

People development

Area, strategic goals and metrics

1 Employee survey¹ 8 DECENT WORK AND ECONOMIC GROWTH Targets 8.5, 8.8 Target ◆ Maintaining the employee satisfaction and loyalty index at no less than 65 p.p. by 2025 Actual ◆ 76 p.p. +3 p.p. vs 2023 aggregate employee satisfaction and loyalty index² ¹ Starting from 2024, employee surveys are conducted once every two years. ² The results presented are from the most recent assessment, which took place in 2024.	2 Inclusive environment 8 DECENT WORK AND ECONOMIC GROWTH Target 8.5 Target ◆ The Company strives to build an inclusive environment for disabled people, help adapt workplaces and municipal infrastructure to their needs, and employ more such people depending on business requirements Actual ◆ We streamlined cooperation with employment centres to facilitate the employment of disabled people	3 Gender equality 8 DECENT WORK AND ECONOMIC GROWTH Target 8.5 Target ◆ The Company is ready to provide all employees with opportunities for professional and career growth. This depends primarily on their competencies and personal performance Actual ◆ 21% unchanged vs 2024 of women among managers of all levels ◆ 25% unchanged vs 2024 of women in the Company's Top Talent Pool (10 out of 40) ◆ 33% unchanged vs 2024 of women in the Company's total headcount	4 Training and evaluation 4 QUALITY EDUCATION Target 4.4 МОЛОДЕЖЬ И ДЕТА НАЦИОНАЛЬНЫЕ ПРОЕКТЫ РОССИИ Target ◆ Increasing average annual training hours per employee to 123 by 2025 ◆ Promoting retraining and professional development ◆ Investing in future talent Actual ◆ 150 +28.6% y-o-y average annual number of training hours per employee ◆ RUB 341 mln +5% y-o-y invested in employee training ◆ 500 people hired as part of career guidance and youth engagement initiatives ◆ > 48% of PhosAgro START participants employed by the Company received promotions and talent pool placements	5 Incentives and rewards system 8 DECENT WORK AND ECONOMIC GROWTH Target 8.8 Target ◆ Motivating the staff to increase productivity and deliver strong operating results, retaining qualified talent ◆ Training future top managers from among internal candidates Actual ◆ 10% wage indexation on 1 October 2025 ◆ 5,100 mentoring engagements completed in 2025 ◆ 40 Team of the Future programme participants ◆ 45 mentors selected from among current top managers ◆ 33 Team of the Future programme participants serving as mentors for PhosAgro START participants	6 Social benefits and employee guarantees 8 DECENT WORK AND ECONOMIC GROWTH Targets 8.5, 8.8 Target ◆ Providing comprehensive social support to our employees with annual increase in funding for social benefits and guarantees, financial aid, and implementation of corporate social programmes Actual ◆ RUB 3,251.7 mln +19.2% y-o-y expenses related to social programmes for employees ◆ RUB 198.4 thousand +12.5% y-o-y social programme expenses per employee
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2025 Awards

- ◆ For the third consecutive year, PhosAgro earned platinum status in Forbes' best employers ranking.
- ◆ PhosAgro also retained the top spot in the RBC employer ranking.
- ◆ PhosAgro was named among the Top 3 employers in Russia's chemical industry and the **Top 100** major employers overall by HeadHunter.
- ◆ The PhosAgro Generation corporate family competition was a **finalist in the Best Corporate Family Event category of the National Award for Corporate Sports Development** and laid the groundwork for the **Land of Sports All-Russian Marathon** supported by the **Russian Ministry of Agriculture**.
- ◆ **The Healthy Lifestyle Mania movement and the Security Agents project were prize winners of the InterComm International Award for Corporate Communications.**
- ◆ **PhosAgro received a People Motivation Awards laureate title for achievements in employee motivation.**
- ◆ **13 Company employees won the 26th Engineer of the Year All-Russian Competition, with four of them receiving the Professional Engineer of Russia distinction.**
- ◆ PhosAgro entered the highest tier of the Corporate Philanthropy Leaders ranking for companies with the most effective social programmes. The collective bargaining agreement of the Cherepovets production site won the Collective Agreement as a Pillar for Protecting Social and Labour Rights competition.
- ◆ 22 PhosAgro employees received **state awards**.
- ◆ The Director of the Kirovsk production site was awarded the Order for Valiant Labour.



Dmitry Borodich

Human Resources and Social Policy Director

◆ **One of the strategic objectives of our HR policy is to support and improve the training and development system for our personnel.**

The Company works to ensure quality training for specialists, internal experts, and future managers. To do that, we invest in enhancing staff competence, fostering an internal talent pool, and promoting young specialists' professional growth.

Strategy

PhosAgro Group's key strength and asset is its strong team of professionals with the knowledge and skills needed to achieve its strategic goals. The strategic priorities of our HR policy include the continuous development and retention of motivated, skilled employees; comprehensive social support for staff and their families; equal opportunities; a safe, comfortable work environment; and a strong focus on engagement. This approach has earned the Group top spots in Russia's leading employer rankings.

Corporate HR Conference

A strong HR policy relies on skilled and continuously developing HR professionals. Since 2024, PhosAgro Group has held an annual HR conference to encourage collaboration, build expertise, and share best practices. In 2025, more than 150 HR professionals from across the Company took part.

- ◆ **In 2025, particular emphasis was placed on generational theory, employer branding, AI tools, burnout prevention, and internal career counselling.**

◆ **To deliver on our objectives, we:**



improve the effectiveness of hiring and retaining highly qualified specialists



develop the talent pipeline



design and implement development and growth programmes for employees in key positions



create favourable working conditions to ensure employee comfort, well-being, and better productivity



scale up management development programmes to build an effective leadership culture



implement corrective measures based on the results of Growth Area, an annual employee survey



improve the corporate knowledge management system and introduce courses aimed at developing personal competencies



offer modular online training covering blue-collar jobs, occupational safety, and managerial skills



improve mentoring and employee onboarding



implement a comprehensive career guidance system for schoolchildren and young people, and engage with specialised educational institutions



Management approach

GRI 3-3

We rely on a robust performance management system that covers all levels – from individual employees to the Group as a whole – to ensure PhosAgro’s sustainable growth in line with its goals.

