Repair and maintenance services	(862)	(691)
Advertising and brand promotion	(610)	(400)
Utilities	(517)	(386)
Insurance	(381)	(462)
Other services	(775)	(714)
Selling expenses	**(6,563)**	**(6,073)**
Personnel expenses	(3,150)	(3,089)
Depreciation and amortization	(1,585)	(1,465)
Repair and maintenance services	(635)	(438)
Advertising and brand promotion	(526)	(456)
Other services	(667)	(625)
Administrative and selling expenses	**(45,288)**	**(41,620)**

In 2025, the Group's contributions to Russian Social Fund of RUB 5,088 million (2024: RUB 4,847 million) were included in personnel expenses line.

8 TAXES, OTHER THAN INCOME TAX

RUB million	2025	2024
Mineral extraction tax	(8,298)	(12,288)
Property tax	(2,543)	(2,296)
Land tax	(377)	(372)
VAT included in expenses	(278)	(221)
Environment pollution payment	(172)	(183)
Using water objects payment	(104)	(86)
Other taxes	(84)	(43)
Taxes, other than income tax	**(11,856)**	**(15,489)**

9 OTHER EXPENSES, NET

RUB million	2025	2024
Social expenditures	(11,560)	(11,189)
(Loss)/gain on disposal of property, plant and equipment and intangible assets	(202)	70
Increase in credit loss allowance	(134)	(302)
Increase in allowance for inventory write-down	(21)	(202)
Fines, penalties and compensations received	1,469	810
Gain on disposal of inventories	229	454
Reversal of contingent liabilities	23	102
Other expenses, net	(293)	(157)
Other expenses, net	**(10,489)**	**(10,414)**

10 FINANCE INCOME AND FINANCE COSTS

RUB million	2025	2024
Interest income	2,791	5,383
Unwinding of discount	-	890
Other finance income	436	224
Finance income	**3,227**	**6,497**
Interest expense on loans and bonds (note 21)	(21,694)	(14,530)
Interest expense on lease liabilities (note 22)	(693)	(429)
Early bond repayment result	(512)	-
Bank fees	(216)	(279)
Interest expense on defined benefit obligations	(174)	(130)
Other finance costs	(439)	(326)
Finance costs	**(23,728)**	**(15,694)**

11 INCOME TAX EXPENSE

The Group's applicable corporate income tax rate is 25% (2024: 20%).

RUB million	2025	2024
Current tax expense	(19,702)	(25,477)
Deferred tax effect from the increase in the tax rate to 25%	-	370
Deferred income tax - origination and reversal of temporary differences	(15,629)	532
Income tax expense	**(35,331)**	**(24,575)**

Reconciliation of income tax:

RUB million	2025	2024
Profit before tax	149,574	109,044
Income tax at applicable tax rate	(37,394)	(21,809)
Tax effect from tax benefits	3,513	646
Tax effect of items which are not deductible/taxable	(1,450)	(3,412)
Income tax expense	**(35,331)**	**(24,575)**

On 12 July 2024, Federal Law No. 176-FZ "On amendments to parts one and two of the Tax Code of the Russian Federation, certain legislation acts of Russian Federation and consideration of certain legislation acts provisions of Russian Federation to have lost force" was adopted. This Law provided income tax increase from 20% to 25% since 1 January 2025. At 31 December 2024, the Group revalued deferred tax assets and liabilities using 25% tax rate. This resulted in increase of deferred income tax by RUB 370 million.

12 PROPERTY, PLANT AND EQUIPMENT

RUB million	Land and buildings	Plant and equipment	Fixtures and fittings	Construction in progress	Total
Gross book value at 1 January 2024	**146,691**	**259,834**	**26,198**	**65,591**	**498,314**
Additions	5,076	9,757	5,043	63,154	**83,030**
Transfers from right-of-use assets (note 13)	-	1,973	-	-	**1,973**
Transfers	18,945	25,883	-	(44,828)	**-**
Disposals	(2,269)	(6,614)	(272)	(18)	**(9,173)**
Gross book value at 31 December 2024	**168,443**	**290,833**	**30,969**	**83,899**	**574,144**
Additions	4,451	10,545	5,623	57,036	**77,655**
Transfers from right-of-use assets (note 13)	-	1,833	-	-	**1,833**
Transfers	21,989	39,065	-	(61,054)	**-**
Disposals	(1,854)	(6,531)	(394)	(19)	**(8,798)**
Gross book value at 31 December 2025	**193,029**	**335,745**	**36,198**	**79,862**	**644,834**
Accumulated depreciation at 1 January 2024	**(43,391)**	**(130,036)**	**(16,224)**	**-**	**(189,651)**
Depreciation	(9,939)	(22,594)	(2,693)	-	**(35,226)**
Transfers from right-of-use assets (note 13)	-	(529)	-	-	**(529)**
Disposals	2,105	6,471	263	-	**8,839**
Accumulated depreciation at 31 December 2024	**(51,225)**	**(146,688)**	**(18,654)**	**-**	**(216,567)**
Depreciation	(11,007)	(25,843)	(2,866)	-	**(39,716)**
Transfers from right-of-use assets (note 13)	-	(1,228)	-	-	**(1,228)**
Disposals	1,607	6,531	370	-	**8,508**
Accumulated depreciation at 31 December 2025	**(60,625)**	**(167,228)**	**(21,150)**	**-**	**(249,003)**
Net book value at 1 January 2024	**103,300**	**129,798**	**9,974**	**65,591**	**308,663**
Net book value at 31 December 2024	**117,218**	**144,145**	**12,315**	**83,899**	**357,577**
Net book value at 31 December 2025	**132,404**	**168,517**	**15,048**	**79,862**	**395,831**

During the year ended 31 December 2025, the Group capitalised borrowing costs of RUB 9,280 million (2024: RUB 4,702 million) in the value of property, plant and equipment using the weighted average interest rate of 10.66% per year (2024: 6.37% per year).

12 PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

At 31 December 2025, the most significant construction in progress balances were represented by the following investment projects:

- Kirovsk branch of Apatit, JSC: Kirovsk mine extension and modernisation of RUB 11,086 million at 31 December 2025 and RUB 11,712 million at 31 December 2024;
- Kirovsk branch of Apatit, JSC: Rasvumchorrskiy mine extension and modernisation of RUB 7,883 million at 31 December 2025 and RUB 9,635 million at 31 December 2024;
- Kirovsk branch of Apatit, JSC: apatit-nepheline beneficiation plants extension and modernisation of RUB 5,115 million at 31 December 2025 and RUB 4,501 million at 31 December 2024;
- Balakovo branch of Apatit, JSC: phosphate-based fertilisers facilities modernisation of RUB 12,463 million at 31 December 2025 and RUB 11,260 million at 31 December 2024;
- Balakovo branch of Apatit, JSC: sulphuric acid facilities extension and modernisation of RUB 7,180 million at 31 December 2025 and RUB 7,148 million at 31 December 2024;
- Balakovo branch of Apatit, JSC: phosphoric acid facilities support and modernisation of RUB 2,935 million at 31 December 2025 and RUB 2,812 million at 31 December 2024;
- Balakovo branch of Apatit, JSC: feed monocalcium phosphate production facilities modernisation of RUB 311 million at 31 December 2025 and RUB 2,362 million at 31 December 2024;
- Apatit, JSC, Cherepovets: sulphuric acid facilities support and modernisation of RUB 4,102 million at 31 December 2025 and RUB 5,756 million at 31 December 2024;
- Apatit, JSC, Cherepovets: phosphoric acid facilities support and modernisation of RUB 3,675 million at 31 December 2025 and RUB 7,231 million at 31 December 2024;
- Apatit, JSC, Cherepovets: ammonia production facilities support and modernisation of RUB 2,662 million at 31 December 2025 and RUB 2,276 million at 31 December 2024;
- Apatit, JSC, Cherepovets: tailing pond modernisation for transition to dry method of phosphogypsum storage of RUB 1,422 million at 31 December 2025 and RUB 3,397 million at 31 December 2024;
- Volkhov branch of Apatit, JSC: MAP facilities construction of RUB 1,439 million at 31 December 2025 and RUB 20 million at 31 December 2024.

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13 RIGHT-OF-USE ASSETS

The Group has the following types of right-of-use assets: railway wagons, production equipment, containers for bulk cargo, offices. The leases typically run for the period of 5 years, with an option to renew the lease after that date.

RUB million	Buildings	Plant and equipment	Fixtures and fittings	Total
Net book value at 1 January 2024	**286**	**4,191**	**2,763**	**7,240**
New lease contracts or modification on existing lease contracts	139	1,384	65	**1,588**
Transfers to property, plant and equipment (note 12)	-	(1,444)	-	**(1,444)**
Depreciation	(92)	(543)	(198)	**(833)**
Disposals	(17)	(115)	-	**(132)**
Net book value at 31 December 2024	**316**	**3,473**	**2,630**	**6,419**
New lease contracts or modification on existing lease contracts	116	2,772	2,650	**5,538**
Transfers to property, plant and equipment (note 12)	-	(605)	-	**(605)**
Depreciation	(115)	(702)	(322)	**(1,139)**
Disposals	(11)	(36)	-	**(47)**
Net book value at 31 December 2025	**306**	**4,902**	**4,958**	**10,166**

Amounts recognised in the consolidated statement of profit or loss and other comprehensive income:

RUB million	2025	2024
Depreciation expense on right-of-use assets	1,139	833
Expenses relating to short-term leases	1,137	609
Expenses relating to leases with variable payments	1,061	670
Interest expense on lease liabilities	693	429

Amounts recognised in the consolidated statement of cash flows:

RUB million	2025	2024
Principal lease payments (note 22)	(1,208)	(1,448)
Expenses relating to short-term leases	(1,137)	(609)
Expenses relating to leases with variable payments	(1,061)	(670)
Interest payments (note 22)	(693)	(429)
Total payments	**(4,099)**	**(3,156)**

14 INVESTMENTS IN ASSOCIATES AND JOINT VENTURES

Carrying values of the Group's investments in associates and joint ventures are as follows:

	31 December 2025		31 December 2024	
RUB million	Carrying value	Share of ownership	Carrying value	Share of ownership
JSC Khibinskaya Teplovaya Kompaniya (Russia)	718	50%	607	50%
LLC VC Temiryazev (Russia)	114	48%	-	48%
JSC Giproruda (Russia)	60	25%	61	25%
JSC Soligalichskiy izvestkovyi kombinat (Russia)	59	26%	47	26%
Total	**951**		**715**	

15 DEFERRED TAX ASSETS AND LIABILITIES

(a) Deferred tax assets and liabilities by type of temporary difference

Deferred tax assets and liabilities are attributable to the following items:

RUB Million	Assets	Liabilities	Net	Assets	Liabilities	Net
	31 December 2025			31 December 2024		
Property, plant and equipment	182	(29,925)	(29,743)	75	(25,096)	(25,021)
Right-of-use assets and intangible assets	-	(2,542)	(2,542)	-	(1,605)	(1,605)
Other non-current assets	109	-	109	48	(3,635)	(3,587)
Current assets	2,197	(2,258)	(61)	1,249	(4,706)	(3,457)
Tax loss carryforwards	13,876	-	13,876	15,189	-	15,189
Loans, bonds and borrowings[1]	216	(3,570)	(3,354)	13,131	(94)	13,037
Other liabilities	3,136	-	3,136	2,494	-	2,494
Deferred tax assets/(liabilities)	19,716	(38,295)	(18,579)	32,186	(35,136)	(2,950)
Offset	(8,047)	8,047	-	(18,105)	18,105	-
Net deferred tax assets/(liabilities)	**11,669**	**(30,248)**	**(18,579)**	**14,081**	**(17,031)**	**(2,950)**

[1]Temporary differences on loans, bonds and borrowings arise from foreign exchange differences on borrowings denominated in foreign currency.

The deferred tax assets on tax loss carryforwards relate to the Russian entities of the Group. In accordance with Russian tax legislation tax losses accumulated at 31 December 2025 can be carried forward without limitation of utilisation period.

Management has developed a tax strategy to utilise the above tax losses. In assessing the tax losses recoverability, management considers a forecast of the Group's future taxable profits and the Group's tax position to make sure it is probable that relevant taxable profit will be received based on restructuring arrangements available to the Group to utilise the accumulated losses. During 2025, part of the tax loss carryforwards with previously recognized deferred tax asset of RUB 1,538 million was utilised against the taxable income (2024: RUB 1,735 million).

At 31 December 2025, no deferred tax liability on taxable temporary differences of RUB 131,783 million from investments in subsidiaries was recognised (31 December 2024: on taxable temporary differences of RUB 101,896 million), either because the Parent can control recovery period of temporary differences and it is probable that these temporary differences will not recover in the foreseeable future, or because applicable income tax rate on intragroup dividends is expected to be 0%.

(b) Movement in temporary differences during the year

RUB million	31 December 2025	Recognised in profit or loss	1 January 2025
Property, plant and equipment	(29,743)	(4,722)	(25,021)
Right-of-use assets and intangible assets	(2,542)	(937)	(1,605)
Other non-current assets	109	3,696	(3,587)
Current assets	(61)	3,396	(3,457)
Tax loss carry-forwards	13,876	(1,313)	15,189
Loans, bonds and borrowings	(3,354)	(16,391)	13,037
Other liabilities	3,136	642	2,494
Net deferred tax (liabilities)/assets	**(18,579)**	**(15,629)**	**(2,950)**

15 DEFERRED TAX ASSETS AND LIABILITIES (CONTINUED)

RUB million	31 December 2024	Recognised in profit or loss	Deferred tax effect from the increase in the tax rate to 25%	1 January 2024
Property, plant and equipment	(25,021)	(3,236)	(5,004)	(16,781)
Right-of-use assets and intangible assets	(1,605)	164	(321)	(1,448)
Other non-current assets	(3,587)	238	(717)	(3,108)
Current assets	(3,457)	(1,175)	(691)	(1,591)
Tax loss carry-forwards	15,189	(1,521)	3,998	12,712
Loans, bonds and borrowings	13,037	5,696	2,607	4,734
Other liabilities	2,494	366	498	1,630
Net deferred tax (liabilities)/assets	**(2,950)**	**532**	**370**	**(3,852)**

16 INVENTORIES

RUB million	31 December 2025	31 December 2024
Raw materials and spare parts	29,297	26,450
Finished goods:		
Chemical fertilisers	20,241	16,130
Phosphate rock	1,178	868
Other products	578	1,057
Work-in-progress:		
Chemical fertilisers and other products	9,951	8,220
Chemical fertilisers and other products for resale, purchased from third parties	3,207	3,347
Other goods	937	331
Allowance for inventory write-down	(319)	(298)
Total inventories	**65,070**	**56,105**

17 TRADE AND OTHER RECEIVABLES

RUB million	31 December 2025	31 December 2024
Financial assets		
Trade receivables	90,283	86,958
Other receivables[1]	488	2,983
Credit losses allowance	(683)	(599)
Non-financial assets		
Advances issued	24,008	14,630
Advances issued on custom duties	192	654
Receivables from employees	35	34
Provision for doubtful accounts and expected credit losses allowance	-	(7)
Total trade and other receivables	**114,323**	**104,653**

[1]At 31 December 2024, other receivables included advances on export duties of RUB 2,256 million which were fully repaid during 2025 as since 1 January 2025 export duties are equaled to 0%.

17 TRADE AND OTHER RECEIVABLES (CONTINUED)

At 31 December 2025 and at 31 December 2024, the Group performed revaluation of receivables under provisionally priced sales agreements measured at fair value through profit or loss and recognised an adjustment within revenue.

The following information shows the movement of the Group's receivables under provisionally priced sales agreements:

RUB million	2025	2024
Balance at 1 January	**54,443**	**33,586**
Receivables recognised	158,300	131,612
Receivables redeemed	(137,301)	(116,746)
Foreign exchange (loss)/gain, net	(12,955)	5,785
Gain from revaluation at fair value (unrealised)	1,110	206
Balance at 31 December	**63,597**	**54,443**

A 5% increase/(decrease) in forecasted market prices, with all other variables held constant, will lead to increase/(decrease) fair value of the Group's receivables under provisionally priced sales agreements at 31 December 2025 by RUB 2,168 million (at 31 December 2024: RUB 2,002 million).

The movements of credit losses allowance are as follows:

RUB million	2025	2024
Balance at 1 January	**(606)**	**(489)**
Increase in credit losses allowance	(108)	(331)
Reversal of allowance	-	29
Use of allowance	31	185
Balance at 31 December	**(683)**	**(606)**

See note 25 (e) for the analysis of overdue trade and other accounts receivable.

18 CASH AND CASH EQUIVALENTS

RUB million	31 December 2025	31 December 2024
Cash in bank	14,550	10,139
Call deposits	124	251
Petty cash	7	8
Total cash and cash equivalents	**14,681**	**10,398**

At 31 December 2025, the most significant cash and cash equivalent balances (more than 95%) were placed with a large Russian bank rated at AAA by independent Russian rating agencies (ACRA, Expert RA) (at 31 December 2024: with large Russian banks rated at AA+, AAA).

