

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



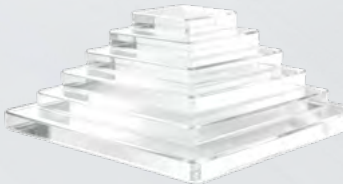
2

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



6

Consumers
See p. 102 for details



7

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 value¹, 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 the previous years.