Professional and personal and growth is now essential to success and self-fulfilment in a constantly changing world. High remuneration is often no longer a sufficient incentive, with self-fulfilment coming to the forefront if the Company is genuinely committed to developing the professional

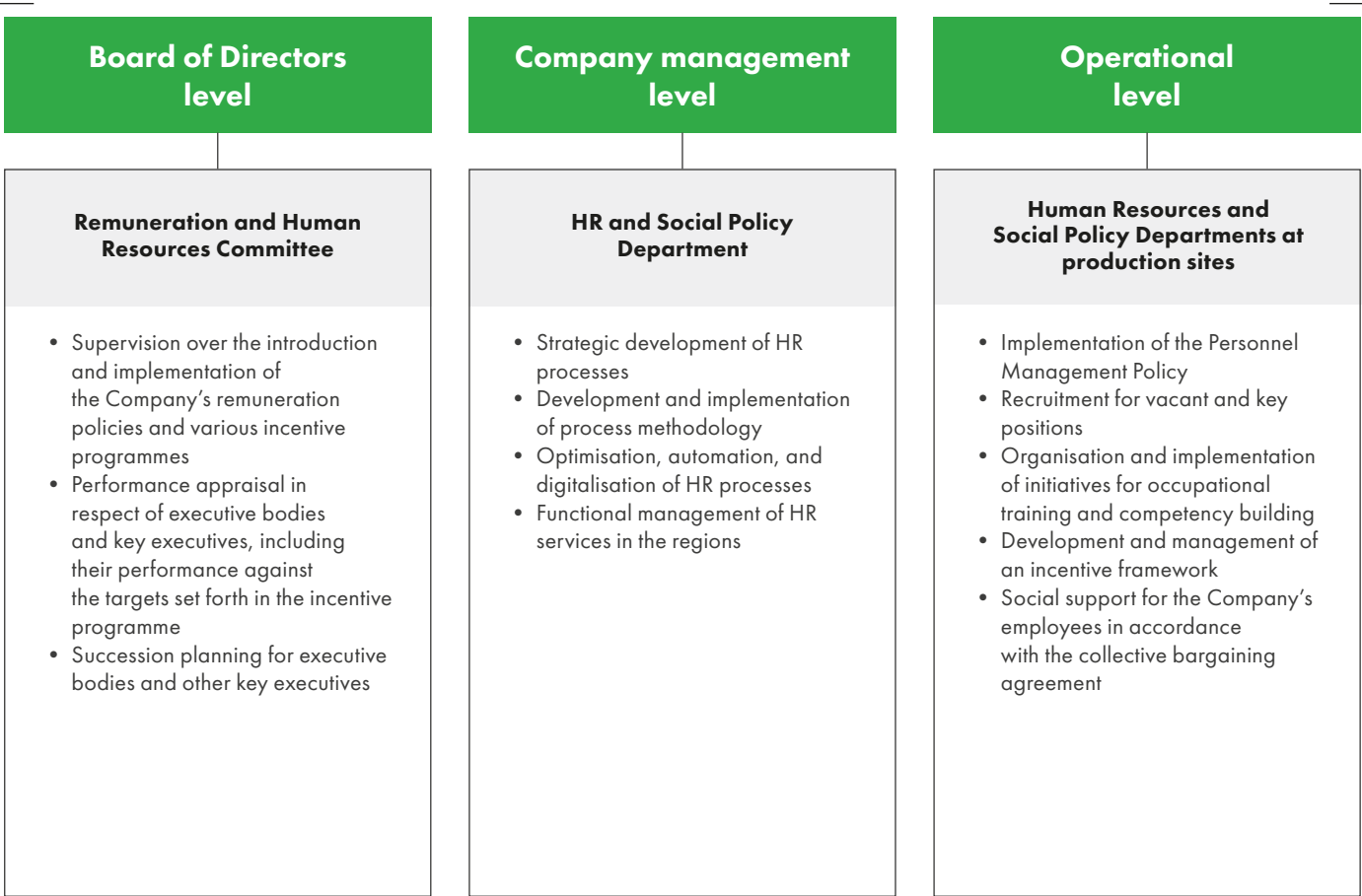
skills and competencies which will be in demand going forward. This is why we place a strategic emphasis on supporting our people’s drive for self-improvement. We create the right environment for them to fully unlock their potential.

The Company’s key production sites are located in the Murmansk, Vologda, Leningrad, and Saratov regions. As a major contributor to the local economy and one of the largest employers in these regions, PhosAgro has a significant positive impact on social development and welfare across its geography.

In developing our production and creating new jobs, we seek to prioritise local residents when filling our vacancies.

87.9% of on-site employees are hired locally

Integrated HR management framework



Corporate GPT chat

Large language models

In 2025, the Company implemented a corporate GPT service – an internal platform for leveraging AI language models. The service is intended to automate routine tasks, perform data analysis, generate content, and enhance overall employee productivity.

Impact: improved employee productivity.



Stakeholder engagement

PhosAgro maintains transparent communication with its employees and trade unions through a variety of traditional and digital channels, ensuring effective reach across all target audiences. Key engagement mechanisms include:

- joint committees, working groups, consultations with trade unions, and employee social support programmes;
- employee opinion surveys, including satisfaction surveys regarding existing social benefits and the Company’s corporate social responsibility policies, as well as other targeted surveys;
- open communication channels.

employees to openly share their opinions. These channels include corporate media, an intranet portal, a chatbot, a hotline, a mobile app, information boxes for requests, and social media accounts of the Company. Regular information sessions for the staff and management are among the most crucial and sought-after communication channels.

- Hotline: 8 (8202) 59-32-32, help@phosagro.ru
- www.phosagro.com/contacts/
- Employee support: 8 (800) 200-41-41, hr-phach@phosagro.ru

Thanks to effective communication, transparency, and willingness to provide feedback, employee trust has significantly increased – this covers trust in their immediate supervisors, the top management of the Group’s facilities, and the Group as a whole.

HR management principles

Relations between the Company and its employees are governed by the Russian Labour Code.

2025 saw a new version of the UK Modern Slavery Act Transparency Statement approved, which discloses contributions towards the UN SDGs and the Company’s social projects to combat violations of human rights.

Over the last three years, our employees have received more than 36,000 additional training courses in human rights and corporate ethics.

PhosAgro’s HR management policies focus on:

- organisational change management;
- personnel attraction and recruitment;
- personnel training and development;
- incentives and rewards;
- social benefits;
- corporate communication;
- working hours and leisure;
- respect for human rights and non-discrimination.

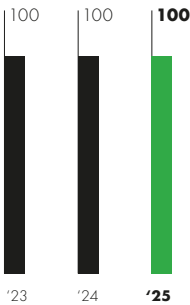
GRI 2-30

We negotiate collective bargaining agreements with trade unions that address issues such as working conditions and compensation for employees at each of our production sites (usually for a three-year period, covering 100% of the employees of Apatit, its branches, and standalone business units).

PhosAgro is committed to fostering a culture of equal opportunity and embracing fair and transparent employment practices. The Company does not tolerate any form of discrimination in the workplace. All our employees have equal access to growth opportunities. A high level of professional competence, consistent performance results, and alignment with company values are the primary criteria for career progression, irrespective of gender.