19 EQUITY

(a) Share capital

At 31 December 2025 and 31 December 2024, the Company's share capital consists of 129,500,000 ordinary shares with par value of RUB 2.5 per share. All issued ordinary shares are fully paid. Each ordinary share carries one vote.

19 EQUITY (CONTINUED)

At 31 December 2025 and 31 December 2024, the number of ordinary shares authorised for additional issue is 994,977,080, with a par value of RUB 2.5 per share.

(b) Dividend policy

The Group's dividend policy is based on the following principles:

- balanced approach to the distribution of profits between shareholders and investment needs of the Company;
- dividend payments should support investment profile of the Company.

Amount of such payment is subject to approval of the General Shareholders' Meeting, based on recommendations provided by the Company's Board of Directors. The Board of Directors' recommendations depend on such factors as the Company's earnings for the reporting period and its financial position. To determine the amount of dividend payments, the Board of Directors considers the Company's consolidated free cash flow for the reporting period (quarter, six months, first nine months or year) calculated based on the consolidated financial statement prepared under IFRS Accounting Standards. Free cash flow is defined as cash flows from operating activities less cash flows from investing activities based on the consolidated statement of cash flows. Interim dividends payment decision is made at the General Shareholders' Meeting within three months after the relevant reporting period end. The payment period for dividends payable to a nominal holder or a trustee, which is a professional participant of the securities market, who are registered in the share register, shall be not more than 10 business days. The payment period for dividends payable to other parties registered in the shareholders register shall not exceed 25 business days after the date when the parties entitled to receive dividends are determined. Holders of PhosAgro GDRs are also entitled to receive dividends on shares in accordance with Depositary Agreements terms. In accordance with dividend policy, the Board of Directors shall seek to make sure that the amount of distributed dividends ranges from 50% to over 75% (subject to the Company's debt leverage) of the Company's consolidated free cash flow for the respective period calculated based on the consolidated financial statement prepared under IFRS Accounting Standards. At the same time, the amount of declared dividends shall not be lower than 50% of net profit for the relevant period under IFRS Accounting Standards adjusted by the amount of unrealised exchange rate difference.

(c) Dividends

In accordance with Russian legislation the Company's distributable reserves are limited to the balance of accumulated retained earnings as recorded in the Company's financial statements prepared in accordance with Russian Accounting Standards. At 31 December 2025, the Company had cumulative retained earnings of RUB 75,422 million (31 December 2024: RUB 41,635 million).

Proposed by the Board of Directors in	**Approved by shareholders in**	**Amount per share** *RUB*	**Amount of dividends** *RUB million*
February 2025	May 2025	87	11,266.5
August 2025	September 2025	273	35,353.5
Total			**46,620.0**

Proposed by the Board of Directors in	**Approved by shareholders in**	**Amount per share** *RUB*	**Amount of dividends** *RUB million*
May 2024	June 2024	309	40,015.5
August 2024	September 2024	117	15,151.5
November 2024	December 2024	126	16,317.0
Total			**71,484.0**

19 EQUITY (CONTINUED)

The following information shows the movement of the Group's dividends payable:

RUB million	2025	2024
Balance at 1 January	**19,779**	**54,919**
Declared dividends	46,620	71,484
Refund of dividends paid[1]	6	3,132
Dividends paid to shareholders of the Company	(46,620)	(109,169)
Unclaimed dividends[2]	(7,850)	-
Repayment of dividends previously refunded to shareholders of the Company	(800)	(587)
Balance at 31 December	**11,135**	**19,779**

[1] *The Group received dividends cash refund from depositories as parties entitled for dividends didn't receive them due to reasons beyond the depositories' control.*

[2] *At December 31, 2025, the Group increased its retained earnings from the disposal of unclaimed dividend liability to shareholders as a result of claim period expiration.*

20 EARNINGS PER SHARE

Basic earnings per share are calculated based on the weighted average number of ordinary shares outstanding during the year. Basic and diluted earnings per share are the same, as there is no effect of dilution.

	2025	2024
Weighted average number of ordinary shares in issue	129,500,000	129,500,000
Profit for the year attributable to shareholders of the Company, RUB million	114,205	84,430
Basic and diluted earnings per share, RUB	882	652

21 LOANS AND BONDS

This note provides information about the contractual terms of the Group's loans and bonds. For more information about the leases, see note 22. For more information about the Group's exposure to foreign currency risk, interest rate risk and liquidity risk, see note 25.

RUB million	31 December 2025	31 December 2024
Current loans and bonds		
Unsecured bank loans	88,979	96,684
Bonds RUB-denominated	85,372	-
Bonds CNY-denominated	33,478	-
Interest payable	1,952	2,588
Replacement bonds	-	36,291
Eurobonds	-	26,398
Bank commission (short-term)	(341)	(300)
Other	275	-
Total current loans and bonds	**209,715**	**161,661**
Non-current loans and bonds		
Bonds USD-denominated	77,617	10,168
Replacement bonds	29,998	38,991
Eurobonds	9,116	-
Unsecured bank loans	2,398	19,117
Bonds RUB-denominated	-	75,000
Bonds CNY-denominated	-	26,854
Bank commission (long-term)	(264)	(168)
Other	197	-
Total non-current loans and bonds	**119,062**	**169,962**
Total loans and bonds	**328,777**	**331,623**

In June 2024, the Company issued USD 100 million in BO-P01-USD series 5-year bonds on Moscow Stock Exchange with quarterly coupon rate of 6.25% per year.

In September 2024, the Company issued RUB 35,000 million in BO-P02 series 2-year bonds on Moscow Stock Exchange with a floating coupon rate of key rate of Central Bank of Russia plus 1.1% per year.

In November 2024, the Company issued RUB 20,000 million in BO-02-01 series 5-year bonds on Moscow Stock Exchange with floating coupon rate of Russian Central Bank key rate plus 2% per year with early repayment offer available after two years. In January 2025, the Company obtained long-term financing of RUB 40,000 million from additional issue of these bonds. In June 2025, the Company repaid RUB 29,753 million of these bonds.

In February 2025, the Company issued CNY 1,000 million in BO-02-02 series bonds on Moscow Stock Exchange with a fixed coupon rate of 10.4% per annum and maturity period of 1.5 years.

In April 2025, the Company issued USD 250 million in BO-02-03 series bonds on Moscow Stock Exchange with a fixed coupon rate of 7.5% per annum and maturity period of 2.5 years. In June 2025, the Company obtained USD 392.2 million from additional issue of these bonds.

In October 2025, the Company issued 3-year bonds of BO-02-04 series on the Moscow Stock Exchange in the amount of USD 250 million with a fixed annual coupon rate of 7%.

21 LOANS AND BONDS (CONTINUED)

Information on the Group's bond loans is presented below:

RUB million		31 December 2025			31 December 2024		
Currency	**Expiry date**	**Rate, %**	**Carrying value**	**Fair value**	**Rate, %**	**Carrying value**	**Fair value**
USD-denominated bonds							
USD	18.09.2027	7.50%	50,237	51,751		-	-
USD	12.10.2028	7.00%	19,557	20,161		-	-
USD	31.05.2029	6.25%	7,823	8,077	6.25%	10,168	9,800
RUB-denominated bonds							
RUB	08.09.2026	17.10%	35,000	35,147	22.10%	35,000	34,885
RUB	12.11.2026[1]	18.00%	30,372	30,963	23.00%	20,000	20,250
RUB	17.04.2026	9.40%	20,000	19,789	9.40%	20,000	18,492
Replacement bonds							
USD	16.09.2028	2.60%	29,998	27,584	2.60%	38,991	33,649
USD	23.01.2025		-	-	3.05%	36,291	36,443
CNY-denominated bonds							
CNY	09.04.2026	4.20%	22,319	20,087	4.55%	26,854	25,592
CNY	12.08.2026	10.40%	11,159	11,492		-	-
Eurobonds							
USD	16.09.2028	2.60%	9,116	6,267	2.60%	11,849	7,958
USD	23.01.2025		-	-	3.05%	14,549	12,221
Total bonds			**235,581**	**231,318**		**213,702**	**199,290**

[1] The date of early repayment offer.

The breakdown of the loans and bonds denominated in different currencies is as follows:

RUB million	31 December 2025	31 December 2024
USD-denominated	130,253	134,256
CNY-denominated	108,409	85,383
RUB-denominated	88,759	109,639
EUR-denominated	1,356	2,345
Total	**328,777**	**331,623**

The maturity of the loans and bonds is as follows:

RUB million	31 December 2025	31 December 2024
Less than 1 year	209,715	161,661
1-2 years	52,649	120,837
2-3 years	58,595	-
3-4 years	7,818	38,968
4-5 years	-	10,157
Total	**328,777**	**331,623**

21 LOANS AND BONDS (CONTINUED)

Analysis of Group's loans and bonds changes related to cash and non-cash movements is presented below:

RUB million	2025	2024
Balance at 1 January	**331,623**	**248,139**
Cash inflows	223,099	212,336
Cash outflows	(187,834)	(154,961)
Foreign exchange differences	(38,180)	25,251
Capitalised borrowing costs accrued	9,280	4,702
Capitalised borrowing costs paid	(9,280)	(4,702)
Interest accrued	21,694	14,530
Interest paid	(22,353)	(13,851)
Early bonds repayment result	512	-
Amortisation of bank commission	357	179
Other	(141)	-
Balance at 31 December	**328,777**	**331,623**

Under the terms of the Group's long-term bank loans and bonds agreements with a carrying amount of RUB 11,473 million at 31 December 2025 (at 31 December 2024: RUB 19,117 million), the Group is required to comply with certain financial and non-financial covenants at the end of each annual and interim reporting period.

Financial covenants include the following:

- the ratio of consolidated total debt to EBITDA of the Group at the end of each reporting period must be not more than 3.5:1;
- the ratio of consolidated net debt to consolidated EBITDA of the Group at the end of each reporting period must be not more than 3:1;
- the ratio of consolidated net debt to equity of the Group at the end of each reporting period must be not more than 1.5:1;
- the ratio of consolidated EBITDA to interest expense/ net interest expense of the Group at the end of each reporting period must be not less than 3:1.

Financial covenants are calculated by the Group in accordance with definitions stipulated in the respective agreements.

Non-financial covenants include compliance with a set of conditions, for example, intended use of loans, providing the documents specified in the respective loan agreements and financial statements, restriction on significant assets disposal, pledge of property, reorganisation and other.

At 31 December 2025, the Group was in compliance with the established covenants and did not expect to breach them.

In 2024, the Group exceeded the net debt to equity ratio. At 31 December 2024, the Group recognised non-current portion of certain borrowings within current borrowings as the Group did not have unconditional right to defer settlement of liabilities for at least twelve months after the reporting period. In 2025 the Group received the bank's letter waiving a breach of net debt to equity ratio.

22 LEASE LIABILITIES

RUB million	Lease liability without subsequent asset buyout	Lease liability with subsequent asset buyout	Total
Balance at 1 January 2024	**846**	**3,385**	**4,231**
New lease contracts or modification of existing lease contracts	463	979	**1,442**
Principal lease payments (note 13)	(474)	(974)	**(1,448)**
Interest expense on lease liabilities	137	292	**429**
Interest lease payments	(137)	(292)	**(429)**
Disposal	(144)	-	**(144)**
Foreign exchange differences	1	49	**50**
Balance at 31 December 2024	**692**	**3,439**	**4,131**
New lease contracts or modification of existing lease contracts	742	2,835	**3,577**
Principal lease payments (note 13)	(361)	(847)	**(1,208)**
Interest expense on lease liabilities	171	522	**693**
Interest lease payments	(171)	(522)	**(693)**
Disposal	(50)	-	**(50)**
Foreign exchange differences	(2)	(76)	**(78)**
Balance at 31 December 2025	**1,021**	**5,351**	**6,372**

23 DEFINED BENEFIT OBLIGATIONS

RUB million	31 December 2025	31 December 2024
Pension obligations, long-term	1,095	773
Post-retirement obligations other than pensions	404	256
Total defined benefit obligations	**1,499**	**1,029**

The Group has defined benefit plans at JSC "Apatit", including all the branches, which stipulate payment of a lump sum allowance to employees who have a specified period of service in this company upon their retirement. The movement in the present value of the defined benefit obligations is as follows:

RUB million	2025	2024
Defined benefit obligations at 1 January	**1,029**	**1,129**
Benefits paid	(161)	(136)
Current service costs and interest	229	168
Actuarial loss/(gain) in other comprehensive income	402	(132)
Defined benefit obligations at 31 December	**1,499**	**1,029**

The key actuarial assumptions used in measurement of the defined benefit obligations are as follows:

	31 December 2025	31 December 2024
Discount rate	14.72%	17.78%
Future pension increases	4.80%	7%

24 TRADE AND OTHER PAYABLES

RUB million	31 December 2025	31 December 2024
Financial liabilities		
Trade payables	24,552	30,506
including payables for property, plant and equipment and intangible assets	9,602	10,277
Other payables	139	121
Non-financial liabilities		
Advances received (liabilities under the contracts with customers)	9,776	10,705
Payables to employees	8,085	6,618
Accrued expenses and provisions	224	247
Other payables	20	197
Total trade and other payables	**42,796**	**48,394**

Contract liabilities balance at the beginning of the year was fully recognised in revenue during the reporting period.

25 FINANCIAL RISK MANAGEMENT

(a) Overview

In the normal course of its operations, the Group has exposure to market, credit and liquidity risks.

This note presents information about the Group's exposure to each of the above risks, the Group's objectives, policies and processes for measuring and managing risk, and the Group's management of capital. Further quantitative disclosures are included throughout these consolidated financial statements.

The Board of Directors has overall responsibility for the establishment and oversight of the Group's risk management framework. The Group's risk management policies are established to identify and analyse the risks faced by the Group, to set appropriate risk limits and controls, and to monitor risks and adherence to limits. Risk management policies and systems are reviewed regularly to reflect changes in market conditions and the Group's activities.

(b) Market risk

Market risk is the risk that changes in market conditions, such as foreign exchange rates, interest rates and equity prices will affect the Group's profit or the value of its financial instruments. The objective of market risk management is to manage and control market risk exposures within acceptable parameters, while optimising the return.

(c) Foreign currency risk

The Group is exposed to currency risk on sales, purchases and borrowings that are denominated in a currency other than the respective functional currency of Group entities. The currencies giving rise to this risk are primarily USD, CNY and EUR.

In respect of monetary assets and liabilities denominated in foreign currencies, the Group ensures that its net exposure is kept to an acceptable level by buying or selling foreign currencies at spot rates when necessary to address short-term imbalances.

The Group implemented a natural hedge approach (policy) aiming at reducing its exposure to foreign currency risk by means of borrowing in the same currencies in which the Group's sales agreements are denominated.

25 FINANCIAL RISK MANAGEMENT (CONTINUED)

The Group has the following net monetary position on financial assets and liabilities denominated in foreign currencies:

	31 December 2025			31 December 2024		
RUB million	CNY denominated	USD denominated	EUR denominated	CNY denominated	USD denominated	EUR denominated
Current assets	12	82,720	4,278	20	84,217	4,043
Non-current liabilities	(9)	(118,453)	(677)	(33,380)	(59,519)	-
Current liabilities	(109,003)	(12,311)	(1,185)	(53,300)	(80,461)	(3,943)
Net position of the Group companies	**(109,000)**	**(48,044)**	**2,416**	**(86,660)**	**(55,763)**	**100**

Management estimates that a 10% strengthening/(weakening) of RUB against USD, CNY and EUR, based on the Group's total net position in USD, CNY and EUR at the reporting date would have increased/(decreased) the Group's profit for the year by RUB 15,463 million, before any tax effect (2024: would have increased/(decreased) the Group's profit for the year by RUB 14,232 million). This analysis assumes that all other variables, in particular interest rates, remain constant. The analysis is performed on the same basis for 2024.

The net foreign exchange gain recognised in profit or loss of RUB 11,339 million (net foreign exchange loss of RUB 15,903 million for the comparative period) resulted from Russian rouble appreciation against other currencies during the reporting period (Russian rouble depreciation against other currencies during the comparative period).

The breakdown of the net foreign exchange gain/(loss) by nature is presented below:

RUB million	2025	2024
Foreign exchange (loss)/gain from trade and other receivable	(20,900)	8,228
Foreign exchange gain/(loss) from trade and other payables	1,298	(749)
Foreign exchange gain from other current assets	-	834
Other	(3,529)	(1,861)
Foreign exchange (loss)/gain from operating activities, net	**(23,131)**	**6,452**
Foreign exchange gain/(loss) from loans and bonds	38,180	(25,251)
Foreign exchange gain/(loss) from lease liabilities	78	(50)
Foreign exchange (loss)/gain from cash and cash equivalents	(3,788)	2,946
Foreign exchange gain/(loss) from financing activities, net	**34,470**	**(22,355)**

25 FINANCIAL RISK MANAGEMENT (CONTINUED)

(d) Interest rate risk

Interest rate risk is the risk that changes in interest rates will adversely impact the financial results of the Group. Management does not have a formal policy of determining how much of the Group's exposure should be to fixed or variable rates. However, at the time of raising new loans and bonds management uses its judgment to decide whether it believes that a fixed or variable rate would be more favourable to the Group over the expected period until maturity.

