

Contributing To Local Communities

Area, strategic goals and highlights of 2025



1 Our Favourite Cities	2 Education	3 Connecting Generations	4 Spiritual Revival	5 Promotion of Sports
8 DECENT WORK AND ECONOMIC GROWTH 9 INDUSTRY INNOVATION AND INFRASTRUCTURE 11 SUSTAINABLE CITIES AND COMMUNITIES ИНФРАСТРУКТУРА НАЦИОНАЛЬНЫЕ ПРОЕКТЫ РОССИИ ТУРИЗМ НАЦИОНАЛЬНЫЕ ПРОЕКТЫ РОССИИ ЭКОНОМИКА НАЦИОНАЛЬНЫЕ ПРОЕКТЫ РОССИИ ТРАНСПОРТ НАЦИОНАЛЬНЫЕ ПРОЕКТЫ РОССИИ Target 8.8, 9.4, 11.1	4 QUALITY EDUCATION МОДЕРНИЗИ И ДЕТИ НАЦИОНАЛЬНЫЕ ПРОЕКТЫ РОССИИ ПРОФИЛЬНО-ТЕХНИЧЕСКАЯ ПОДГОТОВКА НАЦИОНАЛЬНЫЕ ПРОЕКТЫ РОССИИ Target 4.4	4 QUALITY EDUCATION 11 SUSTAINABLE CITIES AND COMMUNITIES Target 4.4, 11.4	11 SUSTAINABLE CITIES AND COMMUNITIES Target 11.4	3 GOOD HEALTH AND WELL-BEING Target 3.9
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.	Target - Education project - DROZD (Educated and Healthy Children of Russia) project	Target - Interactive education centres (museums) - Targeted Assistance	Target Preserving and promoting orthodox values, ideas of humanity and spirituality, respect for our legacy and motherland. Supporting the Patriarchate, churches, and parish communities.	Target Promoting high-performance and mass sports in the regions where the Group operates. Supporting sports federations and amateur clubs.
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	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	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	Actual RUB 861.3 mln allocated for support programmes	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;