Share of employees covered with collective bargaining agreements, %

PCSB 33



◆ **The workforce is predominantly male, reflecting the Group’s industrial profile and the specific nature of the chemical and mining sectors. While recognising the specific nature of its operations, PhosAgro strives to maintain gender diversity across both its production and administrative functions. Based on these considerations, the Company develops its income generation strategy to ensure equal pay for equal work and comparable levels of professionalism.**

Code of Ethics

In our operations, we seek to maintain an impeccable reputation and comply with ethical business practices. PhosAgro adopted a Code of Ethics in 2014 and updated it in 2021. It applies to all employees and is the Company’s primary document that clearly defines our corporate culture, rules and regulations for collective behaviour within the Company, business and social relationships, and interactions with other stakeholders.

When agreeing and entering into contracts with external contractors, it is an imperative for us to cover arrangements and commitments related to mutual respect of human rights and compliance with the Company’s Code of Ethics.

The Code outlines our common values and underpins our success, helping us avoid unjustified risks, maintain long-term business growth, strengthen our position in the Russian and foreign markets, and increase the Company’s value for shareholders and other stakeholders.

Recruitment

In 2025, the Russian labour market continued to see a significant gap between demand and supply, with the shortage of skilled workers remaining a serious economic challenge.

To address this, the Company has adopted a comprehensive hiring approach that includes attracting talent through dedicated job platforms, a referral programme, HR marketing

technologies, and automated recruitment processes. These tools enable the timely hiring of highly skilled staff and reinforce the Company’s talent base.

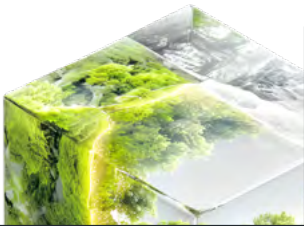
● **PhosAgro is successful in its recruitment efforts, maintaining an overall staffing rate of**

98%
across the Group

The Company is also enhancing its recruitment processes by developing and deploying artificial intelligence technologies In 2025, we launched the HR Assistant project to accelerate hiring using GigaChat.

Given the current labour market environment, the Company continues to invest in vocational training, employee learning and development, and collaboration with educational institutions through its school–college/university–facility model. This model aims to attract highly educated, motivated, and well-trained

young professionals to the Company by establishing a system for continuous improvement in education quality and targeted career guidance.



Key elements of the school–college/university–facility educational model:

1	2	3
The PhosAgro Schools project running in cooperation with schools across our footprint. By creating the right environment at schools, we help guide graduates in their career choices. In 2025, we partnered with six schools under the project.	As part of our collaboration with secondary vocational institutions, we seek to create a pipeline of skilled employees with relevant competencies who are competitive in the labour market, acquainted with allied professions, and have what it takes to pursue career opportunities for their further employment with the Company. In 2025, the Company actively liaised with 13 technical colleges.	Cooperation with universities serves to attract talented graduates in PhosAgro’s priority areas and create conditions for their professional development. Today, the Company actively collaborates with 22 universities that offer courses relevant to its core activities.
		For more information on programmes run under this model, including collaboration with schools, colleges and universities, and the PhosAgro-START programme for young professionals, see the Contributing to Local Communities section p. 246

AI assistant to streamline HR operations

AI agents

In 2025, the Company developed an AI assistant to enhance HR operations, with deployment following in early 2026.

Project objective: to optimise vacancy management.

This generative AI-based digital solution represents another milestone in the Company’s strategic collaboration with Sber’s IT team and its partners.

The virtual assistant is built on technologies provided by the Speech Technology Centre and Sber’s GigaChat for Business neural network model.

Operational principle: HR specialists activate the agent on their work computer with a single click and engage in dialogue using plain, straightforward language. Upon request, the AI agent can analyse a set of CVs, evaluate candidates, assign ratings, and rank applicants according to predefined criteria.

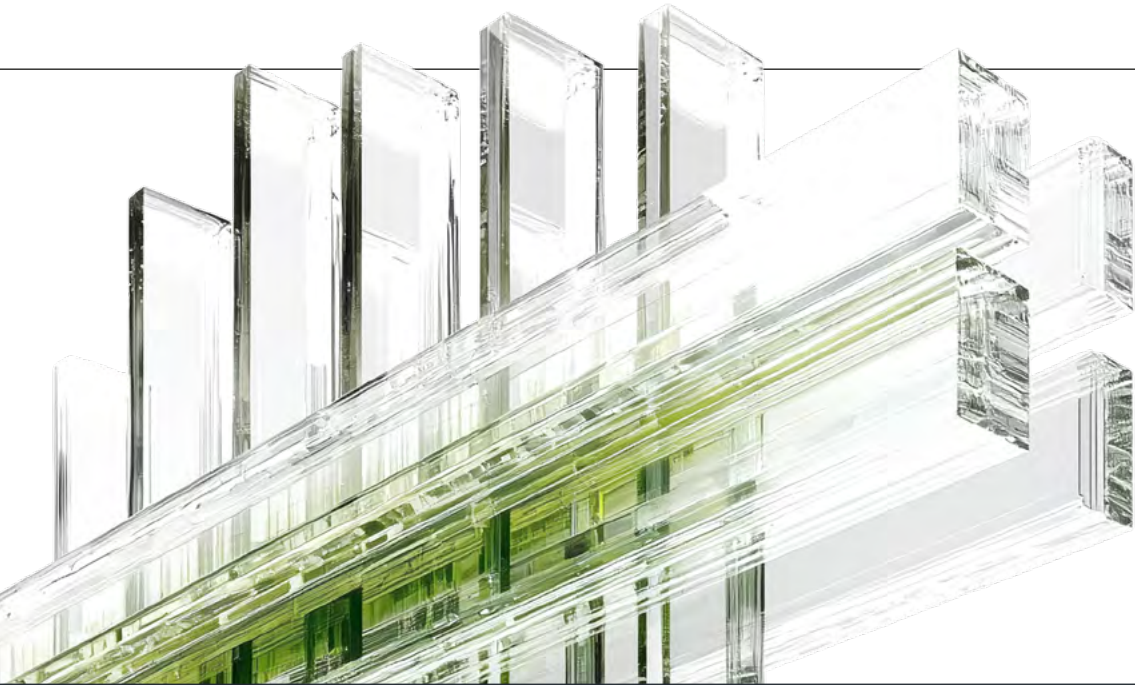
The digital assistant can also assist HR professionals in preparing for candidate interviews.

Effect: tests show that compared with previous manual processes, this technology has achieved over 93% reduction in candidate sourcing time, a 90% acceleration in vacancy preparation and posting time, and more than 70% reduction in candidate assessment time. The process from vacancy initiation to employee hiring is potentially accelerated by over 40%.

The AI agent is integrated with the Company’s corporate knowledge base and an external recruitment

platform, enabling it to generate responses using a broad range of external information while maintaining contextual awareness, including corporate terminology, abbreviations, and acronyms.