The interest rate profile of the Group's interest-bearing financial instruments at their carrying values is as follows:

RUB million	31 December 2025	31 December 2024
Fixed rate instruments		
Other non-current assets	63	108
Call deposits and other financial assets	203	322
Lease liabilities	(6,372)	(4,131)
Long-term loans and bonds	(118,453)	(85,852)
Short-term loans and bonds	(115,085)	(123,472)
Total fixed rate instruments	**(239,644)**	**(213,025)**
Variable rate instruments		
Call deposits and other financial assets	-	2,027
Long-term loans and bonds	(676)	(84,278)
Short-term loans and bonds	(94,696)	(38,489)
Total variable rate instruments	**(95,372)**	**(120,740)**

Sensitivity analysis for financial instruments with variable interest rates

At 31 December 2025, 2 percentage points increase/(decrease) in interest rate, with all other variables held constant, would have decreased/(increased) the Group's profit for the year and equity by RUB 1,907 million (31 December 2024: RUB 2,415 million).

(e) Credit risk

Credit risk is the risk of financial loss to the Group if a customer and supplier or counterparty to a financial instrument fails to meet its contractual obligations, and arises from the Group's receivables from customers, current and non-current financial assets and cash and cash equivalents.

At 31 December 2025, the Group's maximum exposure to credit risk is represented by the carrying amount of its financial assets and amounted to RUB 105,338 million (31 December 2024: RUB 103,008 million) and is presented in the tables below by class of asset.

The Group's financial assets measured at amortised cost is presented below:

RUB million	Note	31 December 2025	31 December 2024
Trade receivables excluding receivables under provisionally priced sales agreements	17	26,686	32,515
Cash and cash equivalents	18	14,681	10,398
Other receivables	17	488	2,983
Other financial assets		416	1,074
Loans issued to employees, at amortised cost		127	146
Loans issued to third parties, at amortised cost		15	2,060
Allowance for expected credit losses	17	(683)	(616)
Total		**41,730**	**48,560**

At 31 December 2025, 92% of the Group's trade receivables is represented by one counterparty (31 December 2024: 96%).

25 FINANCIAL RISK MANAGEMENT (CONTINUED)

The Group's financial assets measured at fair value through profit or loss are presented below:

RUB million	Note	2025	2024
Trade receivables under provisionally priced sales agreements	17	63,597	54,443
Financial assets measured at fair value through profit or loss		11	5
Total		**63,608**	**54,448**

Trade and other receivables

The Group's exposure to credit risk is influenced mainly by the individual specific characteristics of each customer. The general characteristics of the Group's customer base, including the default risk of the industry and country, in which customers operate, have less of an influence on credit risk.

Management has established a credit policy under which each new customer is analysed individually for creditworthiness before the Group's standard payment and delivery terms and conditions are offered. The Group's review includes external ratings, when available, and in some cases bank references. Purchase limits are established for each customer, which represent the maximum amount of outstanding receivables; these limits are reviewed quarterly. Customers that fail to meet the Group's benchmarks of creditworthiness may transact with the Group only on a prepayment basis.

The majority of the Group's customers have been transacting with the Group for several years, and losses have occurred infrequently. In monitoring customer credit risk, customers are grouped according to their credit characteristics. Trade and other receivables relate mainly to the Group's wholesale customers.

The Group does not require collateral in respect of trade and other receivables, except for new customers who are required to work on a prepayment basis or present an acceptable bank guarantee or set up letter of credit with an acceptable bank.

The Group establishes an allowance for expected credit losses that represents its estimate of the expected credit losses in respect of trade and other receivables and other financial assets. The Group estimates the allowance for expected credit losses for trade receivables in the amount equal to lifetime expected loss allowance of the financial instrument. In the terms of calculating the expected credit loss, the Group considers the credit rating of counterparties, adjusted with forward-looking factors specific to the debtors and economic environment in which they operate, and historical credit loss experience.

Exposures within each credit risk grade are segmented by geographic region classification and an ECL rate is calculated for each segment based on delinquency status and actual credit loss experience over the past years.

The allowance for expected credit losses on accounts receivable has been accrued in accordance with the risk matrix presented in the table below:

RUB million	31 December 2025					
	Not past due	Past due 0-90 days	Past due 91-180 days	Past due 181-365 days	More than one year	Total
Loss rate	**0.1-6%**	**0.1-10%**	**12.71%**	**21.45%**	**63.57%**	
Gross carrying amount	88,382	1,299	417	415	258	**90,771**
Lifetime ECL	(317)	(60)	(53)	(89)	(164)	**(683)**
Net carrying value	**88,065**	**1,239**	**364**	**326**	**94**	**90,088**

25 FINANCIAL RISK MANAGEMENT (CONTINUED)

RUB million	31 December 2024					
	Not past due	Past due 0-90 days	Past due 91-180 days	Past due 181-365 days	More than one year	Total
Loss rate	**0.1-5%**	**0.1-10%**	**11.39%**	**16.70%**	**100%**	
Gross carrying amount	87,491	1,122	729	491	108	**89,941**
Lifetime ECL	(273)	(53)	(83)	(82)	(108)	**(599)**
Net carrying value	**87,218**	**1,069**	**646**	**409**	**-**	**89,342**

Current and non-current financial assets

The Group lends money to related parties and to third parties, who have good credit standing. Based on the prior experience, management believes that there is no significant credit risk in respect of related party and third party loans.

Cash and cash equivalents are primarily held with large banks with high credit rating and minimal risk of default, which provides high-level credit risk limits. All bank account balances and term deposits are not overdue or impaired.

(f) Liquidity risk

Liquidity risk is the risk that the Group will not be able to meet its financial obligations as they fall due. The Group's approach to managing liquidity is to ensure, as far as possible, that it will always have sufficient liquidity to meet its liabilities when due, under both normal and stressed conditions, without incurring unacceptable losses or risking damage to the Group's reputation.

Typically, the Group ensures that it has sufficient cash on demand to meet expected operational expenses for the period of 30 days, including the servicing of financial obligations; this excludes the potential impact of extreme circumstances that cannot reasonably be predicted, such as natural disasters. In addition, the Group maintains several lines of credit in various Russian and international banks.

At 31 December 2025, Group's current liabilities exceeded current assets by RUB 50,569 million (31 December 2024: RUB 52,662 million). The Group manages its liquidity and ensures timely fulfilment of its obligations using Group's own and borrowed funds. In January – April 2026, the Group obtained financing of RUB 135,082 million, including long-term financing of RUB 89,133 million and loans from related party of RUB 25,300 million and repaid RUB 130,011 million of loans, including loans from related party of RUB 25,300 million.

25 FINANCIAL RISK MANAGEMENT (CONTINUED)

The table below illustrates the contractual maturities of financial liabilities, including interest payments, which are converted at the closing exchange rates, where applicable. The amounts disclosed in the maturity table are the contractual undiscounted cash flows:

	31 December 2025							
RUB million	Carrying value	Contractual cash flows	0-1 year	1-2 yrs	2-3 yrs	3-4 yrs	4-5 yrs	Over 5 yrs
Loans and bonds	328,910	356,461[1]	228,779	58,330	61,285	8,067	-	-
Lease liabilities	6,372	9,380	2,684	2,210	1,784	1,105	746	851
Trade and other payables	24,691	24,691	24,691	-	-	-	-	-
Dividends payable	11,135	11,135	11,135	-	-	-	-	-
Total	**371,108**	**401,667**	**267,289**	**60,540**	**63,069**	**9,172**	**746**	**851**

	31 December 2024							
RUB million	Carrying value	Contractual cash flows	0-1 year	1-2 yrs	2-3 yrs	3-4 yrs	4-5 yrs	Over 5 yrs
Loans and bonds	332,091	364,781[1]	180,793	133,243	634	39,626	10,485	-
Lease liabilities	4,131	6,114	1,609	1,261	868	645	577	1,154
Trade and other payables	30,627	30,627	30,627	-	-	-	-	-
Dividends payable	19,779	19,779	19,779	-	-	-	-	-
Total	**386,628**	**421,301**	**232,808**	**134,504**	**1,502**	**40,271**	**11,062**	**1,154**

[1]For bonds with early repayment offer cash flow is indicated by the offer date (note 21).

(g) Capital management

The Group's Board of Directors pursues a policy aimed at maintaining high capital levels to keep investor, lender and market confidence and to provide future sustainable business development. The Board of Directors keeps under control the return on invested capital and dividends paid to shareholders. To maintain and adjust the capital structure, the Group may adjust periods of dividend payment to shareholders, revise its investment programme and obtain new or repay existing loans and bonds. There were no changes in the Board's approach to capital management during the year.

The Group defines capital under management as the amount in "Equity attributable to shareholders of the Company" line item in the consolidated statement of financial position. At 31 December 2025, the Group's capital under management amounted to RUB 239,618 million (31 December 2024: RUB 164,585 million).

The Group's management regularly analyses Net Debt / EBITDA ratio calculated by dividing the Group's total short-term and long-term loans and bonds less cash and cash equivalents by EBITDA (operating profit adjusted for depreciation and amortisation). Some loan agreements cap this ratio at no more than 3.

The Company and its subsidiaries comply with external regulatory requirements for capital including requirements established by law and loan agreements.

26 COMMITMENTS

At 31 December 2025, the Group had contractual commitments for the purchase of property, plant and equipment for RUB 53,311 million (31 December 2024: RUB 48,972 million), including VAT where applicable.

PJSC "PhosAgro"
Notes to the Consolidated Financial Statements for 2025

27 CONTINGENCIES

(a) Litigation

The Group has a number of small claims and litigations relating to regular business activities and small fiscal claims. Management believes that none of these claims, individually or in aggregate, will have a material adverse impact on the Group.

(b) Tax contingencies

Russian tax and customs legislation which was enacted or substantively enacted at the end of the reporting period, is subject to varying interpretations when being applied to the transactions and activities of the Group. Consequently, tax positions taken by management and the formal documentation supporting the tax positions may be challenged tax authorities. Russian tax administration continues to develop, including an increased tax audit risks for transactions that lack a clear financial and economic purpose and/or are aimed solely at tax benefit obtaining in the form of reducing tax liabilities or transactions with tax incompliant counterparties. Fiscal periods remain open to review by the authorities in respect of taxes for three calendar years preceding the year when decisions about the review was made.

Russian transfer pricing (TP) legislation provides for the possibility of additional tax liability accrual for controlled transactions (transactions between related parties and certain transactions between unrelated parties) if such transactions are not on an arm's-length basis. The management has implemented internal controls to comply with current TP legislation.

Tax liabilities arising from controlled transactions are determined based on their actual transaction prices. It is possible, with the evolution of the interpretation of TP rules, that such prices could be challenged. The impact of any such challenge cannot be reliably estimated; however, it may be significant to the financial position and/or the Group's operations.

As Russian tax legislation often does not provide definitive guidance in certain areas, the Group adopts, from time to time, interpretations of such uncertain areas that reduce the overall tax rate of the Group. While management currently estimates that the tax positions and interpretations that it has taken can probably be sustained, there is a possible risk that an outflow of resources will be required should such tax positions and interpretations be challenged by the tax authorities. The impact of any such challenge cannot be reliably estimated; however, it may be significant to the financial position and/or the overall operations of the Group.

(c) Environmental contingencies

The enforcement of environmental regulation in the Russian Federation is evolving and the enforcement posture of government authorities is continually being reconsidered.

The Group is involved in chemical production, which is inherently exposed to significant environmental risks. The Group companies record environmental obligations as they become probable and reliably measurable. The Group companies are parties to different litigations with the Russian environmental authorities. The management believes that based on its interpretations of applicable Russian legislation, official pronouncements and court decisions no provision is required for environmental obligations. However, the interpretations of the relevant authorities could differ from management's position and the effect on these consolidated financial statements, if the authorities were successful in enforcing their interpretations, could be significant.

28 RELATED PARTY TRANSACTIONS

Parties are generally considered to be related if the parties are under common control or if one party has the ability to control the other party or can exercise significant influence or joint control over the other party in making financial and operational decisions. In considering each possible related party relationship, attention is directed to the substance of the relationship, not merely the legal form. Other related parties include entities controlled by the Company's key shareholders, having significant influence on the Group.

The balances and transactions with related parties are usually unsecured and denominated in RUB.

(a) Transactions with related parties

RUB million	Nature of relationship	2025	2024
Sales of goods and services	Associates	34	28
Purchases of goods and services	Associates	(1,241)	(1,018)
Other expenses, net	Associates	-	(178)
Sales of goods and services	Other related parties	1,115	1,362
Other expenses, net	Other related parties	(746)	(512)
Financial expenses, net	Other related parties	(251)	(404)
Purchases of goods and services	Other related parties	(2)	(4)

In 2025, the Company declared dividends, including RUB 20,353 million (2024: RUB 31,209 million) to the shareholders holding more than 20% of the Company's shares.

In 2025, the Group received and repaid RUB 22,700 million of unsecured loans at interest rate of 23.00% per annum from a related party (2024: RUB 17,100 million at interest rate of 16.65% per annum).

(b) Balances with related parties

RUB million	Nature of relationship	31 December 2025	31 December 2024
Trade and other receivables	Associates	64	17
Trade and other payables	Associates	(37)	(91)
Trade and other receivables	Other related parties	13	506
Trade and other payables	Other related parties	(314)	(11)

(c) Remuneration of key management personnel and Board of Directors members

Remuneration of key management personnel consists of monthly compensation, annual performance bonus contingent on operating results, termination benefits and social security costs. The remuneration of the Board of Directors and key management personnel recognised as part of administrative and selling expenses amounted to RUB 3,700 million (2024: RUB 3,964 million).

29 SIGNIFICANT SUBSIDIARIES OF THE GROUP

Subsidiary	Country of incorporation	Effective ownership (rounded) 31 December 2025	31 December 2024
Apatit, JSC (including Balakovo, Volkhov and Kirovsk branches)	Russia	100%	100%
Mekhanik, LLC	Russia	100%	100%
NIUIF, JSC	Russia	94%	94%
PhosAgro-Region, LLC	Russia	100%	100%
PhosAgro-Voronezh, LLC (previous name until 11.04.2025 - PhosAgro-Belgorod)	Russia	100%	100%
PhosAgro-Don, LLC	Russia	100%	100%
PhosAgro-Kuban, LLC	Russia	100%	100%
PhosAgro-Kursk, LLC	Russia	100%	100%
PhosAgro-Lipetsk, LLC	Russia	100%	100%
PhosAgro-Oryol, LLC	Russia	100%	100%
PhosAgro-Stavropol, LLC	Russia	100%	100%
PhosAgro-Volga, LLC	Russia	100%	100%
PhosAgro-SeveroZapad, LLC	Russia	100%	100%
PhosAgro-Tambov, LLC	Russia	100%	100%
PhosAgro-Sibir, LLC	Russia	100%	100%

30 SUBSEQUENT EVENTS

At March 31, 2026, the Group increased its retained earnings by the amount of RUB 3,565 million from the disposal of unclaimed dividend liability to shareholders as a result of claim period expiration.

In March 2026, the Company issued CNY 1,500 million in BO-02-05 series bonds on Moscow Stock Exchange with a coupon period 91 days and a fixed coupon rate of 8% per annum, maturity period of 1,183 days.

In April 2026, the Company issued RUB 70,000 million in BO-02-06 series bonds on Moscow Stock Exchange with a fixed coupon rate of 13.75 % per annum and maturity period of 1,110 days.

Management responsibility statement

PhosAgro's management hereby confirms that, to the best of its knowledge, the financial statements prepared in accordance with the International Financial Reporting Standards as issued by the International Accounting Standards Board give a true and fair view of the assets, liabilities, financial position and profit or loss of the Company and the undertakings included in the consolidation taken as a whole.

The management report includes a fair review of the development and performance of the business and the position of PhosAgro and the undertakings included in the consolidation taken as a whole, together with a description of the principal risks and uncertainties that they face.

This integrated Annual Report was reviewed and approved at PhosAgro's Board of Directors meeting on 23 April 2026. The consolidated financial statements for the year ended 31 December 2025 were approved by the Board of Directors on 27 April 2026.

Alexander Gilgenberg
Chief Executive Officer and Chairman of the Management Board of PhosAgro

Defining material topics

GRI 3-1

Approach to defining material topics

Key stages of the materiality assessment in 2025

1. **Updating** the list of topics reflecting the Company's impact on the economy, nature, and society

2. Assessment of impact topics by stakeholders

1. Compiling a list of the Company's sustainability risks and opportunities

2. Assessment of risks and opportunities by an expert group

3. Grouping risks and opportunities into topics

4. Creating a topic matrix that visualises the double materiality assessment to identify material topics

Identifying impact materiality

Survey participants – representing external and internal stakeholders – were asked to rate the importance of topics reflecting the Company's impacts on the economy, nature, and society on a scale of 1 to 5, where 1 was assigned to the least important topics and 5 to the most critical ones.