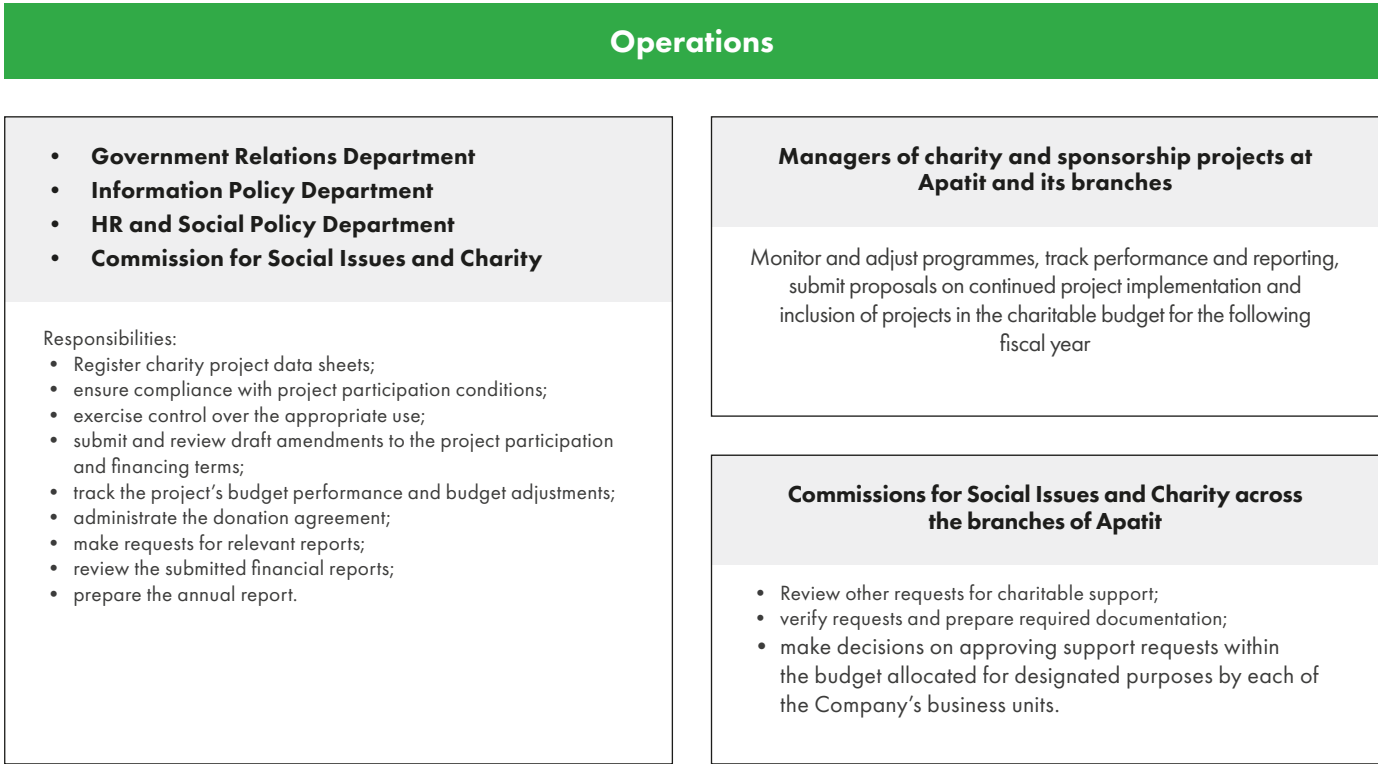


improving the living standards of employees, their families, PhosAgro veterans and local communities;



promoting advanced corporate social responsibility standards.

Management of social investment programmes



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

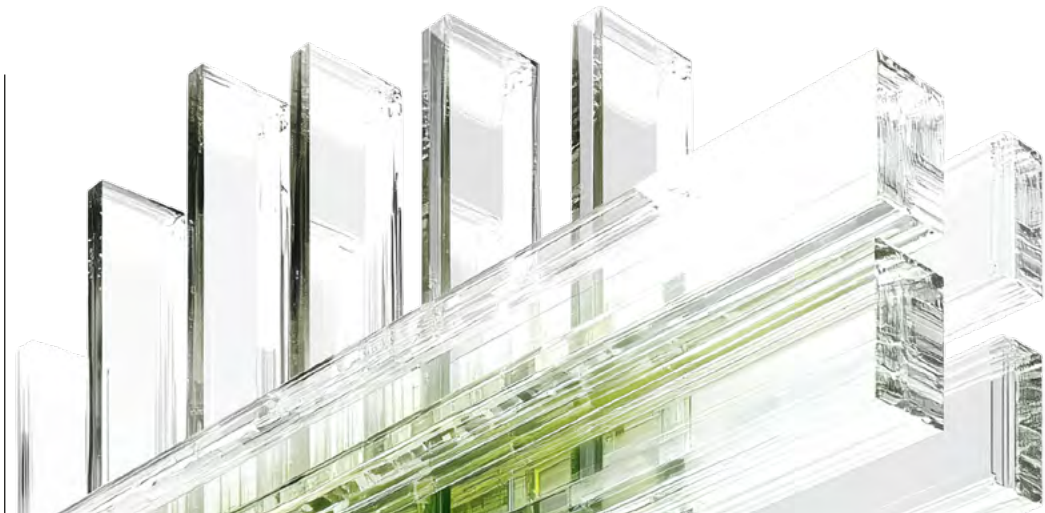
- Stakeholders feedback channels:
- partnerships in implementing projects such as DROZD, PhosAgro Schools, projects run with colleges, universities, hospitals, sports clubs/teams, and charity foundations;
 - participation in the activities of advisory and consultative bodies under regional and local 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