Future development plans for the AI agent include increasing business process automation, deeper integration with various services, enabling the assistant to communicate with candidates, and addressing strategic tasks to support business growth.



Risks and opportunities

The following strategic risks affect our HR management objectives:

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

p. 72

- 3 Social
- 4 HR
- 6 Health and safety

Risk areas specific to HR management:

- ◆ compliance with human rights and ethical standards;

◆ workforce sufficiency, competence, and development;
- ◆ provision of competitive incentives and social support to staff;
- ◆ health and safety;

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

- a comprehensive approach to attracting highly qualified personnel (referral programmes, HR marketing tools, automated recruitment solutions, and other initiatives);

• extensive opportunities for employee self-development through an online learning platform, a corporate digital library, a mentoring system, etc.;
- automated solutions and services for personnel assessment and training.

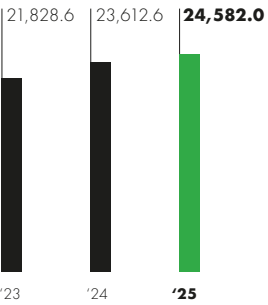
2025 Metrics and highlights

In 2025, the Group's average headcount was

24,582 people

Average headcount¹ of PhosAgro Group

PCSB 21



GRI 2-8

In 2025, there were 948 employees working under civil law contracts with the Company, or 3.6% of the average headcount (vs 852 employees, or 3.6%, in 2024; and 758 employees, or 3.5%, in 2023).

They mainly provided documentation support, cleaning, information and consulting, accounting, social support, and supervisory services.

Breakdown of employees by gender, region, types of employment and employment contracts, number of employees

GRI 2-7, SASB EM-MM-000.B²

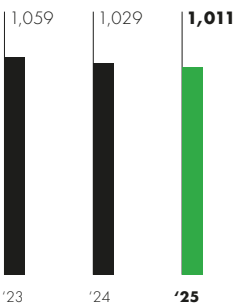
	Permanent employees			Temporary employees			Number of employees (headcount) ³			Full-time employees			Part-time employees		
	2023	2024	2025	2023	2024	2025	2023	2024	2025	2023	2024	2025	2023	2024	2025
Men	6,736	6,903	6,935	473	518	532	7,209	7,421	7,467	7,204	7,418	7,462	5	3	5
Women	2,426	2,517	2,571	229	252	259	2,655	2,769	2,830	2,635	2,742	2,813	20	27	17
Murmansk region, total	9,162	9,420	9,506	702	770	791	9,864	10,190	10,297	9,839	10,160	10,275	25	30	22
Men	4,433	4,741	4,879	110	154	129	4,543	4,895	5,008	4,538	4,890	5,005	5	5	3
Women	2,991	3,142	3,249	246	230	230	3,237	3,372	3,479	3,218	3,347	3,463	19	25	16
Vologda region, total	7,424	7,883	8,128	356	384	359	7,780	8,267	8,487	7,756	8,237	8,468	24	30	19
Men	1,792	2,061	2,262	112	146	142	1,904	2,207	2,404	1,901	2,205	2,402	3	2	2
Women	806	899	968	105	94	82	911	993	1,050	899	975	1,030	12	18	20
Saratov region, total	2,598	2,960	3,230	217	240	224	2,815	3,200	3,454	2,800	3,180	3,432	15	20	22
Men	1,192	1,307	1,364	144	156	245	1,336	1,463	1,609	1,335	1,463	1,608	1	0	1
Women	680	732	749	59	64	96	739	796	845	738	795	845	1	1	0
Leningrad region, total	1,872	2,039	2,113	203	220	341	2,075	2,259	2,454	2,073	2,258	2,453	2	1	1
Men	206	217	208	3	3	4	209	220	212	209	220	212	0	0	0
Women	157	158	157	8	5	3	165	163	160	160	162	160	5	1	0
Moscow, total	363	375	365	11	8	7	374	383	372	369	382	372	5	1	0
Men	563	580	608	1	2	6	564	582	614	550	576	609	14	6	5
Women	292	310	315	4	6	11	296	316	326	286	305	315	10	11	11
Other, total	855	890	923	5	8	17	860	898	940	836	881	924	24	17	16
Men	14,922	15,809	16,256	843	979	1,058	15,765	16,788	17,314	15,737	16,772	17,298	28	16	16
Women	7,352	7,758	8,009	651	651	681	8,003	8,409	8,690	7,936	8,326	8,626	67	83	64
Total	22,274	23,567	24,265	1494	1,630	1,739	23,768	25,197	26,004	23,673	25,098	25,924	95	99	80

¹ Calculated using the period average methodology by adding up headcounts for each calendar day of any given period and dividing the sum of these headcounts by the number of calendar days in the period.

² For more information on the number of workers who are not employees, see [p. 382](#).

³ Headcount as at the end of the reporting period. The headcount includes employees with an employment contract.

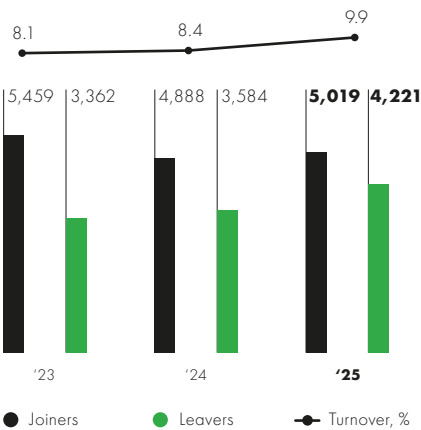
Productivity¹, t per person



The decrease in productivity was due to the growth of the Company’s headcount as a result of investment projects and bringing equipment repair and maintenance functions back in-house.

Key personnel turnover indicators², people

GRI 401-1, PSCB 34



In 2025, the employee turnover rate was 9.9%, up 1.5 p.p. y-o-y. This increase was driven by a rise in voluntary resignations, reflecting the availability of more competitive compensation and working conditions in the labour market.

¹ The ratio of production volumes (fertilizers, feed phosphates, sodium tripolyphosphate, aluminium fluoride, sodium silicofluoride, aluminium sulphate, other marketable products, phosphate rock, nepheline and syenite concentrates) to the average headcount of PhosAgro Group.

² For key personnel turnover indicators by age, gender, and region, see p. 384.