Having already conducted an impact materiality assessment in previous non-financial reporting cycles, the Company used the baseline topic list from PhosAgro's 2024 Annual Report as a starting point. This list was then refined using benchmarking against reports from companies in related industries, along with recommendations from non-financial reporting standards and input from the Company's experts. Internal and external stakeholders then rated the topics covering the Company's economic, environmental, and social impacts via an online survey.

Identifying financial materiality

Each risk and opportunity was evaluated based on scale of potential consequences, likelihood, time horizon, and value chain position.

Simultaneously, the Company compiled a list of sustainability risks and opportunities for internal expert review by Company employees with deep industry expertise and knowledge of corporate finance, risk management, and sustainable development.

We evaluated the likelihood of occurrence and scale of potential consequences for every risk and opportunity (taking into account average scores for both criteria). Risks and opportunities were then grouped into topics, and the topics were ranked (by maximum value) separately for risks and opportunities attributable to each topic.

The time horizons used were: short-term (up to 1 years), medium-term (1 to 5 years), and long-term (up to 5 years).

Risks and opportunities were then grouped into topics, and the topics were ranked by financial materiality using the highest likelihood and consequence scores.

Participants were asked to assess PhosAgro's sustainability risks and opportunities. Risk and opportunity scores represent the average for likelihood of occurrence and scale of potential consequences. Topic scores correspond to the highest score among the risks and opportunities covered by each topic. A score of 1 corresponds to the least material risks and opportunities, while 5 corresponds to the most material ones.

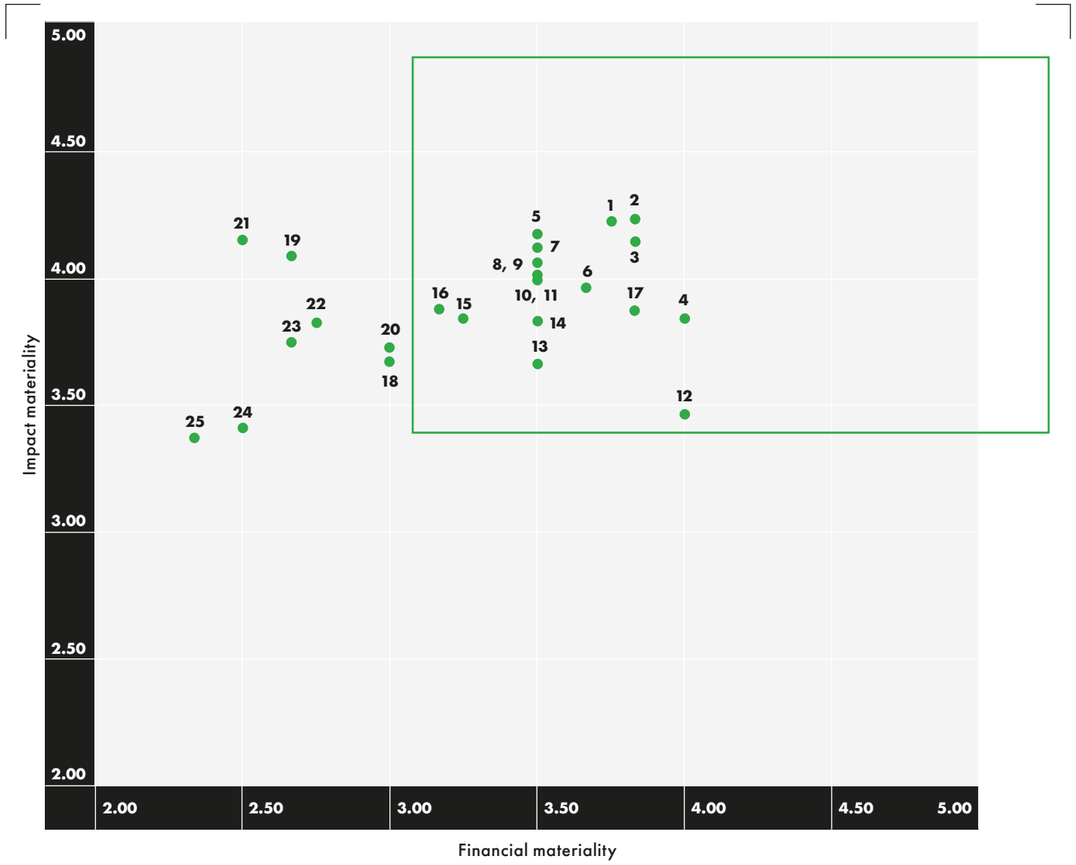
In 2024, we assessed financial materiality differently: the Company's experts identified the potential impact of strategic risks on PhosAgro's operations (weight – 80%) and evaluated industry material topics based on an international ESG rating (weight – 20%).

Compiling a list of material topics and setting the cut-off threshold

In the final stage, a double materiality matrix was created, plotting topics against their impact materiality and financial materiality scores. This visualisation helped identify material topics that reflect both PhosAgro's impacts on the economy, nature, and society and its key sustainability risks and opportunities.

With the set cut-off threshold, 17 topics were identified as material for disclosure in the report from a double materiality perspective. This guided the provision of detailed information on these topics in the Report and also served as a basis for paying special attention to managing the relevant aspects.

Double materiality matrix



Topics selected as material for disclosure in the report from a double materiality perspective

№	Topic
1	Climate change mitigation and adaptation
2	Implementation of technologies and solutions to improve energy efficiency
3	Air protection
4	Tax policy
5	Waste management and tailings storage facility management
6	Training and professional development
7	Water resource protection and water stress risk management
8	Research and education
9	Innovation, digitalisation, and use of artificial intelligence technologies
10	Equal opportunities and human rights compliance
11	Job creation and employment
12	Supply chain management
13	Information security
14	Product quality and safety assurance
15	Contribution to local communities
16	Occupational health and safety
17	Emergency preparedness
18	Business ethics and corporate culture
19	Biodiversity protection
20	Compliance with antitrust laws
21	Contribution to the circular economy: resource reuse and recycling of waste and by-products
22	Principles and practices of corporate governance
23	Anti-corruption
24	ESG evaluation of suppliers
25	Share capital and shareholder engagement

Additional information to the sections

Defined benefit plan obligations and other retirement plans, RUB mln

GRI 201-3

Region	Retirement-related obligations (other than employee benefit obligations)	Actual pension payments		
		2023	2024	2025
Saratov region	• Payment of retirement benefits	3.29	10.26	**9.32**
	• Merit benefit plans	0.00	0.00	**1.17**
	• Financial aid to retired former employees	21.03	42.50	**26.76**
	Total	**24.36**	**52.76**	**37.25**
Murmansk region	• Payment of retirement benefits	40.20	61.20	**60.75**
	• Merit benefit plans	0.00	0.00	**2.63**
	• Financial aid to retired former employees	157.74	357.74	**201.73**
	Total	**197.94**	**418.93**	**265.10**
Moscow region	• Payment of retirement benefits	0.00	0.00	**0.00**
	• Merit benefit plans	0.00	0.00	**0.00**
	• Financial aid to retired former employees	0.00	0.00	**0.00**
	Total	**0.00**	**0.00**	**0.00**
Leningrad region	• Payment of retirement benefits	5.28	5.7	**5.99**
	• Merit benefit plans	0.00	0.0	**1.93**
	• Financial aid to retired former employees	30.10	58.8	**33.20**
	Total	**35.59**	**64.5**	**41.11**
Vologda Region	• Payment of retirement benefits	14.03	20.5	**27.12**
	• Merit benefit plans	23.59	24.5	**27.13**
	• Financial aid to retired former employees	120.80	232.6	**141.24**
	Total	**158.43**	**277.6**	**195.48**
Total	• Payment of retirement benefits	62.81	97.75	**103.17**
	• Merit benefit plans	23.59	24.48	**32.85**
	• Financial aid to retired former employees	329.67	691.59	**402.93**
	Total	**416.31**	**813.82**	**538.95**

Charitable giving and community and infrastructure development investment, RUB '000

GRI 203-1

	2023	2024	2025
	9,356,293	**11,729,143**	**10,898,231**
Contributions to charities, NGOs and research institutions (not related to the organisation's commercial research and development)	802,874	2,302,684	**3,652,440**
Funds allocated to support community infrastructure such as recreational facilities	7,335,597	7,945,884	**5,265,492**
Direct spending on social programmes, including arts and educational activities	1,217,822	1,480,575	**1,980,299**

New hires, people

GRI 401-1

Region	Gender	2023					2024					2025				
		under 30 years	30–50 years	above 50 years	Share, %	Total	under 30 years	30–50 years	above 50 years	Share, %	Total	under 30 years	30–50 years	above 50 years	Share, %	Total
Vologda region	M	388	601	132	20.53	1,121	352	382	34	15.71	768	**352**	**331**	**48**	**14.56**	**731**
	F	199	350	48	10.93	597	173	277	20	9.62	470	**178**	**240**	**30**	**8.93**	**448**
Total		**587**	**951**	**180**	**31.47**	**1,718**	**525**	**659**	**54**	**25.33**	**1,238**	**530**	**571**	**78**	**23.49**	**1,179**
Saratov region	M	124	292	30	8.17	446	179	308	40	10.78	527	**248**	**371**	**48**	**13.29**	**667**
	F	67	107	12	3.41	186	67	108	21	4.01	196	**77**	**125**	**21**	**4.44**	**223**
Total		**191**	**399**	**42**	**11.58**	**632**	**246**	**416**	**61**	**14.79**	**723**	**325**	**496**	**69**	**17.73**	**890**
Leningrad region	M	150	271	14	7.97	435	153	303	37	10.09	493	**182**	**390**	**42**	**12.23**	**614**
	F	56	72	7	2.47	135	74	96	17	3.83	187	**75**	**77**	**10**	**3.23**	**162**
Total		**206**	**343**	**21**	**10.44**	**570**	**227**	**399**	**54**	**13.91**	**680**	**257**	**467**	**52**	**15.46**	**776**
Murmansk region	M	501	1170	118	32.77	1,789	467	960	114	31.53	1541	**467**	**825**	**104**	**27.81**	**1,396**
	F	145	290	45	8.79	480	170	230	41	9.02	441	**176**	**255**	**56**	**9.70**	**487**
Total		**646**	**1,460**	**163**	**41.56**	**2,269**	**637**	**1,190**	**155**	**40.55**	**1,982**	**643**	**1,080**	**160**	**37.52**	**1,883**
Moscow	M	9	27	7	0.79	43	8	28	12	0.98	48	**6**	**26**	**5**	**0.74**	**37**
	F	8	17	1	0.48	26	9	8	2	0.39	19	**7**	**15**	**2**	**0.48**	**24**
Total		**17**	**44**	**8**	**1.26**	**69**	**17**	**36**	**14**	**1.37**	**67**	**13**	**41**	**7**	**1.22**	**61**
Other	M	24	69	30	2.25	123	11	92	26	2.64	129	**32**	**102**	**28**	**3.23**	**162**
	F	12	55	11	1.43	78	14	47	8	1.41	69	**11**	**48**	**9**	**1.35**	**68**
Total		**36**	**124**	**41**	**3.68**	**201**	**25**	**139**	**34**	**4.05**	**198**	**43**	**150**	**37**	**4.58**	**230**
Men, total		**1,196**	**2,430**	**331**	**72.49**	**3,957**	**1,170**	**2,073**	**263**	**71.73**	**3,506**	**1,287**	**2,045**	**275**	**71.87**	**3,607**
Women, total		**487**	**891**	**124**	**27.51**	**1,502**	**507**	**766**	**109**	**28.27**	**1,382**	**524**	**760**	**128**	**28.13**	**1,412**
Total		**1,683**	**3,321**	**455**	**100.00**	**5,459**	**1,677**	**2,839**	**372**	**100**	**4,888**	**1811**	**2,805**	**403**	**100.00**	**5,019**

Employee turnover[1], %

GRI 401-1

		2023				2024				2025			
Region	**Gender**	**under 30 years**	**30–50 years**	**above 50 years**	**Total**	**under 30 years**	**30–50 years**	**above 50 years**	**Total**	**under 30 years**	**30–50 years**	**above 50 years**	**Total**
Vologda region	M	0.21	0.45	0.05	0.71	0.30	0.60	0.08	0.97	**0.41**	**0.78**	**0.08**	**1.28**
	F	0.19	0.64	0.08	0.90	0.19	0.57	0.04	0.79	**0.23**	**0.59**	**0.11**	**0.93**
Total		**0.39**	**1.09**	**0.13**	**1.62**	**0.49**	**1.16**	**0.11**	**1.77**	**0.64**	**1.37**	**0.19**	**2.21**
Saratov region	M	0.13	0.43	0.06	0.62	0.19	0.48	0.07	0.74	**0.28**	**0.74**	**0.08**	**1.09**
	F	0.09	0.18	0.03	0.31	0.14	0.17	0.04	0.35	**0.14**	**0.28**	**0.03**	**0.45**
Total		**0.22**	**0.61**	**0.09**	**0.93**	**0.33**	**0.65**	**0.11**	**1.09**	**0.41**	**1.02**	**0.11**	**1.54**
Leningrad region	M	0.28	0.60	0.05	0.93	0.26	0.59	0.06	0.92	**0.40**	**0.73**	**0.07**	**1.20**
	F	0.14	0.16	0.03	0.33	0.13	0.20	0.02	0.36	**0.12**	**0.19**	**0.03**	**0.34**
Total		**0.42**	**0.77**	**0.08**	**1.27**	**0.39**	**0.80**	**0.08**	**1.27**	**0.52**	**0.92**	**0.10**	**1.53**
Murmansk region	M	0.61	1.83	0.23	2.68	0.63	1.80	0.27	2.70	**0.70**	**1.86**	**0.23**	**2.79**
	F	0.29	0.54	0.09	0.91	0.28	0.53	0.06	0.87	**0.33**	**0.61**	**0.12**	**1.06**
Total		**0.90**	**2.37**	**0.32**	**3.59**	**0.91**	**2.33**	**0.33**	**3.57**	**1.03**	**2.47**	**0.35**	**3.85**
Moscow	M	0.00	0.05	0.01	0.07	0.00	0.06	0.03	0.09	**0.00**	**0.04**	**0.02**	**0.07**
	F	0.01	0.03	0.00	0.04	0.00	0.05	0.00	0.05	**0.02**	**0.05**	**0.00**	**0.07**
Total		**0.01**	**0.09**	**0.01**	**0.11**	**0.00**	**0.11**	**0.03**	**0.14**	**0.02**	**0.10**	**0.03**	**0.15**
Other	M	0.04	0.27	0.15	0.46	0.05	0.24	0.12	0.41	**0.05**	**0.31**	**0.10**	**0.46**
	F	0.01	0.10	0.05	0.16	0.02	0.10	0.03	0.14	**0.01**	**0.12**	**0.03**	**0.17**
Total		**0.05**	**0.37**	**0.20**	**0.61**	**0.07**	**0.34**	**0.14**	**0.55**	**0.06**	**0.43**	**0.13**	**0.63**
Men, total	**M**	**1.28**	**3.65**	**0.56**	**5.48**	**1.44**	**3.77**	**0.62**	**5.83**	**1.85**	**4.45**	**0.58**	**6.88**
Women, total	**F**	**0.72**	**1.65**	**0.28**	**2.65**	**0.75**	**1.62**	**0.19**	**2.55**	**0.85**	**1.85**	**0.32**	**3.02**
Total		**2.00**	**5.30**	**0.84**	**8.14**	**2.19**	**5.39**	**0.81**	**8.39**	**2.69**	**6.31**	**0.90**	**9.90**

[1] Turnover takes into account voluntary resignations (excluding retirements) – part 1.3, article 77 of the Labour Code of the Russian Federation; part 1.7, article 77 of the Labour Code of the Russian Federation and for breach of labour discipline – part 1.5, article 81 of the Labour Code of the Russian Federation; part 1.6a, article 81 of the Labour Code of the Russian Federation; part 1.6b, article 81 of the Labour Code of the Russian Federation; part 1.6e, article 81 of the Labour Code of the Russian Federation; part 1.7, article 81 of the Labour Code of the Russian Federation, part 1.4, article 83 (2025)

Parental leave in the reporting year

GRI 401-3

Item	2023			2024			2025		
	M	F	Total	M	F	Total	M	F	Total
Number of employees entitled to parental leave									n/a
Employees on parental leave	16	828	844	42	846	888	**241**	**851**	**1,092**
Employees who returned to work after parental leave	0	188	188	2	177	179	**2**	**190**	**192**
Employees who returned to work after parental leave and stayed at work 12 months after return	1	187	188	0	179	179	**2**	**170**	**172**
Return to work ratio	0.00	97.41	96.91	100.00	98.88	98.90	**40.0**	**95.0**	**93.7**
Retention ratio	50.00	94.44	94.00	0.00	95.21	95.21	**100.0**	**96.0**	**96.1**