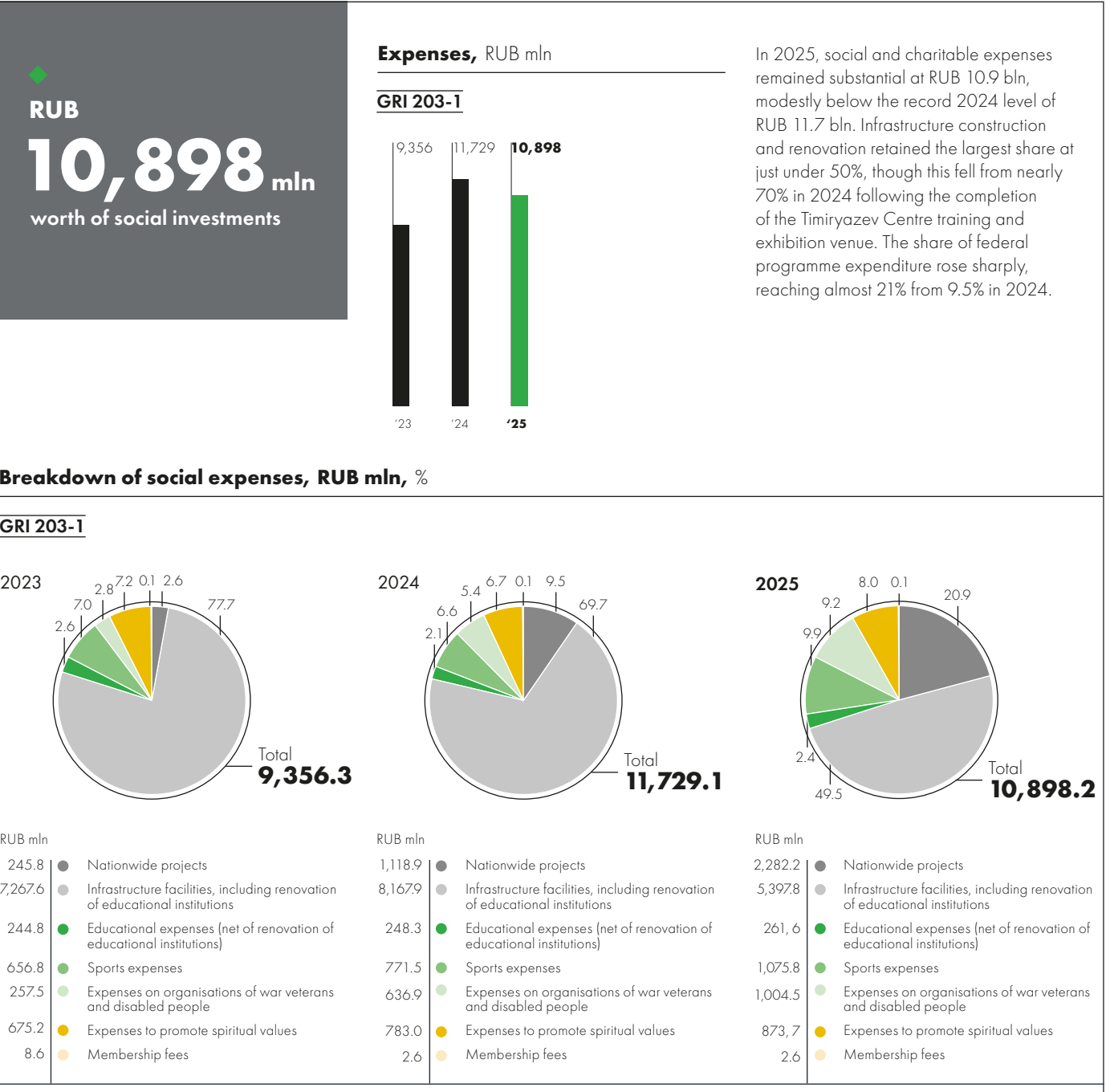
PhosAgro Group has a long-standing tradition of successful engagement on sustainable development matters with the authorities in the regions, cities, towns, and rural settlements where the Company's main facilities operate.

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 <u>SASB RT-CH-210a.1, EM-MM-210b.1</u> The following strategic risks affect our HR management objectives: 3 Social 4 Personnel 15 Reputational		For more information, see the Strategic Risks section	p. 72
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



¹ Including expenses associated with membership fees.
² Including spending on refurbishing educational institutions.

Our Favourite Cities programme1

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).

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.

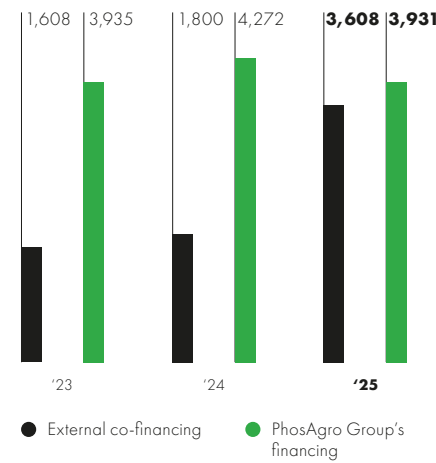
By building social infrastructure and promoting commitment to healthy lifestyle, the Company partners with regional and local authorities in ensuring balanced regional development, and offering high quality of life comparable to living standards in large cities or even surpassing them in terms of accessibility for an average resident.