Personnel breakdown, %

GRI 405-1, PSCB 25

Age	Average headcount, %					
	2023		2024		2025	
	Men	Women	Men	Women	Men	Women
Employees by gender and age						
Under 30 years	11.3	5.3	11.5	5.3	11.5	5.3
30–50 years	45.3	22.8	45.4	22.4	44.8	22.2
Above 50 years	9.7	5.6	9.7	5.7	10.3	5.8
Employees by category						
Blue-collar employees	42.9	13.6	43.1	13.3	42.8	13.1
White-collar employees	12.9	17.2	12.7	17.3	12.8	17.4
Managers	10.5	2.9	10.8	2.8	11.0	2.9
Employees by education						
Higher	25.5	19.6	26.0	19.7	26.1	19.7
Basic vocational	16.6	4.8	16.1	4.5	15.8	4.5
General	10.1	3.4	9.9	3.4	10.1	3.5
Secondary vocational	14.2	5.8	14.6	5.8	14.6	5.7

Employee survey

From 2024, the Company adopted a biennial cycle for its Growth Area employee survey. The last survey was carried out in 2024.

The survey covers the entire PhosAgro Group – in 2024, around 83% of employees took part. It gives staff the opportunity to share their opinions openly and help shape real changes in the Company. It also helps management understand how employees view improvements already made and what they see as emerging challenges.

In 2024, the aggregate satisfaction and loyalty index was 76 p.p., exceeding the target of 65 p.p.

For more details on the survey, see the 2024 Report

Of those surveyed,

89% said they would recommend the Company as an employer

Inclusive environment

As at the end of 2025, PhosAgro Group employed 194 people with disabilities (compared to 157 in 2024 and 128 in 2023). We believe that hiring people with special needs requires an individual approach, and we take responsibility for creating an inclusive environment.

The Company honours all its obligations related to the employment of the disabled as required by applicable laws. Beyond compliance, we actively hire people with special needs, organising workplaces to accommodate individual rehabilitation/habilitation programmes. Due to the limited number of workplaces with acceptable working conditions for people with special needs, the Company signs workplace lease agreements and provides comprehensive assistance in setting them up in other organisations.

We support and provide an expert opinion at Abilympics, a competition for the promotion of disabled people’s professional expertise, while actively engaging in job fairs specifically designed for people with disabilities.



Gender equality

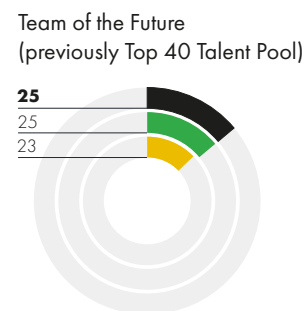
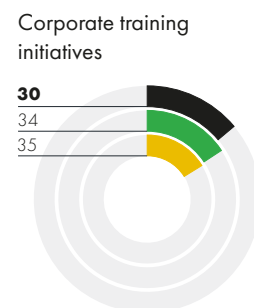
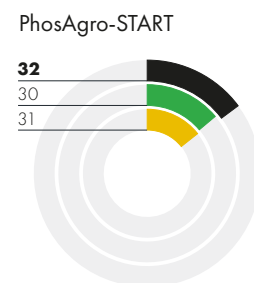
To enhance women’s social security in accordance with the applicable laws, the Company:

- does not use female labour for manual lifting or carrying weights exceeding maximum allowable limits;
- releases pregnant women from their job duties and transfers them, subject to their medical reports, from production sites to lighter-duty positions;

- provides women, at their request, with a parental leave until the child reaches the age of three;
- prohibits business trips, overtime or night work, work on weekends and public holidays for pregnant women, except when there are a written consent and no contraindications;

- safeguards employment of pregnant women, with their employment contracts terminated only in the event of liquidation of the facility, as well as that of women having children up to three years of age and single mothers having children up to 18 years of age.

Share of women taking part in corporate programmes, %



21%
of women among managers of all levels

33%
of women in the Company's total headcount

25%
of women in the Company's Team of the Future (10 out of 40)

Participation of women in internal thematic events

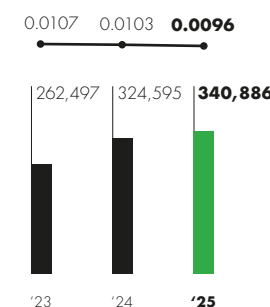
- ◆ **Superfinals** of the Young Manager – 2025 competition: 9 men, 3 women.
- ◆ **Superfinals** of the Mentor of the Year – 2025 corporate contest: 6 men, 2 women.
- ◆ Winners of the superfinals in the Mentor of Blue-Collar Workers and Mentor of Administrative and Managerial Staff categories: women.



Training expenses, RUB '000

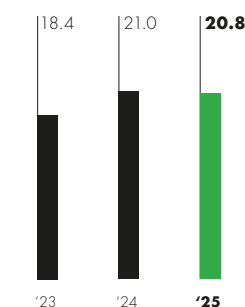
PCSB 31

Total training expenses



— Training expenses as a percentage of total administrative expenses

Training expenses per employee



In 2025, 17,921 employees completed various types of training programmes, which is a 5.9% increase from 2024. The average annual number of training hours per employee exceeded 150 (up 28.6% y-o-y).

Key principles of PhosAgro Group's corporate training management framework



Aligning training with the Company's strategy



Assessing and prioritising actual training needs of various staff categories to build appropriate processes



Planning, coordination, quality and efficiency audit



Introducing the most advanced and efficient methods and tools from an economic and methodological perspective



Developing new formats



Using an individual approach to young talent



Proactively identifying and developing new leaders to succeed current ones

Training and evaluation

PhosAgro management seeks to attract highly skilled professionals and young talents, establish a knowledge and experience transfer system for new generations of employees, and provide continuous training and development opportunities. We place heavy emphasis on professional growth and are committed to fostering production initiatives and in-house expertise.

In 2025, we continued to develop a distance learning system for our employees and create internal training materials. By leveraging automated solutions and services in personnel assessment and training, we expanded the number of methods and tools available for personnel development.

Our objective is to create a corporate educational environment that encourages the development of professionalism, self-improvement, training, and knowledge sharing. We actively utilise new tools, methods, and technologies in this pursuit.

Average annual training hours per employee¹

GRI 404-1, PCSB 31, 32

Item	UoM	2023	2024	2025	Change y-o-y, %
Number of employees trained people	people	15,739	16,915	17,921	5.9
Average annual training hours per employee	hours	99.4	116.6	150.0	28.6
Breakdown by gender					
• Women	hours	73.5	79.8	100.2	25.6
• Men	hours	113.3	135.8	175.2	29.0
Breakdown by employee category					
• Managers	hours	109.1	160.9	240.5	49.5
• White-collar employees	hours	73.5	93.8	118.0	25.8
• Blue-collar employees	hours	110.8	117.3	143.2	22.1
Average annual hours of mandatory training per employee	hours	94.0	108.3	143.7	32.7
PCSB 32					
Average annual hours of optional training per employee	hours	5.3	8.3	6.3	−24.1
Total investments in training	RUB’000	262,497	324,595	340,886	5.0
PCSB 31					
Annual training investments per employee	RUB’000	18.4	21.0	20.8	−0.9
PCSB 31					
• Women	RUB’000	19.3	23.6	23.2	−1.7
• Men	RUB’000	17.9	19.6	19.6	0.0

◆

In 2025, we continued to improve our corporate training programme by rolling out remote educational and development tools, leveraging digital technologies and creating mixed training formats.