PCSB 35

Expenses on supporting social programmes, including charities not aimed at employees and their families, RUB '000

	2023	2024	2025
Total	**9,356,292**	**11,729,143**	**10,898,231**
healthcare	214,783	284,154	339,237
education and science	3,549,512	2,758,353	1,184,660
sports	651,232	739,856	1,027,576
culture, art, and tourism	3,465,894	3,936,823	3,094,914
creating accessible infrastructure and inclusive environment	-	-	-
improvement and comfortable urban environment projects	705,140	1,879,244	2,268,689
creating and placing social advertising	-	-	-
housing support	-	-	-
ensuring public safety anti-terrorist protection of infrastructure facilities	162,352	821,525	1,175,840
supporting individuals in need of social assistance	103,273	94,113	156,367
including support of the following veteran categories according to the Federal Law On Veterans:	57,277	49,732	68,280
• the Great Patriotic War veterans	1,478	2,770	9,539
• combat veterans involved in military operations in the Soviet Union, Russia, and other countries	24,043	20,212	20,436
• military service veterans	31,757	26,750	38,305

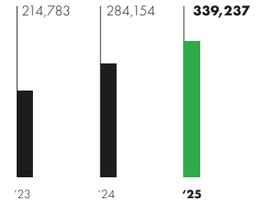
PCSB 43

Amount of the one-off payment (including financial aid) paid within a year after childbirth, RUB

	before 1 February 2023	from 1 February 2023 to 31 August 2023	from 1 September 2023 to 31 January 2024	from 1 February 2024 to 31 January 2025	from 1 February 2025 to 31 December 2025
Apatit	20,472.77	22,909.03	28,636.28	**30,755.38**	**33,677.14**
Kirovsk branch of Apatit	28,661.88	32,072.64	32,072.64	**34,446.02**	**37,718.39**
Balakovo branch of Apatit	20,472.77	22,909.03	22,909.03	**24,604.30**	**26,941.71**
Volkhov branch of Apatit	20,472.77	23,011.00	23,011.00	**24,604.30**	**26,941.71**

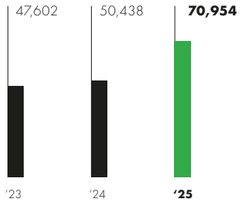
PCSB 77

The Company's spending on healthcare infrastructure development, RUB '000



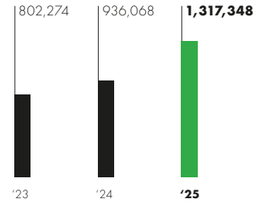
PCSB 78

The Company's spending on support of vulnerable social groups, RUB '000



PCSB 79

The Company's spending on mass sports support, RUB '000



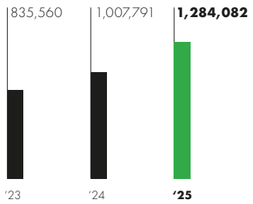
PCSB 80

The Company's spending on support for education, RUB '000

	2023	2024	2025
Total	**612,052**	**706,966**	**1,001,376**
support of secondary education institutions	244,756	236,987	**244,895**
support of secondary vocational education institutions	184,969	282,553	**306,976**
career guidance for children and young people	-	-	**-**
support of children's and youth's supplementary education	-	-	**-**
support of higher education institutions	182,327	187,427	**449,506**

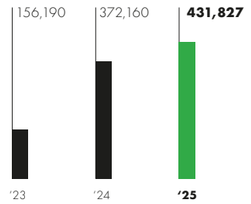
PCSB 81

The Company's spending on projects and initiatives fostering Russian traditional spiritual and cultural values, RUB '000



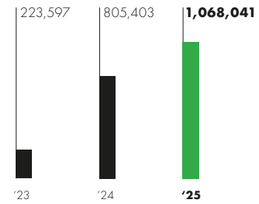
PCSB 83

The Company's spending on culture, arts, and folk art infrastructure development, RUB '000



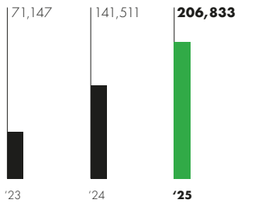
PCSB 85

The Company's spending on urban improvement and integrated development, RUB '000



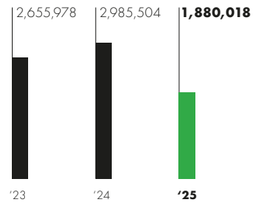
PCSB 86

The Company's spending on road network improvement, RUB '000



PCSB 89

The Company's spending on projects to boost the country's tourist appeal, RUB '000



List of PhosAgro Group companies

1. PhosAgro, PJSC
2. Tirvas, LLC
3. Gorny tsekh, LLC (ceased operations on 1 July 2025 due to merger with Apatit)
4. Teleset, LLC
5. Tsentr stroitelnyh materialov, LLC
6. Aeroport, JSC
7. Korporativnoe pitanie, LLC
8. PromTransPort, LLC
9. Mekhanik, LLC
10. Apatit (including Balakovo, Volkhov, and Kirovsk branches), JSC
11. PhosAgro-Region, LLC
12. PhosAgro-Oryol, LLC
13. PhosAgro-Belgorod, LLC
14. PhosAgro-Volga, LLC
15. PhosAgro-Lipetsk, LLC
16. PhosAgro-Kursk, LLC
17. PhosAgro-Don, LLC
18. PhosAgro-Kuban, LLC
19. PhosAgro-Stavropol, LLC
20. PhosAgro-Tambov, LLC
21. PhosAgro-SeveroZapad, LLC
22. PhosAgro-Sibir, LLC
23. Smart Bulk Terminal, LLC
24. NIUIF, JSC
25. Trading House PhosAgro, LLC
26. RBTS PhosAgro, LLC
27. ITS PhosAgro, LLC
28. PhosAgro-Service, LLC
29. Tirvas OP, LLC
30. Khibiny Airport, LLC
31. Nord Safari, LLC (since 8 December 2025)

Accrued mandatory budget payments, RUB mln

PCSB 63

	Group			Russia		
	2023	**2024**	**2025**	**2023**	**2024**	**2025**
Income tax[1]	(34.528)	(25.477)	**(19.702)**	(34.528)	(25.477)	**(19.702)**
VAT[2]	17.644	22.242	**29.253**	17.644	22.242	**29.253**
Personal income tax	(5.473)	(7.374)	**(7.776)**	(5.473)	(7.374)	**(7.776)**
Social contributions	(8.344)	(10.954)	**(12.193)**	(8.344)	(10.954)	**(12.193)**
MET	(10.026)	(12.288)	**(8.298)**	(10.026)	(12.288)	**(8.298)**
Property tax	(2.030)	(2.296)	**(2.543)**	(2.030)	(2.296)	**(2.543)**
Pollution fees	(225)	(183)	**(172)**	(225)	(183)	**(172)**
Land tax	(184)	(372)	**(377)**	(184)	(372)	**(377)**
Water use charges	(67)	(86)	**(104)**	(67)	(86)	**(104)**
Transport tax	(18)	(22)	**(24)**	(18)	(22)	**(24)**
Water tax	(5)	(5)	**(6)**	(5)	(5)	**(6)**
Regular subsoil use fees	–	–	**–**	–	–	**–**
Other taxes	(19)	(23)	**(84)**	(19)	(23)	**(84)**
Tax fines and penalties	(4)	–	**(1)**	(4)	–	**(1)**
Excise tax on natural gas	–	–	**(3.580)**	–	–	**(3.580)**
Dividend income tax	(608)	(693)	**(402)**	(608)	(693)	**(402)**

Description of drivers exerting material impact on GHG emissions (see charts on p.221)

№	Driver	Description
1	**Volumes**	Higher product sales
2	**Ammonia consumption structure**	A reduction in the share of self-produced ammonia leads to a decrease in Scope 1 emissions (consumption of natural gas in production processes) and a slight decline in Scope 2 emissions (energy consumption in production processes). Replacing self-produced ammonia with purchased ammonia increases Scope 3 emissions from purchased goods.
3	**Heat energy**	A reduction in the share of associated heat relative to heat produced from gas leads to an increase in Scope 1 GHG emissions from natural gas combustion.
4	**Electricity structure**	An increase in the share of self-generated electricity leads to higher Scope 1 GHG emissions from natural gas combustion. At the same time, Scope 2 emissions from purchased electricity decrease.
5	**Green electricity**	Increased purchases of green electricity reduce Scope 2 emissions.
6	**Gas consumption rates**	Reduction in consumption rates of natural gas and certain other resources within Scope 1.
7	**GHG emissions in purchased feedstock**	Changes in per unit GHG emissions from purchased goods, including an increased share of goods assessed based on actual supplier data rather than reference values.
8	**Scope 3 GHG emissions in the Processing of Sold Products category**	Processing of Sold Products category (Scope 3). Changes in reference emission rates for phosphate rock processing.

[1] Income tax accrued in 2023 includes windfall tax security payment in the amount of RUB 6,355 mln.
[2] Information on input/output VAT is presented on a net basis: the amount was obtained by offsetting VAT to be paid and refunded by PhosAgro Group companies.

Independent limited assurance report

Technologies of Trust

Joint-Stock Company
"Technologies of Trust – Audit"
("Technologies of Trust – Audit" JSC)

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Independent Auditor's Limited Assurance Report

To the Management of Public Joint Stock Company "PhosAgro" :

Introduction

We have been engaged by the Management of Public Joint Stock Company "PhosAgro"(hereinafter – the "Company") to provide limited assurance on the selected information described below and included in the Integrated Annual Report of the Company for the year ended 31 December 2025 (hereinafter – the "Integrated Annual Report"). The Integrated Annual Report represents information related to the Company and its subsidiaries (hereinafter together – the "Group"), unless otherwise stated in the Integrated Annual Report.

Selected information

We assessed the quantitative and qualitative information specified in Appendix 1 to this report that is disclosed in the Integrated Annual Report and referred to or included in the GRI Content Index of the Integrated Annual Report (hereinafter collectively referred to as the "Selected Information").

The scope of our limited assurance procedures was limited to the Selected Information for the year ended 31 December 2025 only. We have not performed any procedures with respect to earlier periods or any other items included in the Integrated Annual Report and, therefore, do not express any conclusion thereon.

Reporting criteria

We assessed the Selected Information using relevant criteria, including reporting requirements in the respective GRI Sustainability Reporting Standards 2, 3, 201, 202, 203, 205, 207, 302, 303, 305, 306, 401, 403, 404 and 413 (hereinafter – the "GRI Standards") published by Stichting Global Reporting Initiative and in the Group's management methodology as set forth in the criteria defined in the notes to the Group's specific disclosures in the Environmental review section of the Integrated annual report (hereinafter – the "PhosAgro Methodology", and together with the GRI Standards – the "Reporting Criteria"). We believe that the Reporting Criteria are appropriate given the purpose of our limited assurance engagement.

Responsibilities of the Group's management

Management of the Group is responsible for:

- designing, implementing and maintaining internal control relevant to the preparation of the Selected Information that is free from material misstatement, whether due to fraud or error;
- establishing internal methodology and guidelines (including the PhosAgro Methodology) for preparing and reporting the Selected Information in accordance with the Reporting Criteria;
- preparing, measuring and reporting of the Selected Information in accordance with the Reporting Criteria; and
- the accuracy, completeness and presentation of the Selected Information.

Our responsibilities

We are responsible for:

- planning and performing the engagement to obtain limited assurance about whether the Selected Information is free from material misstatement, whether due to fraud or error;
- forming an independent conclusion, based on the procedures we have performed and the evidence we have obtained; and

This report, including our conclusion, has been prepared solely for the management of the Group in accordance with the agreement between us, to assist management in reporting on the Group's sustainability performance and activities. We permit this report to be disclosed in the Integrated Annual Report, which will be published on the Company's website[i], to assist management in responding to its governance responsibilities by obtaining an independent auditor's limited assurance report in connection with the Selected Information. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the management of the Group for our work or this report except where the respective terms are expressly agreed between us in writing and our prior consent in writing is obtained.

Professional standards applied and level of assurance

We performed our limited assurance engagement in accordance with International Standard on Assurance Engagements 3000 (Revised) "Assurance Engagements other than Audits or Reviews of Historical Financial Information", issued by the International Auditing and Assurance Standards Board.

A limited assurance engagement is substantially less in scope than a reasonable assurance engagement in relation to both the risk assessment procedures, including an understanding of internal control, and the procedures performed in response to the assessed risks.

Our independence and quality management

We have complied with the independence and other ethical requirements of the International Code of Ethics for Professional Accountants (including International Independence Standards) issued by the International Ethics Standards Board for Accountants (IESBA Code) which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour, and the ethical requirements of Federal Law of 30 December 2008 No. 307-FZ "On Auditing Activity", the Auditor's Professional Ethics Code and Auditor's Independence Rules that are relevant to our limited assurance engagement in respect of the Selected Information in the Russian Federation

Our firm applies International Standard on Quality Management 1, which requires the firm to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Work done

We are required to plan and perform our work in order to consider the risk of material misstatement of the Selected Information. In doing so, we:

- made enquiries of the Group's management, including the Group Sustainability Reporting (SR) team and those with responsibility for SR management and Group SR reporting;
- conducted interviews of Group's personnel responsible for the preparation of the Integrated Annual Report and collection and analysis of underlying data;
- performed analysis of the relevant internal methodology and guidelines (including the PhosAgro Methodology), gaining an understanding of the design of the key structures, systems, processes and controls for managing, recording, preparing and reporting the Selected Information ;
- performed limited substantive testing on a selective basis of the Selected Information to check that data had been appropriately measured, recorded, collated and reported; and
- reviewed the Selected Information for compliance of the disclosures with the relevant requirements of the Reporting Criteria.

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited

[i] The maintenance and integrity of the Company's website is the responsibility of management of the Group; the work carried out by us does not involve consideration of these matters and, accordingly, we accept no responsibility for any changes that may have occurred to the reported Selected Information or Reporting Criteria when presented on the Company's website.

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assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

Reporting and measurement techniques

Under the GRI Standards there is a range of different, but acceptable, reporting and measurement techniques. The techniques, together with the PhosAgro Methodology, can result in materially different reporting outcomes that may affect comparability with other organisations. The Selected Information should therefore be read in conjunction with the methodology used by management in preparing the Integrated Annual Report, described therein, and for which the Group is solely responsible.

Limited assurance conclusion

Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that the Selected Information for the year ended 31 December 2025 has not been prepared, in all material respects, in accordance with the Reporting Criteria.

30 April 2026

Moscow, Russian Federation

Fegetsin Alexey Iakovlevich is authorised to sign on behalf of the General Director of Joint-Stock Company "Technologies of Trust – Audit" (Principal Registration Number of the Record in the Register of Auditors and Audit Organizations (PRNR) – 12006020338), certified auditor (PRNR – 21906101957)

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Appendix 1 to the Independent Auditor's Limited Assurance Report dated 30 April 2026

The Selected Information subject to limited assurance procedures and prepared in accordance with the GRI Disclosures and the PhosAgro Methodology, as applicable, is set out below:

GRI Disclosure	Narrative
2-7	Employees
2-27	Compliance with laws and regulations
3-1	Process to determine material topics
3-2	List of material topics
3-3	Management of material topics
201-1	Direct economic value generated and distributed
202-1	Ratios of standard entry level wage by gender compared to local minimum wage
202-2	Proportion of senior management hired from the local community
203-1	Infrastructure investments and services supported
205-3	Confirmed incidents of corruption and actions taken
207-1	Approach to tax
207-2	Tax governance, control, and risk management
207-3	Stakeholder engagement and management of concerns related to tax
207-4	Country-by-country reporting
302-1	Energy consumption within the organization
302-3	Energy intensity
303-3	Water withdrawal
303-4	Water discharge
303-5	Water consumption
305-1	Direct (Scope 1) GHG emissions
305-2	Energy indirect (Scope 2) GHG emissions
305-3	Other indirect (Scope 3) GHG emissions
305-4	GHG emissions intensity
305-5	Reduction of GHG emissions
305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions
306-3	Waste generated
306-4	Waste diverted from disposal
306-5	Waste directed to disposal
401-1	New employee hires and employee turnover
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees
403-1	Occupational health and safety management system
403-2	Hazard identification, risk assessment, and incident investigation
403-3	Occupational health services
403-4	Worker participation, consultation, and communication on occupational health and safety
403-5	Worker training on occupational health and safety
403-6	Promotion of worker health
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships
403-8	Workers covered by an occupational health and safety management system
403-9	Work-related injuries
403-10	Work-related ill health
404-1	Average hours of training per year per employee
404-2	Programs for upgrading employee skills and transition assistance programs
404-3	Percentage of employees receiving regular performance and careerdevelopment reviews
413-1	Operations with local community engagement, impact assessments, and development programs

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The Group's specific disclosure (PhosAgro Methodology)	Related description
Pollutant emissions	Pollutant emissions, kg per tonne of finished and semi-finished products
Waste water discharge	Waste water discharge into surface waters, m^3 per tonne of finished and semi -finished products
Specific water withdrawal	Specific water withdrawal from surface sources, excluding mining and pit waters, m^3 per tonne of finished and semi -finished products
Recycled and decontaminated waste	Share of recycled and decontaminated hazard class 1–4 waste, %

GRI and SASB content index

The data disclosed in this Report includes information on:

- **Boundary 1** – PhosAgro and companies that are part of the group to which PhosAgro belongs (corresponds to the scope of disclosure in IFRS consolidated financial statements);
- **Boundary 2** – Apatit, including its branches and standalone business units.

