

Industrial safety

Area, strategic goals and highlights of 2025¹

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 employees² 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 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 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)
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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



occupational health and safety



industrial safety



fire safety



road traffic safety



safety assessments and audits



development of health and safety management



safety projects (programmes, initiatives)



education and training



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 (Rostekhnadzor), 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.

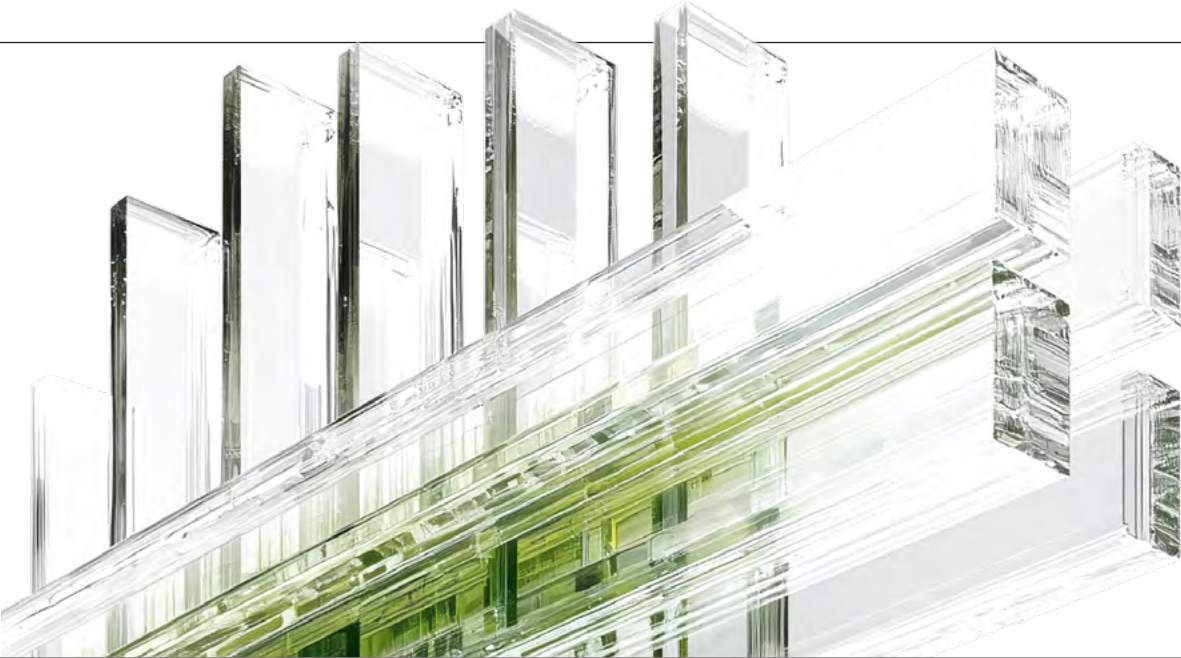
**122** audits carried out by state supervisory authorities at Apatit, its managed companies, subsidiaries and affiliates in 2025.

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.



Risk and opportunity management

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.

For more information, see the [Strategic Risks section](#)

p. 72

ESG assessment is a key factor in contractor selection. For more information, see the [Supply Chain section](#)

p. 144



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.

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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.

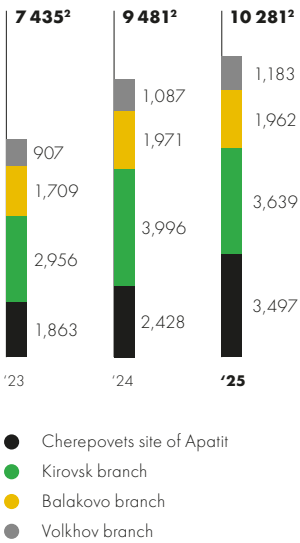
Outcome: reduced injury rates.

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Key results in 2025¹

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 actions³ 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.

LTIFR⁴, 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

SASB RT-CH-540a.2

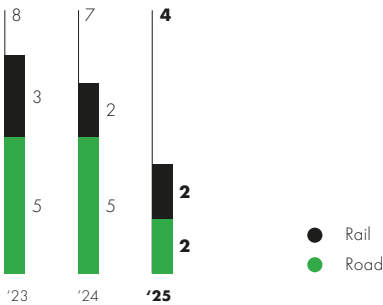
From 2023 to 2025, PhosAgro Group was able to reduce the total number of traffic accidents (by 50%), from eight accidents in 2023 to four in 2025.

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

GRI 403-6, 403-10

PhosAgro places a strong emphasis on disease prevention, health improvement, and high-quality affordable health-care 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 diseases¹

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.

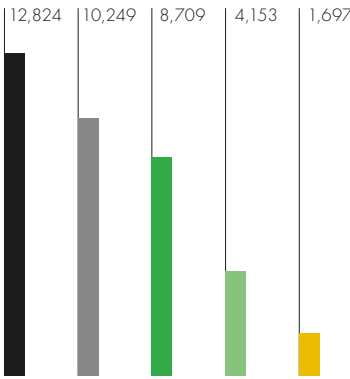
Employee training

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GRI 403-5

As part of OHS training and knowledge assessment, employees completed the following types of courses in 2025:

Number of the Company employees¹ 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 2025².

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 curve³
- ◆ Transformation Centre creation
- ◆ a 30% improvement in the safety of high-risk operations⁴ (following an independent audit) in the areas within the project scope

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



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



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



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