The Company promotes a remote training system, creates online courses and upgrades technical capabilities by introducing computer simulators, and implementing VR technologies to support the learning process. In 2025, our remote learning experts developed 32 new courses. The remote training system counts over 316 courses, while the VR library offers 25 programmes on occupational health and safety, as well as two programmes on assembling and disassembling of rotating equipment.

We also provide our employees with opportunities for self-development by giving them access to our corporate electronic library and online training platform.



In 2025, our employees completed over 10,700 courses on the Eduson corporate educational platform, attended 19,200 lectures, and passed more than 60,800 tests, investing over 5,500 hours in learning. They also spent a total of 4,900 hours using the corporate e-library, Alpina.

Talent pool programmes

GRI 404-2

The Company seeks to meet its talent needs internally to the greatest extent possible by selecting, developing, and promoting employees from within the talent pipeline.

Since 2025, managers and pipeline members have been trained under new comprehensive programmes designed with ECOPSY Consulting. Architectures for N-5, N-4, N-3, and N-2 management levels² were developed and tested, blending remote and in-person training. The focus is on systems thinking, decision-making, communication, motivation, delegation, people development, and digital leadership.

Since 2021, mentoring has been used to develop talent pipeline members, young specialists, and Young Manager corporate competition participants. Employees can view the list of mentors and their profiles on the corporate portal and apply for mentoring. There are 45 mentors, all current managers from various functions across the Company.

Team of the Future and Team of Professionals

Beyond developing the talent pipeline, the Company offers corporate programmes for current managers. The Team of the Future programme is designed to foster conditions for professional and personal growth, enable experience sharing, help managers navigate new challenges in a constantly changing environment. It includes four in-person sessions

combining group training and individual support, such as work in groups of three, mentoring, and project teams.

At the end of 2025, Moscow hosted the programme’s final session, with six teams showcasing their projects. The project on using machine vision to monitor conveyor defects took first place, while second and third went to a system for predicting staff turnover and a dashboard system for production staff.

In 2025, Team of the Future graduates set up the Team of Professionals expert community, which now has 15 members. During the year, the community organised six meetings with young specialists in Balakovo, Volkhov, Kirovsk, and Cherepovets. They also ran workshops at the PhosAgro START gathering, held in-person development sessions for N-2 talent pipeline members, and launched the Ideagora Idea Bank – a platform where employees can submit improvement ideas and proposals across 11 categories. Community members are also involved in addressing tasks set by Company management and implementing organisational projects.

Career counselling

In 2025, the PhosAgro Group Learning and Career Development Centre expanded its activities to include employee career counselling.

Its main goals are to broaden views on internal career opportunities, help employees develop and manage their careers, support them through career transitions, align their professional and career aspirations with the Company’s goals, and aid employee retention.

In 2025, the Company focused on building up its internal career counselling capabilities by training in-house career counsellors, running career sessions, and coaching managers to hold career conversations with their team members, all the while promoting a culture of mobility across departments, sites, and functions among employees.

Career counsellors are rising to the challenge of today's environment by handling a wide range of requests: helping employees identify professional and career goals, plan their next career step, design a personal development path, prepare for key conversations with managers, and navigate career barriers – while supporting them in making important career decisions.

Rules of Effective Management

One of the Company’s focus areas in training and development is to improve management culture.

The Rules of Effective Management (REM) project, launched in 2022, aims to strengthen management culture and establish common standards for interaction between managers and subordinates. It sets out basic principles of effective communication, which help increase employee engagement and loyalty.

In 2025, the project was further rolled out across all four Apatit production sites, with a deeper understanding and application of its practices.

¹ Boundary 2: Apatit, including its branches and standalone business units.

² The Company defines the following management levels for its positions:
Top (N, N-1, N-2): CEO, heads of functions, director for production, chief engineer of a company (branch), directors of subsidiaries and affiliates, adviser to the CEO.
Middle (N-3, N-4): division head, deputy division head, team leader, chief engineer, chief specialist, etc.
Lower (N-5): shift supervisor, foreman, section head, etc.

New units also joined the rollout: the sulphuric acid production and complex mineral fertilizer production units at the Cherepovets site, the Volkhov branch of Mekhanik, the polyphosphate production unit, the wet-process phosphoric acid production unit, and the chief mechanic’s department at the Volkhov branch of Apatit.

In 2025, REM rollout participants held their first joint meeting. They shared their unique experiences of putting the REM principles into practice, discussed setting up the REM community, and decided to give the programme a new name: Effective Management Practices.

Virtual teaching package

In 2025, we kept rolling out a virtual teaching package and a distance learning system to automate training and development processes.

During the year, experts from various business units developed 14 new teaching packages with e-courses covering 12 key professions.

In 2025, we also developed and launched 23 new **e-courses** on **additional competencies** and **updated 9 existing courses**.

At the end of 2025, the virtual teaching package included:

- **Matrix** of 24 corporate, job-agnostic and job-specific competencies;
- **Teaching packages** for 15 corporate and job-agnostic competencies (23% of the theoretical course);
- **Tool to create online courses** for nine job-specific competencies, including guidelines on developing the teaching package, a template of terms of reference for creating a programme, a template course presentation, didactic materials for teaching in-house developers, and recommendations on incentives for in-house developers;

- **100% of content** required for distance learning theoretical courses on job-specific competencies covering 30 professions;
- **Personal accounts** for key structural units, containing courses on general and specialised competencies of blue-collar workers, as well as courses to develop additional competencies, process flowcharts, student atlases, etc.

The Company now plans to scale up the project, with over 60 training packages scheduled for development in 2026.

Mentoring

The mentoring system in place at our production facilities plays a major role in enhancing the quality of professional training, reducing the number of errors, defects, workplace injuries, and staff turnover rates, which ultimately helps increase labour productivity.

The Company offers mentor development programmes, provides communicational and methodological support for them, and organises corporate competitions to motivate the best Mentors. Additionally, we facilitate corporate meetings for mentors from different facilities to exchange experiences. To acknowledge the importance and value of what mentors do, the Company has put in place measures combining financial and non-financial incentives. These include a mentor recognition board, remuneration for employees involved in mentoring, letters of appreciation, and more.

On top of that, PhosAgro holds the annual **Mentor of the Year** corporate contest set to develop mentoring, make it more prestigious, raise employee awareness, and encourage and recognise mentors’ personal contribution to the development of young talents.

More than 2,700 experienced and skilled staff members from PhosAgro facilities are engaged in Group-wide efforts to transfer knowledge and expertise in order to develop new employees’ professional competencies, including knowledge and skills related to equipment, technology, and software used in the workflow. In 2024, over 5,100 mentoring cases were completed.