Code	GRI Indicator	SASB Indicator	Page number (or link)/Comments	Boundary
2	**General disclosures (2021)**			
2-1	Organisational profile		2, 24	
		EM-MM-160a.1 Description of environmental management policies and practices for active sites	204	
		RT-CH-410b.2 Discussion of strategy to (1) manage chemicals of concern and (2) develop alternatives with reduced human and/or environmental impact	204	
		RT-CH-000.A Production broken down by reporting segments	99	
2-2	Entities included in the organisation's sustainability reporting		2	
2-3	Reporting period, frequency, and point of contact		2	
2-4	Restatements of information		In 2025, the methodology for allocating natural gas between fuel and feedstock in ammonia production units was changed. Accordingly, the data for 2023 and 2024 were recalculated to reflect the new allocation approach	
2-5	External assurance		3	
2-6	Activities, value chain and other business relationships		24	1
2-7	Employees	EM-MM-000.B Total number of employees, percentage contractors	168	1
2-8	Workers who are not employees		168	1
2-9	Governance structure and composition		272, 277	1
2-10	Appointment and selection of the supreme governance body		277 PhosAgro Group has an onboarding programme for new Board members. Newly appointed directors also visit PhosAgro Group's production sites and meet with functional managers	1
2-11	Chair of the supreme governance body			1
2-12	Role of the supreme governance body in overseeing the impacts			1

Code	GRI Indicator	SASB Indicator	Page number (or link)/Comments	Boundary
2-13	Delegation of responsibility for impact management		270	1
2-14	Role of the supreme governance body in sustainability reporting		3, 30, 271	1
2-15	Conflicts of interest		316	1
2-16	Communication of critical concerns		288	1
2-17	Collective knowledge of the supreme governance body		281	1
2-18	Supreme governance body performance assessment		282	1
2-19	Remuneration policies		293	1
2-20	Process to determine remuneration		293	1
2-21	Annual total compensation ratio		The information is sensitive, and its disclosure could potentially cause damage to the PhosAgro Group in the form of additional labour costs, as well as the risk of losing key management personnel to the Company as a result of competition in the labour market	
2-22	Statement on sustainable development strategy		34	1
2-23	Policy commitments		302	1
2-24	Embedding policy commitments		302	1
2-25	Processes to remediate negative impacts		163, 304	1
2-26	Mechanisms for seeking advice and raising concerns		163, 304	1
2-27	Compliance with laws and regulations	RT-CH-530a.1 Discussion of corporate positions related to government regulations and/or policy proposals that address environmental and social factors affecting the industry	For the GRI 2-27 report, see the appendix, and the index will contain the regular comment: For the purposes of this disclosure, the Group uses the following materiality criteria: • with regard to fines, the Group determined the amount exceeding RUB 1 mln as a materiality criterion which it deems to be meaningful given the scale of its operations; • with regard to other penalties, the Group assesses their influence on its reputation and ability to continue as a going concern, taking into account the amount of expenses likely to be incurred as a result of such penalties. 2025 saw no violations by the Group of laws and regulations resulting in material fines or penalties. The Company compensates for damage caused in 2019 as a result of an emergency situation by reproducing aquatic biological resources in 2025 in the amount of RUB 2,274.19 thousand. An administrative fine of RUB 50 thousand was paid for an excess ammonia emission at the Balakovo branch on 19 February 2025. Information on cases of non-compliance with laws and regulations related to environmental protection is disclosed on p. 208	2

Code	GRI Indicator	SASB Indicator	Page number (or link)/Comments	Boundary
2-28	Membership associations		110, 208	1
2-29	Approach to stakeholder engagement	EM-MM-210a.3 Discussion of engagement processes and due diligence practices with respect to human rights, indigenous rights, and operation in areas of conflict	27, 30	1
2-30	Collective bargaining agreements		164 The Company negotiates collective bargaining agreements with trade unions that address issues such as working conditions and compensation for employees at each of its production sites (usually for a three-year period, covering 100% of the employees of Apatit, its branches, and standalone business units)	2
3	**Material topics (2021)**			
3-1	Processes to determine material topics		27, 30, 379	1
3-2	List of material topics		30	1
3-3	Management of material topics		92, 105, 116, 138, 147, 162, 186, 204, 211, 223, 229, 233, 237, 249, 300	1
201	**Economic performance (2016)**			
3-3	Management of material topics		211	
201-1	Direct economic value generated and distributed		29	1
201-2	Financial implications and other risks and opportunities due to climate change		214	1
201-3	Defined benefit plan obligations and other retirement plans		380	1
201-4	Financial assistance received from government		Not disclosed owing to the confidential nature of this information	
202	**Market presence (2016)**			
3-3	Management of material topics		162	
202-1	Ratios of standard entry level wage by gender compared to local minimum wage		179	1
202-2	Proportion of senior management hired from the local community		180	1
203	**Indirect economic impacts (2016)**			
3-3	Management of material topics		249	
203-1	Infrastructure investments and services supported		253, 381	1
203-2	Significant indirect economic impacts		254, 256	1

Code	GRI Indicator	SASB Indicator	Page number (or link)/Comments	Boundary
204	**Procurement practices (2016)**			
3-3	Management of material topics		147	
204-1	Proportion of spending on local suppliers at significant locations of operation		155	2
205	**Anti-corruption (2016)**			
205-1	Operations assessed for risks related to corruption	EM-MM-510a.1 Description of the management system for prevention of corruption and bribery throughout the value chain	314, 315	1
		EM-MM-510a.2 Production in countries that have the 20 lowest rankings in Transparency International's Corruption Perception Index	The Company does not carry out production in countries that have the 20 lowest rankings in Transparency International's Corruption Perception Index	
205-2	Communication of and training in anti-corruption policies and procedures		310	1
205-3	Confirmed incidents of corruption and actions taken		315	1
206	**Anti-competitive Behaviour (2016)**			
206-1	Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices		317	1
207	**Tax (2019)**			
207-1	Approach to tax		92	1
207-2	Tax governance, control, and risk management		92	1
207-3	Stakeholder engagement and management of tax-related concerns		92	1
207-4	Country-by-country reporting		92, 94	1
302	**Energy (2016)**			
3-3	Management of material topics		223	
302-1	Energy consumption within the organisation	RT-CH-130a.1, EM-MM-130a.1 (1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable, (4) total self-generated energy	227, 228	2
302-2	Energy consumption outside of the organisation		Not applicable	
302-3	Energy intensity		227, 228	2
302-4	Reduction in electricity consumption		223	2
302-5	Reductions in energy requirements of products and services		There was no significant reduction in energy consumption	2
303	**Water and effluents (2018)**			
3-3	Management of material topics		237	
303-1	Responsible water consumption		237	2
303-2	Management of water discharge and related impacts on water resources		Effluents are treated until standard permissible discharge and temporarily permitted discharge rates are reached as required by permits to discharge pollutants into the environment (water bodies) issued by a relevant authority for each discharge	2
303-3	Water withdrawal	RT-CH-140a.1, EM-MM-140a.1 (1) Total water withdrawn, (2) total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress	239	2
		RT-CH-140a.2, EM-MM-140a.2 Number of incidents of non-compliance associated with water quality permits, standards, and regulations	237	
		RT-CH-140a.3 Description of water management risks and discussion of strategies and practices to mitigate them	237	
303-4	Water discharge		240, 241	2
303-5	Water consumption		241	2
101	**Biodiversity (2024)**			
101-1	Policy aimed at halting and preventing biodiversity loss		204, 242	
101-2	Biodiversity impact management		243	
101-4	Identification of biodiversity impacts		243	
305	**Emissions (2016)**			
3-3	Management of material topics		233	
305-1	Direct (Scope 1) GHG emissions	RT-CH-110a.1, EM-MM-110a.1 Gross global Scope 1 emissions, percentage covered under emissions-limiting regulations	210, 218	2

Code	GRI Indicator	SASB Indicator	Page number (or link)/Comments	Boundary
		RT-CH-110a.2, EM-MM-110a.2 Discussion of a long-term or short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	211	
305-2	Energy indirect (Scope 2) GHG emissions		218	2
305-3	Other indirect (Scope 3) GHG emissions		219	2
305-4	GHG emissions intensity		218, 219	2
305-5	Reduction of GHG emissions		219, 220	2
305-6	Emissions of ozone-depleting substances		The Company does not use ozone-depleting substances on an industrial scale	
305-7	Nitrogen oxides (NO_x), Sulphur oxides (SO_x), and other significant air emissions	RT-CH-120a.1, EM-MM-120a.1 Air emissions of the following pollutants: (1) CO, (2) NO_x (excluding N_2O), (3) SO_x, (4) particulate matter (PM10), (5) mercury (Hg), (6) lead (Pb), (7) volatile organic compounds (VOCs), and (8) hazardous air pollutants (HAPs)	235	2
306	**Waste (2020)**			
3-3	Management of material topics	229		
306-1	Waste generation and significant waste-related impacts	RT-CH-150a.1 Amount of hazardous waste generated, percentage recycled	229	2
306-2	Management of significant waste-related impacts		230	2
306-3	Waste generated	RT-CH-410b.1 (1) Percentage of products containing environmental and health Hazard Class 1 and 2 harmful substances in accordance with the Globally Harmonized System of Classification and Labelling of Chemicals, (2) percentage of respective products that underwent hazard evaluation	231	2
306-4	Waste diverted from disposal	EM-MM-150a.1 Total weight of tailings waste, percentage recycled EM-MM-150a.2 Total weight of mineral processing waste, percentage recycled	231, 232	2
306-5	Waste directed to disposal		231	2

Code	GRI Indicator	SASB Indicator	Page number (or link)/Comments	Boundary
308	**Supplier environmental assessment (2016)**			
308-1	New suppliers that were screened using environmental criteria		156	2
308-2	Negative environmental impacts in the supply chain and actions taken		156	2
401	**Employment (2016)**			
3-3	Management of material topics		162	
401-1	New employee hires and employee turnover		170, 282, 284	1
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees		181 Benefits established by collective bargaining agreements apply to all employees of Company, its branches, standalone business units and subsidiaries and do not depend on conditions of employment	1
401-3	Parental leave		286	1
402	**Labour/Management Relations (2016)**			
3-3	Management of material topics		162	
		EM-MM-310a.2 Number and duration of strikes and lockouts	No cases	
		EM-MM-210b.2 Number and duration of non-technical delays	No cases	
402-1	Minimum notice periods regarding operational changes		In case of significant changes in labour conditions of employees or their representatives the Company is guided by the applicable Russian laws. For example, organisational or technological changes are communicated to employees no later than two months before they take effect. In case of staff optimisation, the employer shall also send respective notice to employees at least two months in advance or three months in advance if optimisation measures may lead to large-scale dismissals. In these cases and in other circumstances related to material operational changes, the Company shall act in compliance with the Labour Code of the Russian Federation, collective bargaining agreements and internal regulations of PhosAgro Group companies. Collective bargaining agreements negotiated with trade unions also stipulate notification timeframes for changes. In addition to statutory requirements, the Company has drafted and is ready to implement anti-crisis measures, including an employee communication plan (e.g. information sessions for the staff and management), professional and career guidance, psychological aid and all kinds of other support to employees during transition periods	1

Code	GRI Indicator	SASB Indicator	Page number (or link)/Comments	Boundary
403	**Occupational health and safety (2018)**			
3-3	Management of material topics		186	
403-1	Occupational health and safety management system		186, 198	2
403-2	Hazard identification, risk assessment, and incident investigation		191	2
403-3	Occupational health services		188	2
403-4	Worker participation, consultation, and communication on occupational health and safety		188	2
403-5	Worker training on occupational health and safety		198	2
403-6	Promotion of worker health		197	2
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships		197	2
403-8	Workers covered by an occupational health and safety management system		198	2
403-9	Work-related injuries	RT-CH-320a.1 (1) Total recordable incident rate (TRIR) and (2) fatality rate for (a) direct employees and (b) contract employees	194, 196	2
		RT-CH-320a.2 Description of efforts to assess, monitor, and reduce exposure of employees and contract workers to long-term (chronic) health risks	192	
		RT-CH-540a.1 Process Safety Incidents Count (PSIC), Process Safety Total Incident Rate (PSTIR), and Process Safety Incident Severity Rate (PSISR)	194	
		RT-CH-540a.2 Number of transport incidents	196	
403-10	Occupational diseases		197	2
404	**Training and education (2016)**			
3-3	Management of material topics		162	
404-1	Average annual training hours per employee		174	2
404-2	Programmes for upgrading employee skills and transition assistance programmes		175	2
404-3	Percentage of employees receiving regular performance and career development reviews		177	2

Code	GRI Indicator	SASB Indicator	Page number (or link)/Comments	Boundary
405	**Diversity and equal opportunity (2016)**			
3-3	Management of material topics		162	
405-1	Diversity of governance bodies and employees		170, 277	1
405-2	Correlation of the standard entry-level wage and remuneration of women and men		179	1
410	**Security Practices (2016)**			
410-1	Security personnel trained in human rights policies or procedures		100%	1
413	**Local communities (2016)**			
3-3	Management of material topics		249	
		RT-CH-210a.1 Discussion of engagement processes to manage risks and opportunities associated with community interests	252	
		EM-MM-210b.1 Discussion of process to manage risks and opportunities associated with community rights and interest	252	
413-1	Operations with local community engagement, impact assessments, and development programs		Programmes for engagement with local communities, assessment of our operations' impact on local communities, and local community development programmes were implemented across all branches of Apatit, including its branches and standalone business units. More information on p. 251	2
413-2	Operations with significant actual and potential negative impacts on local communities		Apatit, including its branches and standalone business units, has no operations with significant actual and potential negative impacts on local communities. Significant impacts of Apatit, including its branches and standalone business units, on local communities has been assessed as part of the evaluation of UN Sustainable Development Goals impacts.	2
414	**Supplier Social Assessment (2016)**			
414-1	New suppliers that were screened using social criteria		157	2
414-2	Negative social impacts in the supply chain and actions taken		157	2
417	**Marketing and labelling (2016)**			
3-3	Management of material topics		105	
417-1	Requirements for product and service information and labelling		110	1
417-2	Incidents of non-compliance concerning product and service information and labelling		No such cases registered, not applicable	1
417-3	Incidents of non-compliance concerning marketing communications		No such cases registered, not applicable	1

Pilot disclosure in accordance with IFRS S1 and S2[1]

IFRS S1

Reporting element	Report page / comments
Governance	
27 (a) The governance body or individual responsible for oversight of sustainability-related risks and opportunities:	
(i) how responsibilities for sustainability-related risks and opportunities are reflected in the terms of reference, mandates, role descriptions and other related policies applicable to governance bodies or individuals	204-207, 288-289
(ii) how the governance bodies determine whether appropriate skills and competencies are available or will be developed to oversee strategies designed to respond to sustainability-related risks and opportunities	281
(iii) how and how often the governance bodies or individuals are informed about sustainability-related risks and opportunities	288-289
(iv) how the governance bodies or individuals take into account sustainability-related risks and opportunities when overseeing the entity's strategy, its business decisions and its risk management processes	72-83
(v) how the governance bodies or individuals oversee the setting of targets related to sustainability-related risks and opportunities, and monitor progress towards those targets, including whether and how related performance metrics are included in remuneration policies	30-31, 69, 294-295
27(b) Management's role in the governance processes, controls and procedures used to monitor, manage and oversee sustainability-related risks and opportunities, including information about:	
(i) whether the role is delegated to a specific management-level position or management-level committee and how oversight is exercised over that position or committee	148, 162, 187, 207, 250, 288-289
(ii) whether management uses controls and procedures to support the oversight of sustainability-related risks and opportunities and, if so, how these controls and procedures are integrated with other internal functions	148, 162, 187, 207, 250

[1] The tables below only provide disclosures made in this report in accordance with the standard. The Company continues to improve its governance, accounting, and risk management systems to disclose the remaining elements of the standard in future reporting periods.

