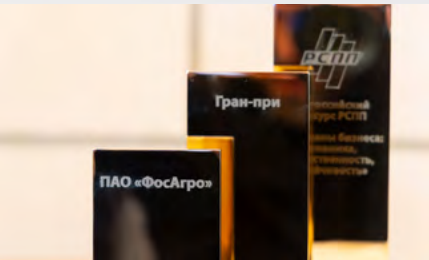


Key events in 2025

January	February	March	April	May	June
MOEX МОСКОВСКАЯ БИРЖА - 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.	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. 	Expert - 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. 	- 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. 	 - 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. 	- 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	November	October	September	August	July
- 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. BRICS - PhosAgro presented the ProAgro Lectorium digital educational platform at an international BRICS conference.	- 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. 	- 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. 	- 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. 	- 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.	- 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.