National ESG Alliance Quality of Life Index results

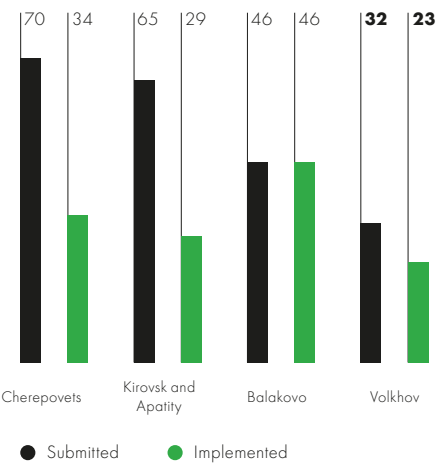
	Kirovsk		Cherepovets		Balakovo		Volkhov		Average across all cities	
	2023	2025	2023	2025	2023	2025	2023	2025	2023	2025
Housing conditions	68.62	58.17	61.69	68.28	53.56	61.92	30.47	33.93	51.64	53.35
Urban improvement	–	41.17	63.13	61.09	47.57	54.09	–	37.22	47.43	48.14
Satisfaction	–	50.45	55.77	63.07	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.



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

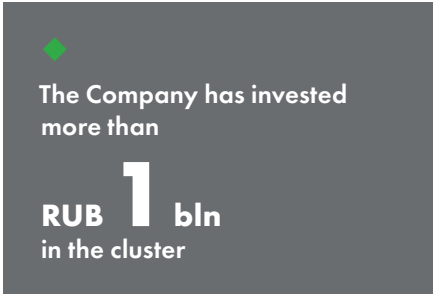
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The Company supports a wide range of SME development initiatives and thus offers additional employment opportunities for local communities. Prominent examples include the development of the Khibiny mountain tourism cluster and the system of grant competitions.

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 Vudiyavr 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).



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.



Education project

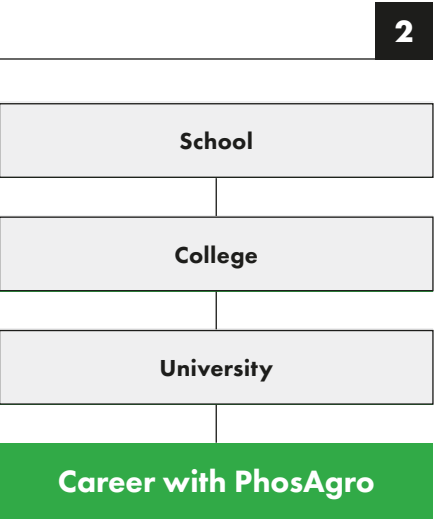
Healthy, educated and professionally trained population is a critical driver of any region’s social appeal and investment case. The Company is deeply involved in the development of human potential in the regions of its operation, in particular, by helping to address the outflow of young people from small 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.

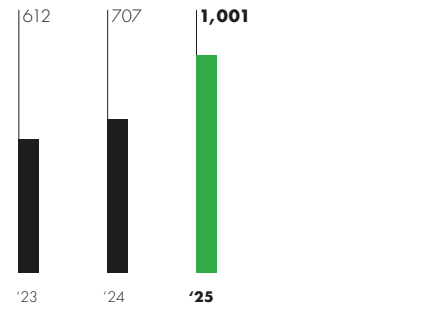
Over RUB 7.6 bln invested by the Company in educational initiatives over the past 13 years. Over 4,000 graduates of the corporate educational system are employed by the Company.

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 model¹, 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.

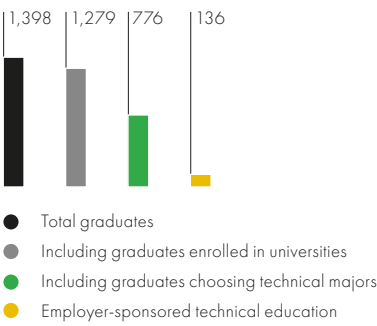
340 teachers from educational institutions involved in the programme benefit from ongoing professional development and additional incentives. The Company provides financial support to its affiliated PhosAgro Schools, helping them with building renovations and equipping their classrooms and research labs.

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.

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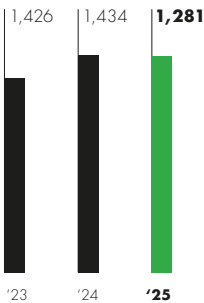
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We have cooperation agreements and roadmaps with many universities. For six years, the Company has been running the Laverov scholarship programme at the Mendeleyev University of Chemical Technology, with annual scholarships awarded to ten top students 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



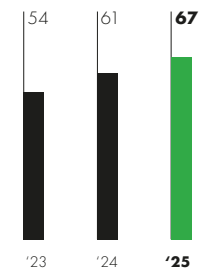
PhosAgro-START programme

The PhosAgro START¹ 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

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

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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.