Personnel assessment

The Company has a personnel assessment system in place aimed at aligning employees’ competencies with the job/profession requirements and personnel development planning.

Key applications of assessment results include:

- planning personnel training initiatives;
- creating educational programmes;
- building the talent pool;
- making personnel decisions in the context of job appointments;
- drafting individual development plans and development programmes;
- drafting proposals for the management team on the review of salaries and other employment conditions, and the adoption of other organisational decisions;
- building project teams;
- selecting candidates to corporate programmes and competitions.

Percentage of employees receiving regular performance and career development reviews¹, %

GRI 404-3

Category	2023		2024		2025	
	Men	Women	Men	Women	Men	Women
Managers	2.4	0.5	1.0	0.3	0.8	0.2
White-collar employees	1.6	1.6	0.8	0.9	0.8	0.7
Blue-collar employees	1.8	0.3	1.0	0.2	0.3	0.1
Total by gender	5.7	2.4	2.9	1.4	1.9	1.0

Personnel evaluated in 2025¹, people

	Managers		White-collar employees		Blue-collar employees		Total
	Men	Women	Men	Women	Men	Women	
Volkhov branch	19	1	22	26	25	0	93
Apatit (Cherepovets)	27	21	35	52	14	13	162
Kirovsk branch	55	5	62	17	11	3	153
Balakovo branch	23	6	20	16	2	0	67
Group total	124	33	139	111	52	16	475

475 employees underwent evaluation in 2025

For more information on programmes run under this model, including collaboration with schools, colleges and universities, and the PhosAgro-START programme for young professionals, see the [Contributing to Local Communities](#) section

For more information on a large-scale programme of cooperation with the leading Russian agricultural universities

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Investing in PhosAgro Group's future talent

PhosAgro has been implementing a school–college/university–facility career guidance model since 2013.

¹ Boundary 2: Apatit, including its branches and standalone business units.

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Incentives and rewards system5

PhosAgro's comprehensive staff incentive system drives strong production performance and boosts productivity while helping to attract and retain highly skilled talent. The Company guarantees decent pay, benefits, compensations, and a broad social support package.

In 2025, all employees received a salary indexation of 10%. Additional salary increases were also made during the year, mainly for blue-collar workers in roles facing labour shortages and high employer competition. The Company also paid traditional bonuses for professional holidays (RUB 100,000 for employees and RUB 20,000 for veterans), and the year-end performance bonus was increased.

PCSB 26

The average salary for Company employees in the reporting year came to RUB 181,817. Across all regions of operation, the Company's average salary is above the regional average.

In 2025, the Company continued to develop its grade-based pay system. Jobs at managed entities and subsidiaries (excluding those in the tourism cluster)

Our incentives and rewards system ensures:



decent pay



implementation of incentive programmes using a transparent system of KPIs to calculate managerial rewards



implementation of incentive programmes to motivate blue-collar employees to deliver against their targets



availability of financial and non-financial rewards for employees



employee coverage by social programmes



availability of benefits for certain employee categories

were evaluated using a point-factor methodology. For 2026, the Company plans to review the current KPI system for possible improvements.

PhosAgro prohibits any discrimination in setting or adjusting salaries based on an employee's gender, age, race, ethnicity, origin, or religion.

Correlation of the standard entry-level wage and remuneration of women and men¹

GRI 405-2

Region/category	Difference in remuneration of men and women								
	Blue-collar employees			White-collar employees			Managers		
	2023	2024	2025	2023	2024	2025	2023	2024	2025
Vologda region	0.72	0.73	0.71	0.67	0.66	0.67	0.63	0.68	0.73
Saratov region	0.68	0.70	0.67	0.56	0.56	0.55	0.69	0.71	0.69
Leningrad region	0.71	0.75	0.71	0.58	0.57	0.54	0.71	0.70	0.71
Moscow	0.47	0.46	0.47	0.80	0.79	0.91	0.22	0.18	0.25
Murmansk region	0.61	0.60	0.58	0.69	0.69	0.67	0.65	0.65	0.67
Other	0.66	0.64	0.72	0.98	0.82	0.85	1.35	1.32	1.05
Total	0.63	0.64	0.62	0.68	0.66	0.66	0.59	0.56	0.65

Ratios of standard entry-level wage by gender compared to local minimum wage

GRI 202-1

Region	Ratios between the standard entry-level wage and the minimum wage established in the significant regions of operation ² , including gender differentiation					
	2023		2024		2025	
	Men	Women	Men	Women	Men	Women
Vologda region	1.19	1.15	1.19	1.19	1.14	1.14
Leningrad region	1.75	1.30	2.64	1.62	2.46	1.57
Murmansk region	1.00	1.00	1.15	1.14	1.10	1.08
Saratov region	1.15	1.05	1.11	1.18	1.07	1.13
Moscow	2.16	1.41	2.09	1.37	2.31	1.35



¹ 2023 data for the Leningrad region was revised to reflect improved calculation.
² Significant regions of operation are those with the Company's main production facilities, maximum headcount, and governance structures.

Ratio of PhosAgro's average salary to the regional average (in significant regions of operation)

PCSB 20

Region	2023	2024	2025
Vologda region	1.91	1.93	1.79
Murmansk region	1.55	1.63	1.57
Saratov region	1.95	2.01	1.90
Leningrad region	1.55	1.55	1.40

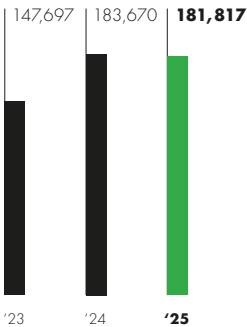
Proportion of senior management¹ hired from the local community², %

GRI 202-2

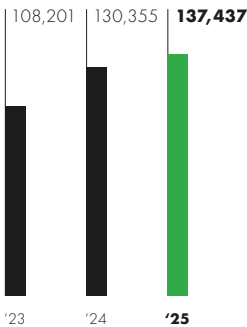
Region	2023	2024	2025
Vologda region	50	58	56
Leningrad region	22	45	42
Moscow	90	91	87
Murmansk region	73	70	78
Saratov region	36	36	36
Average	62	68	66

Average monthly pay, RUB

PCSB 26



Median salary³, RUB



At the end of 2024, the Company decided to pay part of the 2024 bonuses early, which led to an increase in the average salary in 2024 and a corresponding decrease in 2025. This decision was more favourable for employees, as they received a portion of their bonus payments slightly earlier than scheduled.

¹ Senior management includes managers at level N, N-1, N-2 (CEO, heads of functions, director for production, chief engineer of a company (branch), directors of subsidiaries and affiliates, adviser to the CEO). The governance levels of managerial positions are determined by an order.