Reporting element	Report page / comments
Strategy	
30(a) Sustainability-related risks and opportunities that could reasonably be expected to affect the entity's prospects	72-83, 117, 140, 150, 167, 191, 210, 232
30(b) Time horizons (short, medium or long term) over which the effects of each of those sustainability-related risks and opportunities could reasonably be expected to occur	375
30(d) Definitions of 'short term', 'medium term' and 'long term' and how these definitions are linked to the planning horizons used by the entity for strategic decision-making	375
32(a) A description of the current and anticipated effects of sustainability-related risks and opportunities on the entity's business model and value chain	72-83, 117, 140, 150, 167, 191, 210, 232
32(b) A description of the position of sustainability-related risks and opportunities in the entity's business model and value chain	21-23
33(a) How the entity has responded to, and plans to respond to, sustainability-related risks and opportunities in its strategy and decision-making	72-83
33(b) The progress against plans the entity has disclosed in previous reporting periods, including quantitative and qualitative information	Strategy–2025 — 50-51 Customers and product management — 102-103 Research and education — 114-115 Supply chain — 144-145 People development — 158-159 Industrial safety — 184-185 Environmental review — 202-203 Contributing to local communities — 246-247
Risk management	
44(a) The processes and related policies the entity uses to identify, assess, prioritise, and monitor sustainability-related risks, including information about:	
(i) the inputs and parameters the entity uses	168-170, 194-196, 227-229, 231-233, 235-237, 239-242, 253
(iii) how the entity assesses the nature, likelihood and magnitude of the effects of those risks	72-83
(iv) whether and how the entity prioritises sustainability-related risks relative to other types of risk	72-74
(v) how the entity monitors sustainability-related risks	72-83, 238
(vi) whether and how the entity has changed the processes it uses compared with the previous reporting period	278
44(b) The processes the entity uses to identify, assess, prioritise and monitor sustainability-related opportunities	277-379

Reporting element	Report page / comments
Metrics and targets	
46(a) Metrics for each sustainability-related risk and opportunity that could reasonably be expected to affect the entity's prospects	Customers and product management — 108-113 Research, innovations and education — 118-125 Information technologies — 141-143 Supply chain — 152-157 People development — 168-183 Industrial safety — 194-201 Energy efficiency — 233-234 Waste — 231-233 Air — 235-237 Water — 239-242 Biodiversity — 244-245 Contributing to local communities — 253-264
46(b) Metrics the entity uses to measure and monitor a sustainability-related risk or opportunity; and its performance in relation to that sustainability-related risk or opportunity, including progress towards any targets the entity has set, and any targets it is required to meet by law or regulation	Customers and product management — 102-103 Research and education — 114-115 Supply chain — 144-145 People development — 158-159 Industrial safety — 184-185 Energy efficiency — 233 Waste — 229 Air — 234 Water — 237 Biodiversity — 242 Contributing to local communities — 246-247
51(a) Metric used to set the target and to monitor progress towards reaching the target	Customers and product management — 102-103 Research and education — 114-115 Supply chain — 144-145 People development — 158-159 Industrial safety — 184-185 Energy efficiency — 233 Waste — 229 Air — 234 Water — 237 Biodiversity — 242 Contributing to local communities — 246-247

Reporting element	Report page / comments
51(b) The specific quantitative or qualitative target the entity has set or is required to meet	Customers and product management — 102-103 Research and education — 114-115 Supply chain — 144-145 People development — 158-159 Industrial safety — 184-185 Energy efficiency — 233 Waste — 229 Air — 234 Water — 237 Biodiversity — 242 Contributing to local communities — 246-247
51(c) The period over which the target applies	51 The company has set goals for the period up to 2025: • for environmental indicators (air, water, waste); • for indicators in the field of occupational safety and industrial safety; • for indicators in the field of social responsibility (personnel development)
51(d) The base period from which progress is measured	2019
51(f) Performance against each target and an analysis of trends or changes in the entity's performance	Customers and product management — 102-103 Research and education — 114-115 Supply chain — 144-145 People development — 158-159 Industrial safety — 184-185 Environmental review — 202-203 Contributing to local communities — 246-247 The relevant thematic sections provide an analysis of the dynamics of indicators and a description of activities that contribute to achieving the targets.

IFRS S2

Reporting element	Report page / comments
Governance	
6 (a) The governance bodies or individuals responsible for oversight of climate-related risks and opportunities:	
(i) how responsibilities for climate-related risks and opportunities are reflected in the terms of reference, mandates, role descriptions and other related policies applicable to those governance bodies or individuals	204-207, 288-289
(ii) how the governance bodies or individuals determine whether appropriate skills and competencies are available or will be developed to oversee strategies designed to respond to climate-related risks and opportunities	281
(iii) how and how often the governance bodies or individuals are informed about climate-related risks and opportunities	288-289
(v) how the governance bodies or individuals oversee the setting of targets related to climate-related risks and opportunities, and monitor progress towards those targets, including whether and how related performance metrics are included in remuneration policies	51, 211, 223, 294-295
6(b) Management's role in the governance processes, controls and procedures used to monitor, manage and oversee climate-related risks and opportunities, including information about:	
(i) whether the role is delegated to a specific management-level position or management-level committee and how oversight is exercised over that position or committee	207, 288-289
(ii) whether management uses controls and procedures to support the oversight of climate-related risks and opportunities and, if so, how these controls and procedures are integrated with other internal functions	204-206, 209
Strategy	
9(a) Climate-related risks and opportunities that could reasonably be expected to affect the entity's prospects	215 TCFD, 18-24
9(c) The effects of those climate-related risks and opportunities on the entity's strategy and decision-making, including information about its climate-related transition plan	82 TCFD, 24-30
10(a) Climate-related risks and opportunities that could reasonably be expected to affect the entity's prospects	82, 215
10(b) Explain, for each climate-related risk the entity has identified, whether the entity considers the risk to be a climate-related physical risk or climate-related transition risk	TCFD, 20-23
10(c) Specify, for each climate-related risk and opportunity the entity has identified, over which time horizons (short, medium or long term) the effects of each climate-related risk and opportunity could reasonably be expected to occur	TCFD, 34-35

Reporting element	Report page / comments
14(a) Information about how the entity plans to achieve any climate-related targets it has set and any targets it is required to meet by law or regulation:	
(ii) current and anticipated direct mitigation and adaptation efforts	217-218
(iii) current and anticipated indirect mitigation and adaptation efforts	217-218
(iv) any climate-related transition plan the entity has, including information about key assumptions used in developing its transition plan, and dependencies on which the entity's transition plan relies	215-216
(v) how the entity plans to achieve any climate-related targets, including any greenhouse gas emissions targets	212-214
14(b) Information about how the entity is resourcing, and plans to resource, the activities disclosed in accordance with paragraph 14(a)	The Company has a dedicated budget for climate-related initiatives
14(c) Quantitative and qualitative information about the progress of plans disclosed in previous reporting periods in accordance with paragraph 14(a)	211, 218-223
22(a) Information that enables users to understand the resilience of the entity's strategy and business model to climate-related changes, including:	
(i) the implications, if any, of the entity's assessment for its strategy and business model, including how the entity would need to respond to the effects identified in the climate-related scenario analysis	212-214
22(b) Indicate how and when the climate-related scenario analysis was carried out	TCFD, 24
Risk management	
25(a) The processes the entity uses to identify, assess, prioritise and monitor climate-related risks, including information about:	
(ii) whether and how the entity uses scenario analysis to inform its identification of climate-related risks	216
(iv) whether and how the entity prioritises climate-related risks relative to other types of risk	73-74
(v) how the entity monitors climate-related risks	215-216 TCFD, 20-23
(vi) whether and how the entity has changed the processes it uses compared with the previous reporting period	The approaches to risk identification and assessment have not changed with respect to the materials presented in the TCFD report The approaches to risk identification and assessment have not changed with respect to the materials presented in the TCFD report
25(b) The processes the entity uses to identify, assess, prioritise and monitor climate-related opportunities, including information about whether and how the entity uses climate-related scenario analysis to inform its identification of climate-related opportunities	TCFD

Reporting element	**Report page / comments**
Metrics and targets	
29(a) Information relevant to the cross-industry metric categories of greenhouse gases, including:	
(i) absolute gross greenhouse gas emissions (Scope 1, 2 and 3) generated during the reporting period, expressed as metric tonnes of CO_2 equivalent	218-221
(ii) measurements of greenhouse gas emissions in accordance with the Greenhouse Gas Protocol	218-221
(iii) approach used to measure greenhouse gas emissions	218-221
29(e) The amount of capital expenditure, financing or investment deployed towards climate-related risks and opportunities	226
29(f) Information on whether the entity applies internal carbon prices	212
29(g) Information on remuneration, including:	
(i) a description of whether and how climate-related considerations are factored into executive remuneration	294-295
33(a) Metric used to set the climate-related target	211
33(c) The part of the entity to which the target applies	Boundary 2 – Apatit, including its branches and standalone business units Boundary 2 – Apatit, including its branches and standalone business units
33(d) The period over which the target applies	Until 2028
33(e) The base period from which progress is measured	Progress in reducing gross greenhouse gas emissions (coverage scope 1, 2, 3) is calculated by the base year 2018 Progress in reducing gross greenhouse gas emissions (coverage scope 1, 2, 3) is calculated by the base year 2018
33(g) Information on whether the quantitative target is an absolute target or an intensity target	202
34(b) The entity's processes for reviewing the target	218 TCFD
34(c) The metrics used to monitor progress towards reaching the target	202, 211
35 Information about the entity's performance against each climate-related target and an analysis of trends or changes in the entity's performance	202, 211-223
36(a) Which greenhouse gases are covered by the target	202
36(b) Whether Scope 1, Scope 2 or Scope 3 greenhouse gas emissions are covered by the target	202
36(c) Whether the target is a gross greenhouse gas emissions target or net greenhouse gas emissions target	202

Sustainable development indicators content index as per the Public Capital Standard for Business

No.	**Item/Indicator**	**UoM**	**Page number/Comments**	**Boundary**
Environmental				
1	Total water withdrawal	'000 m^3	P. 239	2
2	Water consumption from all sources of water supply	'000 m^3	P. 239	2
3	Share of recycled and recirculated water in total water supply for internal use (all sources)	P.	P. 240	2
4	Waste water (untreated, standard clean, treated to standard) discharge into water bodies and effluents directed for third-party treatment	'000 m^3	P. 235, 240	2
5	Total hazard class 1-5 waste generation,	kt	P. 231	2
	• Class 1 waste generation	kt		
	• Class 2 waste generation	kt		
	• Class 3 waste generation	kt		
	• Class 4 waste generation	kt		
	• Class 5 waste generation	kt		
6	Total waste management	kt	P. 231	2
	• Waste management: disposed waste (including reused and recycled into energy)	kt		
	• Waste management: decontaminated waste	kt		
	• Waste management: buried waste	kt		
7	Emission load from stationary pollution sources	kt	P. 231	2
8	Direct and indirect GHG emissions	kt (CO_2-eq.)	P. 211, 218 The indicator is disclosed under a methodology other than the one specified in the PCSB. Scope 1: according to the IPCC methodology Scope 2: according to the GHG methodology	2
9	Carbon footprint of products	kt of CO_2-eq. per unit of produce	P. 211	2

No.	Item/Indicator	UoM	Page number/Comments	Boundary
10	Total expenses for environmental activities,	RUB '000	10,223,944	2
	• atmospheric air protection and climate change prevention	RUB '000	2,201,377	
	• waste water collection and treatment	RUB '000	3,665,472	
	• waste management	RUB '000	4,327,916	
	• conservation of biodiversity and natural areas	RUB '000	5,518	
	• land protection and sustainable use	RUB '000	14,770	
	• land rehabilitation	RUB '000		
	• environment protection from noise, vibration and other physical impact	RUB '000	56	
	• assuring radiation safety	RUB '000	17	
	• environmental protection R&D (added line, see form 4-OS for details)	RUB '000	7,467	
	• other environmental protection activities	RUB '000	1,351	
11	Consumption of renewable and low-carbon energy	GJ	2023 - 1,079,998.9 GJ 2024 - 1,080,001.4 GJ 2025 - 1,349,999.5 GJ	
	Consumption of renewable and low-carbon energy	%	2023 - 0.010% 2024 - 0.009% 2025 - 0.012%	
12	Total internal energy use excluding heat and electricity supply to external consumers,	GJ	P. 228	2
	• heat energy	GJ		
	• electricity	GJ		
	• by fuel type	GJ		
14	Environmental impact payments	RUB '000	P. 208	2
15	Reimbursement and fine expenses, including:	RUB '000	P. 208	2
	• fines for environmental laws violation	RUB '000		
	• environmental damage (impact) reimbursement	RUB '000		
16	Accidents and incidents causing environmental impact (including resulting from man-made disasters)	cases	2023 – 0 2024 – 0 2025 – 1	2

No.	Item/Indicator	UoM	Page number/Comments	Boundary
17	Capital investments to ensure environmental protection and sustainable use of natural resources,	RUB '000	3,658,617	2
	• waste water management	RUB '000	1,085,226	
	• atmospheric air protection and climate change prevention	RUB '000	377,378	
	• protection and environmental rehabilitation of lands, surface water bodies, and underground sources	RUB '000	1,027,311	
	• waste management	RUB '000	1,154,969	
	• noise and vibration impact reduction	RUB '000	0	
	• conservation of biodiversity and protection of natural areas	RUB '000	13,535	
	• protection and sustainable use of forests	RUB '000	198	
	• other environmental protection activities	RUB '000	0	
18	Energy Management System certification	Yes/no	P. 222	2
Social				
19	Total payroll expenses	RUB '000	2023 – 26,334.947 2024 – 34,461.1953 2025 – 37,543.9617	2
20	Ratio of the Company's average salary to the regional average	%	P. 180	2
21	Average headcount	people	P. 168	1
23	Share of employees with disabilities	%	2023 – 1.25% 2024 – 1.51% 2023 – 1.60%	2
24	Share of employees covered by the following veteran categories according to the Federal Law On Veterans:	%	2023 – 2.34% 2024 – 2.31% 2025 – 2.30%	2
	• the Great Patriotic War veterans	%		
	• combat veterans involved in military operations in the Soviet Union, Russia, and other countries	%		
	• military service veterans	%		
25	Share of employees covered by each of the following categories: gender, age group	%	P. 170	1
	• Share of male employees	%		
	• Share of female employees	%		
	• Share of employees aged under 30	%		
	• Share of employees aged 30–50	%		
	• Share of employees aged above 50	%		

No.	Item/Indicator	UoM	Page number/Comments	Boundary
26	Total average wages	RUB '000	P. 180	1
	• by occupation group (separately for management and other employee groups)	RUB '000	Partially disclosed	
	• by gender considering occupation group	RUB '000		
	• by age group	RUB '000		
27	Total occupational health and safety expenses,	RUB '000	P. 194	2
	• including average costs per employee	RUB '000	Partially disclosed	
28	Total expenses on organising and holding social and sports events for employees and their families,	RUB '000	P. 181	2
	• including average costs per employee	RUB '000		
29	Lost time injury frequency rate (LTIFR), excluding contractors' employees, per 1.000.000 man-hours	cases, per 1 mln man-hours	P. 195	2
30	Fatalities, excluding contractors' employees	cases	P. 196	2
31	Total training expenses,	RUB '000	P. 173, 174	2
	• per employee	RUB '000	Partially disclosed	
	Training expenses as a percentage of total administrative expenses	%		
32	Average hours of training per year per employee	hours per employee	P. 174	2
33	Share of employees covered by collective bargaining agreements in the average headcount	%	P. 164	1
34	Employee turnover rate	%	P. 384	1
35	Total expenses on supporting social programmes, including charities not aimed at employees and their families, including:	RUB '000	P. 386	1
	• healthcare	RUB '000		
	• education and science	RUB '000		
	• sports	RUB '000		
	• culture, art, and tourism	RUB '000		
	• creating accessible infrastructure and inclusive environment	RUB '000		
	• improvement and comfortable urban environment projects	RUB '000		
	• creating and placing social advertising	RUB '000		
	• housing support	RUB '000		
	• ensuring public safety anti-terrorist protection of infrastructure facilities	RUB '000		
	• supporting individuals in need of social assistance	RUB '000		
	including support of the following veteran categories according to the Federal Law On Veterans:	RUB '000		
	the Great Patriotic War veterans	RUB '000		
	combat veterans involved in military operations in the Soviet Union, Russia, and other countries	RUB '000		
	military service veterans	RUB '000		