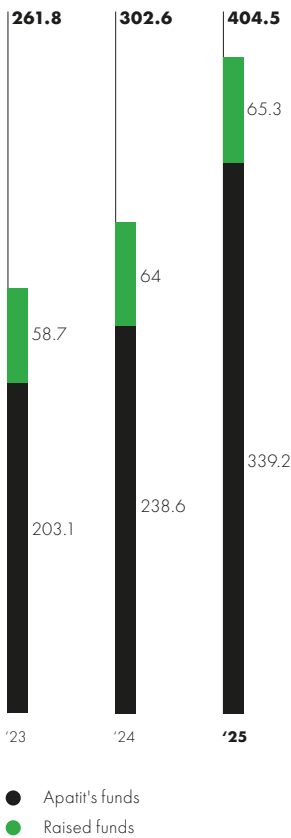
DROZD (Educated and Healthy Children of Russia)

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



¹ Until 2024, named High-Potential Graduates.

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.

Number of DROZD participants, persons

Year	Including children of PhosAgro employees	Number of participants
'23	1,695	7,785
'24	1,787	8,307
'25	2,248	8,546

Total number of participants in public events, corporate festivals, and celebrations staged by DROZD, persons

Year	Participants
'23	55,487
'24	63,071
'25	63,705

Number of DROZD participants, persons

Year	Offsite events	Events held
'23	558	641
'24	624	952
'25	642	997

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.

Over the past **11** years, more than 113 students with disabilities were trained and 69 of them successfully passed the GTO fitness test

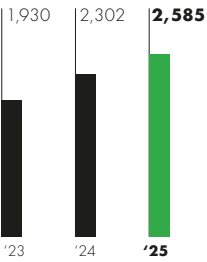
DROZD Village programme

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



Over the past **2** years, more than 2,039 students were trained for the GTO fitness test

Over the past **1** year, more than 1,226 students 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

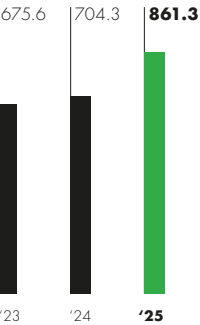
The main objective of the programme is to preserve and promote orthodox values, spiritual ideas, and respect for our legacy and motherland. The programme has been underway since 2001 and is implemented in cooperation with the Russian Orthodox Church, state authorities and local government bodies, non-governmental 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 Generations4

◆ **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.

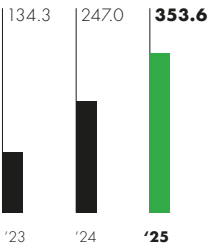
More than 100 PhosAgro School students were trained in the basics of interviewing, video and photo editing, and using social media as part of the Media School project, creating over 150 publications and filming over 200 videos.

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.

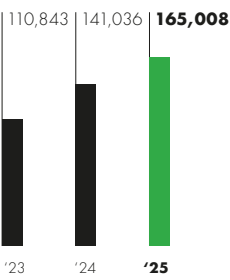
In 2025, modernisation and restoration work was carried out in Kirovsk, Cherepovets, and Volkhov. New interactive exhibitions were opened in Cherepovets, and a series of travelling exhibitions was organised in Balakovo, Volkhov, and Murmansk. The centres offer more than 150 programmes in various areas. 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



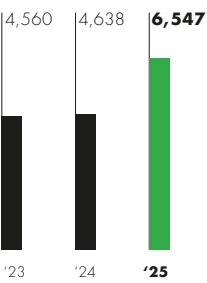
Total visitors to the Company’s museum and exhibition centres, people



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.

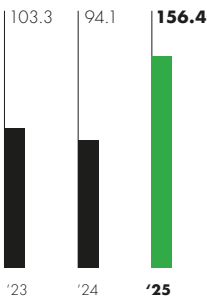
In 2025:

- ◆ 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

◆
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:

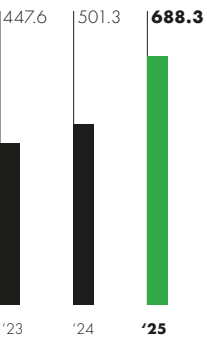
- Russian Olympians Foundation;
- Russian Gymnastics Federation;
- Russian Cross-Country Skiing Federation;
- Russian Chess Federation;
- Russian Rugby Federation;
- Federation of Blind Footballers.

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