

Strategic Report

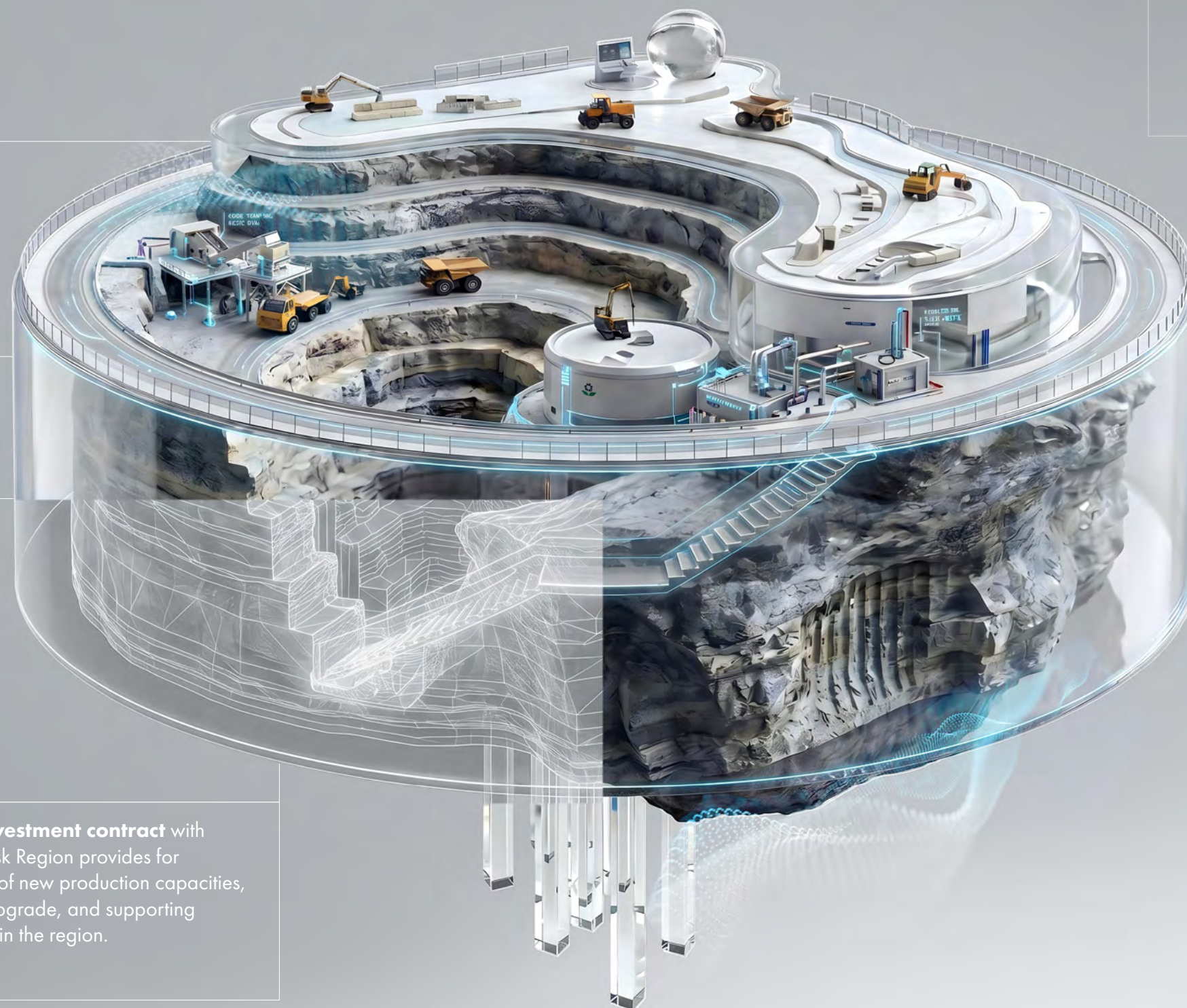
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RUB
60 bln
of investment in 2025–2027

PhosAgro is implementing a long-term ore and raw material resource base development programme at **Apatit**, supporting consistent production growth spanning dozens of years.

New ore production capacities to replace the retired ones

A special **investment contract** with the Murmansk Region provides for construction of new production capacities, equipment upgrade, and supporting employment in the region.



Value creation cycle

R&D
developments

Mining

Production

Transportation
and logistics

Sales

Application
and service

Stakeholder
values