² In accordance with the generally accepted concept, which describes a person or a group of persons living in a certain territory regardless of ethnic and cultural composition, local community means employees whose region (area) of registration is the same as the region of the facility's location. For facilities located in the Leningrad region and Moscow, local communities also include residents of St Petersburg and the Moscow region, respectively.

³ Median salary is the average monthly salary (excluding top management) per employee, where half of the positions have remuneration levels below this figure and half have levels above it.

Social benefits and employee guarantees

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GRI 401-2

The Company's social policy is a strategic element of human resource management, directly impacting employee loyalty, reducing turnover, and increasing labour productivity.

We provide comprehensive social support to our employees and their families, increasing the funding for social programmes, benefits and guarantees each year while expanding their scope and content.

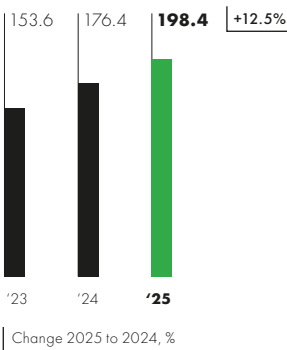


Social expenses⁴, RUB mln

PCSB 28

Programme	2023	2024	2025	Change 2025 to 2024, %
Financial aid to employees	98.03	109.99	107.99	−1.82
Recreation, rehabilitation, health resort treatment, and VHI programme	586.49	824.21	1,034.34	25.49
Improvement of working conditions	509.74	489.51	592.17	20.97
Corporate housing programme ⁵	112.04	150.12	171.52	14.25
Other social benefits and guarantees	329.66	394.96	465.61	17.89
Corporate and cultural events	243.40	325.14	406.92	25.15
Support to the trade union (special purpose funding and bonuses)	315.85	434.58	473.15	8.88
Total	2,195.21	2,728.50	3,251.71	19.18

Social expenses per employee, RUB '000



A key development priority has been the creation of an ecosystem where financial support, health care, family opportunities, and personal development are perceived as parts of a single whole.

The Company's social policy is grounded in an understanding of employees' basic needs and serves as the foundation for a working environment. To reach a qualitatively new level that enhances our competitiveness in the labour market, we are focusing on making our social programmes systematic, personalised, and interactive.

In the reporting year, the financial support we offered employees at times of significant life events remained an important expression of our commitment to their well-being.

⁴ Boundary 2: Apatit, including its branches and standalone business units.

⁵ PCSB 84 Organisation's Spending on Improving Housing Conditions for Employees (Representatives of Local Communities).

Health, family, motherhood and childhood support

Supporting employees with families is a reliable investment in employee retention and motivation. A secure home life directly impacts employee productivity.

Recreational summer health resorts and specialised excursions are organised for employees' children on an annual basis. The Company provides financial assistance to employees supporting large families, with separate payments made for each child. Employees taking a parental leave to take care of children aged 1.5 to 3 are also entitled to monthly financial assistance. New Collective Bargaining Agreements formalise additional benefits for families raising children with disabilities. All children of employees aged 1 to 14 receive New Year presents, while parents of children under 1 year of age are entitled to financial assistance equivalent to the cost of a corporate New Year present for their child. Parents of first graders annually receive RUB 10,000 in financial assistance on the occasion of the Knowledge Day. Additional paid leave days are also provided (for Knowledge Day and a child's birthday),

along with financial assistance for the birth of a child and organised children's and family recreational holiday programmes.

By implementing a comprehensive approach combining both financial and organisational family support, the Company is building long-term employee loyalty.

Health care

PhosAgro provides employees with vouchers to local and southern health (rehabilitation) resorts and corporate health (rehabilitation) resorts. Employees and their family members can apply on a competitive basis for a free health resort vacation programme, with 50% of travel expenses covered. Employees and veterans of the Company, as well as their family members, have access to corporate health resorts and , recreation centres at a reduced price.

Health resort treatment and medical care for employees are effective tools for disease prevention and reducing sick leave.

The Company offers voluntary health insurance (VHI) programmes to its employees. This systematic approach to health care, as

opposed to isolated initiatives, helps build lasting employee loyalty. Each employee is provided with a supplementary health insurance policy covering examinations, doctor's appointments, discounted dental services including dental prosthesis, and telemedicine access.

Improving working conditions and corporate events

For over a decade, we have been implementing a large-scale programme to improve social and working conditions. In 2025, we invested approximately RUB 600 mln in projects to improve the conditions at our facilities.

Since 2024, we have introduced corporate competitions (the Sport Walkers championship, PhosAgro Generation, and Healthy Lifestyle Mania), family runs, health checkups, and dedicated health days across our sites. Specialists provide consultations on personal counselling, nutrition, and therapeutic exercise. We have established psychological relaxation rooms and health corners at our facilities, with

workplace exercises conducted at workstations. In today's fast-paced, high-stress business environment, mental health support has become a critical component of the social package, directly affecting team engagement and resilience.

Corporate sport is more than a pastime and is embedded in our culture, promoting better health, stronger teamwork, and lower stress levels.

The Company offers personal coaching as a developmental rather than therapeutic resource, supporting employees in tackling work and personal challenges, such as managing stress, preventing burnout, developing emotional intelligence, improving team communication, and achieving work-life balance.

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In 2025, over

270

thousand people took part in corporate events

Nutritional support and a healthy eating culture are a rising corporate trend. The nutritionist helps employees build lasting healthy habits by adjusting diets to improve well-being, energy, and weight control. The nutritionist also gives regular themed lectures and workshops, offers individual consultations and initial assessments, provides dietary recommendations, and works with the corporate canteen to create balanced menus.

Corporate cultural events strengthen social ties and give employees a sense of community and purpose.

Organising celebratory events boosts engagement and builds a positive company image. The Company holds corporate cultural events for professional holidays, anniversaries and special dates and occasions (Chemist's Day, Miner's Day, charity festivals, Theatre Day, Victory Day, etc.), environmental games and campaigns, family contests (PhosAgro Generation), and sports challenges.

Support for veterans

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Our veteran organisations bring together retired workers and use corporate funding for a wide range of social support measures and leisure-time activities. There is a dedicated corporate pension programme in place for retired staff.

Housing programme

PhosAgro Group runs a corporate housing programme that covers:

◆ reimbursement of interest paid on mortgage loans. Candidates are selected using a point-based system. The programme aims to retain highly qualified professionals with hard-to-find skills, including workers from other regions. Priority is given to employees included in the talent pool, participants of young talent	support programmes, and employees with strong work performance and a track record of social activities;	◆
	◆ construction of corporate housing in the cities where the Company operates;	
	◆ provision of corporate accommodation to professionals relocating from other cities.	
		◆

In 2025, a new 72-apartment corporate building was commissioned in Cherepovets. Since the programme's inception, the Company has helped over 3,300 employees improve their living conditions.