No.	Item/Indicator	UoM	Page number/Comments	Boundary
36	Total expenses on organising and holding healthcare events for employees and their families,	RUB '000	2023 – 145.327 2024 – 184.149.5 2025 – 215.602.7	2
	• including average costs per employee	RUB '000	2023 – 10.17 2024 – 11.9 2025 – 13.15	
38	Fines and sanctions incurred by the Company in relation to labour law violations	RUB '000	For the purposes of disclosing information on fines, the Group determined the amount exceeding RUB 1 mln as a materiality criterion which it deems to be meaningful given the scale of its operations. In the reporting year, there were no violations of labour legislation by the Group that resulted in significant fines or other material sanctions	1
39	Average number of children aged under 6 per employee	%	2023 – 7.52% 2024 – 7.60% 2025 – 7.61%	2
40	Average number of children per employee	%	2023 – 80.7% 2024 – 80.0% 2025 – 75.8%	2
41	Share of employees with multi-child families in total headcount	%	2023 – 4.3% 2024 – 4.2% 2025 – 3.9%	2
42	Share of married employees	%	2023–66% 2024–64% 2025–64%	2
43	Amount of the one-off payment (including financial aid) paid within a year after childbirth	RUB	P. 387	2
44	OHS Management System certifications	Yes/no	Yes, p. 186	
Governance				
45	Sustainable development policy and/or other relevant strategic documents in place (sustainability strategy, environmental strategy, climate strategy setting short- and long-term measures for adapting to climate change and mitigating anthropogenic impact on climate)	Yes/no	Yes, p. 204, 212	
46	A governance body or committee established by a collegial governing body to approve and monitor the implementation of a sustainable development policy and/or other relevant strategic documents (e.g. sustainability strategy, climate strategy)	Yes/no	Yes, p. 272	
47	The Company's remuneration policy determining top management remuneration reflects sustainability and climate targets	Yes/no	Yes, p. 294	
48	Share of independent directors among the members of the collegial governing body	%	Yes, p. 280	1

No.	Item/Indicator	UoM	Page number/Comments	Boundary
49	Share of female managers in the total number of managers,	%	Yes, p. 170	1
	• including collegial governing bodies	%	P. 280	
50	Number of reported violations of the rights of indigenous peoples living in the Russian Federation	cases	Not applicable	
51	Share of employees filling positions exposed to high corruption risks	%	P. 380	
52	Average hours of anti-corruption training per employee	units	P. 310	
53	A risk management policy (including climate risks) and/or other risk management documents in place	Yes/no	Yes, https://cdn.phosagro.ru/upload/iblock/35c/35c2ee0bc879eb911cb2aa1a4dddf722.pdf	
54	Number of cases of liability for consumer rights violations under the Russian laws	cases	Not recorded in the reporting year	
55	Number of reported socially significant incidents (strikes)	cases	Not recorded in the reporting year	
56	An policy and/or other documents in place to support inclusion	Yes/no	Yes, https://cdn.phosagro.ru/upload/docs/hr_policy.pdf	
57	The Company has written commitments to implement comprehensive inclusion initiatives by:	Yes/no	Partially disclosed	
	• making its territories, premises and services accessible for people with disabilities	Yes/no		
	• carrying out awareness raising and educational inclusion programmes for personnel	Yes/no		
	• implementing tech solutions to ensure accessible workplaces and create jobs for people with disabilities with quarterly progress reporting on the said initiatives	Yes/no		
58	Total claims under legal disputes involving the issuer as a defendant:	RUB '000	No claims	1
	• claims against current or former members of the issuer's governing bodies	RUB '000		
	• claims challenging transactions in accordance with articles 173.1 and 174 of Russia's Civil Code	RUB '000		
	• claims challenging decisions of the issuer's governing bodies, and other court disputes involving the issuer related to corporate law violations	RUB '000		
59	Total claims upheld under legal disputes involving the issuer as a defendant	RUB '000	2023 – none 2024 – none 2025 – 1,938	1
60	Total fines incurred by the Company and its officers in relation to violations of the Russian laws on joint-stock companies and securities, and corporate regulations for joint-stock companies	RUB '000	No claims	1

No.	Item/Indicator	UoM	Page number/Comments	Boundary
Economic				
61	Revenue (or a similar indicator)	RUB '000	P. 87	
62	Labour productivity	RUB '000 per person	2023 – 12,942 2024 – 13,284 2025 – 14,251	2
63	Total accrued payments to government (except for fines and penalties),	RUB '000	Yes, p. 387	1
	• taxes and other charges	RUB '000		
	• social contributions	RUB '000		
	• other payments to government	RUB '000		
64	Total actual payments to government (except for fines and penalties),	RUB '000	Yes, p. 94	1
	• taxes and other charges	RUB '000		
	• social contributions	RUB '000		
	• other payments to government	RUB '000		
65	Share of Russian goods, work and services in the total procurement volume	%	96.3%	2
66	Share of goods, work and services purchased from SME in the total procurement volume from Russian organisations	%	24%	2
Business reputation				
73	Acquired EPS and ESG ratings, sustainability and responsible business indices and rankings	Yes/no	Yes, EPS rating of responsible business	
Preserving the population, improving people's health and welfare, support for families				
74	The Company's expenses on family and parenthood support programmes	RUB '000		
	Share of the Company's expenses on family and parenthood support programmes in total administrative expenses	%		
75	Share of the Company's occupational health and safety expenses in total administrative expenses	%		
76	The Company's total expenses on healthcare for its employees and local communities	RUB '000		
	• the Company's expenses on employee healthcare	RUB '000		
	• the Company's expenses on local communities healthcare	RUB '000		
	Share of the Company's expenses on healthcare for its employees and local communities in total administrative expenses	%		

No.	Item/Indicator	UoM	Page number/Comments	Boundary
77	The Company's expenses on healthcare infrastructure development	RUB '000	P. 387 Partially disclosed	1
	Share of the Company's expenses on healthcare infrastructure development in total administrative expenses	%		
78	The Company's expenses on support of vulnerable social groups	RUB '000	P. 387 Partially disclosed	2
	Share of the Company's expenses on support of vulnerable social groups in total administrative expenses	%		
79	The Company's expenses on mass sports support	RUB '000	P. 267, 387 Partially disclosed	
	Share of the Company's expenses on mass sports support in total administrative expenses	%		
Unlocking each person's potential, nurturing talents, fostering patriotic and socially responsible attitude				
80	The Company's expenses on support for education	RUB '000	P. 257, 387	2
	• support of secondary education institutions	RUB '000		
	• support of secondary vocational education institutions	RUB '000		
	• career guidance for children and young people	RUB '000		
	• support of children's and youth's supplementary education	RUB '000		
	• support of higher education institutions	RUB '000		
81	The Company's expenses on projects and initiatives fostering Russian traditional spiritual and cultural values	RUB '000	P. 288 Partially disclosed	1
	Share of the Company's expenses on projects and initiatives fostering Russian traditional spiritual and cultural values in total administrative expenses	%		
83	The Company's expenses on culture, arts, and folk art infrastructure development	RUB '000	P. 388 Partially disclosed	2
	Share of the Company's expenses on culture, arts, and folk art infrastructure development in total administrative expenses	%		
Comfortable and safe living environment				
85	The Company's expenses on urban improvement and integrated development	RUB '000	P. 255 Partially disclosed	2
	Share of the Company's expenses on urban improvement and integrated development in total administrative expenses	%		
86	The Company's expenses on road network improvement	RUB '000	P. 388 Partially disclosed	2
	Share of the Company's expenses on road network improvement in total administrative expenses	%		

No.	Item/Indicator	UoM	Page number/Comments	Boundary
Environmental well-being				
87	Ratio of the Company's expenses on environmental protection initiatives to total administrative expenses	%	2025 – 28.8%	
Sustainable and fast-growing economy				
88	Total expenses on corporate private pension and long-term savings programmes	RUB '000		
	• Expenses on corporate private pension and long-term savings programmes per employee	RUB '000		
	Share of expenses on corporate private pension and long-term savings programmes in total administrative expenses	%		
89	The Company's expenses on projects to boost the country's tourist appeal	RUB '000	P. 388 Partially disclosed	1
	Share of the Company's expenses on projects to boost the country's tourist appeal in total administrative expenses	%		
Technological leadership				
90	Ratio of investment in projects aimed at promoting the technological sovereignty and the structural adaptation of the Russian economy to total administrative expenses	%	n/a	1
	The Company's total R&D expenses	RUB '000	2,284,900	
	Share of the Company's R&D expenses in total administrative expenses	%	6.4%	

Indicators of the responsibility and transparency and sustainable development vector indices of the Russian Union of Industrialists and Entrepreneurs (RSPP)

RSPP indicator	Page
Metrics and indicators of the responsibility and transparency index	
Economic, social, and environmental impact indicators	
1. Labour productivity	
Indicator 1: Labour productivity	419
2. CAPEX	
Indicator 2: CAPEX/investments	37
3. Taxes paid	
Indicator 3: Taxes paid (payments to government, including excise taxes and export duties, current income tax, and other taxes)	94
4. Quality of products and services	
Indicator 5: Customer satisfaction (customer satisfaction surveys, claims/returns dynamics, customer loyalty measurements, etc.)	103
5. Share of local procurement and procurement from SMEs	
Indicator 6: Share of local procurement	419
Indicator 7: Procurement from SMEs	155
6. Innovations	
Indicator 8: R&D expenses	118
Indicator 9: Number of patents obtained	121
Indicator 10: Economic and environmental impact of innovations	119-122
7. Headcount	
Indicator 12: Headcount (average or total at the end of the reporting period)	168
8. Personnel profile	
Indicator 13: Personnel breakdown by gender	168
Indicator 14: Personnel breakdown by age	168
Indicator 15: Personnel breakdown by category	170
Indicator 16: Share of female managers in the total number of managers	170
Indicator 17: Share of employees with disabilities	414
9. Occupational health and safety (performance)	
Indicator 18: Lost time injury frequency rate (LTIFR)	195
Indicator 19: Fatalities	196
Indicator 20: Occupational diseases	197
10. Occupational health and safety expenses	
Indicator 21: Occupational health and/or safety expenses	194
11. Occupational health and safety management systems	
Indicator 22: Share of headcount employed at facilities covered by occupational health and safety management systems (OHSAS)	198
Indicator 23: Special Labour Conditions Assessment: workplaces covered	192
12. Payroll	
Indicator 24: Personnel expenses (payroll and social payments)	414
Indicator 25: Payroll expenses	414
Indicator 26: Average wages (main)	180
Indicator 27: Average wages at the Company's facilities as compared to local average wages / Comparative figures for minimum wages	180
13. Expenses related to social programmes for employees	
Indicator 28: Expenses related to social programmes for employees	181, 416
15. Management remuneration	
Indicator 30: Remuneration of the Board of Directors / Supervisory Board	293
Indicator 31: Remuneration of the Management Board	295
16. Employee turnover	
Indicator 32: Employee turnover rate	384
17. Personnel training	
Indicator 33: Hours of training per year per employee	174
Indicator 34: Number of employees trained	174
18. Personnel training expenses	
Indicator 35: Personnel training expenses	173
19. Labour relations	
Indicator 36: Share of employees covered with collective bargaining agreements	164
20. Protecting human rights	
Indicator 38: Human rights monitoring results	305
21. Emissions into the atmosphere	
Indicator 39: Gross air emissions of major pollutants, including their type and weight	
Indicator 40: Specific air emissions of major pollutants, including their type and weight	
22. Greenhouse gas emissions	
Indicator 41: Gross direct and indirect GHG emissions with weight values	211
Indicator 42: Specific direct and indirect GHG emissions with weight values	211
23. Energy efficiency and consumption	
Indicator 43: Specific energy intensity	222

RSPP indicator	Page
Indicator 44: Energy saved (in physical terms)	227
Indicator 45: Economic effect of energy saving	222
Indicator 46: Fuel and energy consumption	227
Indicator 47: Consumption of renewable and low-carbon energy	413
24. Water consumption	
Indicator 48: Total water withdrawal per year	239
Indicator 49: Specific water consumption	237
Indicator 50: Recycled and recirculated water supply	
25. Discharge into water bodies	
Indicator 51: Total waste water discharge	240
Indicator 52: Specific discharge	237
26. Waste management	
Indicator 53: Total hazard class 1–5 waste broke down by class	231
Indicator 54: Waste generation	228
Indicator 55: Share of decontaminated and landfilled waste	230
Indicator 56: Share of recycled waste	230
27. Environmental protection expenses	
Indicator 57: Environmental protection expenses	208
28. Environmental management system	
Indicator 58: Share of headcount employed at facilities covered by environmental management systems (ISO)	The indicator is relevant for financial institutions.
30. Financing environmental initiatives and programmes[2]	
Indicator 60: Funds allocated to finance initiatives and programmes under Resolution of the Russian Government No. 1587 dated 21 September 2021 (green and adaptation projects)	The indicator is relevant for financial institutions
31. Cybersecurity	
Indicator 61: Number of personal data, trade and bank secret leakages	301
Indicator 62: Banking service downtime due to cyberattacks	The indicator is relevant for financial institutions
32. Social investment	
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Glossary

ABNT (Associação Brasileira de Normas Técnicas) — Brazilian Association of Technical Standards

ACRA — Russian rating agency

AEMS — automated enterprise management system

AI — artificial intelligence

AN — ammonium nitrate

ANBP — apatite-nepheline beneficiation plant

APCS — automated process control system

API — Application Programming Interface

APP — ammonium polyphosphate

BRICS — an association of ten countries: Brazil, Russia, India, China, South Africa, the UAE, Iran, Egypt, Ethiopia and Indonesia (BRICS — an abbreviation for Brazil, Russia, India, China and South Africa)

CAPEX — capital expenditures

CBAM — Carbon Border Adjustment Mechanism

CCI — Chamber of Commerce and Industry of Russia

CDP — Carbon Disclosure Project

CGC — Corporate Governance Code of the Bank of Russia

CIS — Commonwealth of Independent States

CO_2 — carbon dioxide

CO_2-eq. — a conventional unit used to measure greenhouse gas emissions (including carbon footprint calculations)

CUSIP — Committee on Uniform Security Identification Procedures

DAP — diammonium phosphate

EBITDA — earnings before interest, taxes, depreciation and amortisation

EBP — electronic bidding platform

ERP — Enterprise Resource Planning system

ESG — environmental, social and governance

Expert RA — Russia's largest credit rating agency accredited by the Bank of Russia

FAO — Food and Agriculture Organisation

FOB (Free on Board) — Incoterms shipment term used to specify delivery conditions and determine which party is responsible for transportation costs

GDR — global depositary receipt

Global Compact LEAD — a platform for sustainable corporate leadership under the United Nations Global Compact

GRI — Global Reporting Initiative

GPT chat — AI-powered Generative Pre-trained Transformer chat bot

HPP — heat power plant

IFA — International Fertilizer Association

IFRS — International Financial Reporting Standards

IFRS S1 and S2 (International Financial Reporting Standards S1 and S2) — sustainability standards published in June 2023 by the International Sustainability Standards Board (ISSB)

IMF — International Monetary Fund

IPCC — In-pit crushing and conveying system

IRR — internal rate of return

ISIN — international securities identification number

IT — information technology

JSC — joint-stock company

K2O — potassium oxide

KPI — key performance indicator

LCF — liquid complex fertilizers

LHD — load, haul, dump loaders

LLC — limited liability company

LLM — Large language model

LTIFR — lost-time injury frequency rate

MAP — monoammonium phosphate

MAR — Market Abuse Regulation of the European Union

MCP — feed-grade monocalcium phosphate

MET — mineral extraction tax

ML — Machine Learning

MOEX Index (formerly the MICEX Index) — a price-based composite stock index weighted by market capitalisation. Ticker — MCX: IMOEX. The derivatives market of the Moscow Exchange trades in non-deliverable futures contracts with the MOEX Index as the underlying asset.

n/a — no data available

NP — nitrogen-phosphorus fertilizer

NPK — nitrogen-phosphorus-potassium fertilizer

NPS — sulphur-containing nitrogen-phosphorus fertilizer

OJSC — open joint-stock company

P2O5 — phosphoric pentoxide

PJSC — public joint-stock company

PhosAgro Group — PJSC PhosAgro and legal entities controlled by it

PKS — phosphorus-potassium granular fertilizer

PPE — Personal protective equipment

RAFP — Russian Association of Fertilizer Producers

RAEX (RAEX Analytics) — Russia's largest non-credit rating agency

RAS — Russian Accounting Standards

RIC — Reuters Instrument (Identification) Code

RPA — Robotic Process Automation, routine business process automation technology

RSPP — Russian Union of Industrialists and Entrepreneurs

RTS — Russian Trading System, one of the leading Russian stock exchanges until December 2011, when it merged with MICEX to form the MICEX-RTS exchange (Moscow Exchange since 2012). RTS Index (MCX: RTSI) — stock market index and the main benchmark for the Russian stock market. Its calculation began on 1 September 1995 with a base value of 100 points. Currently, the RTS Index is calculated by the Moscow Exchange. Denominated in US dollars, it shares a common calculation base with the MOEX Index, which is measured in Russian roubles.

SDG — UN Sustainable Development Goal

SEDOL — Stock Exchange Daily Official List used in the UK and Ireland

SPIEF — St Petersburg International Economic Forum

STPP — sodium tripolyphosphate

Strategy to 2025 — PhosAgro's Development Strategy to 2025

UN — United Nations

UNCTAD — United Nations Conference on Trade and Development, a body of the UN General Assembly

UNESCO — United Nations Educational, Scientific and Cultural Organisation

USA — United States of America

VAT — value-added tax

WPA — wet-process phosphoric acid

Units

bln — billion

bps — basis point

GJ — gigajoule

h — hour

ha — hectare

kg — kilogram

kWh — kilowatt-hour

m — metre

mg — milligram

mln — million

MW — megawatt

p.p. — percentage point

RUB — Russian rouble

USD — United States dollar

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