KEY HIGHLIGHTS

\checkmark

PhosAgro Group stays true to the priorities set out in its long-term development

strategy. With an ongoing

investments, the Company continues to deliver consistent

improvements and strong

maintaining an unwavering

commitment to sustainability.

We believe that a successful

should contribute positively to society and make

continuous efforts to reduce

its environmental footprint.

At all levels of the Company's management, from the Board

and substantial capital

production efficiency

financial results, while

and efficient business

of Directors onwards,

focus on sustainable

responsibility.

we maintain a steadfast

development and social

focus on production expansion

Share capital

 \mathbf{i}

Appendices

¹ Adjusted EBITDA is calculated as operating profit adjusted for depreciation and amortisation less foreign exchange gain or loss from operating activities

FINANCIAL **HIGHLIGHTS**

Revenue. RUB bln



2022 569.5 Change 2024 to 2023

Adjusted EBITDA¹, RUB bln

170.6 1.3%

2023 168.4 2022 266.9

Change 2024 to 2023

2024

2024 109.2 2023 94.5 2022 142.1

Revenue went up primarily due to increased sales of phosphatebased fertilizers, especially NPK, amid recovery in average global sales prices from early 2024 and a shift in the rouble rate.

Adjusted EBITDA improved by 1.3%, while adjusted EBITDA margin came in at 33.6%, driven by a rise in sales and sales prices. At the same time, the metric came under pressure from higher costs associated with the payment of export duties introduced in 2023, increased consumption of raw materials, and an expansion in staff costs.

For more

HIGHLIGHTS Phosphate-based fertilizers

OPERATIONAL

production, kt

2024 8,874.2 5.8% 2023 **8.388.7** 2022 **8,224.4**

Change 2024 to 2023

Nitrogen-based fertilizers production, kt

2024	2,593.2	-0.5%
2023	2,605.3	
2022	2,546.6	

Change 2024 to 2023

Dividend payments, RUB mln Sales of phosphate-based and nitrogen-based fertilizers, kt

2024	11,604.3 4.2%	
2023	11,138.7	
2022	10,953.6	
Change 2024 to 2023		

The bulk of the arowth in 2024 was in phosphate-based fertilizer production, attributable to the Volkhov production site reaching its design capacity, as well as the increased production of key inputs such as phosphoric (up 5.1%) and sulphuric (up 5.3%) acids.

Mineral fertilizer sales grew by 4.2% in 2024. The key growth factors were robust production volumes, strong efficiency of PhosAgro Group's distribution network in Russia, and our solid position in global sales markets.

SUSTAINABLE DEVELOPMENT HIGHLIGHTS

GHG emissions (Scope 1),

kg per tonne of finished and semi-finished products

2028 target	109.1
2024	121.2
2023	128.5
2022	133.1

2025 target	
2024	
2023	
2022	

Pollutant emissions.

kg per tonne of finished and semi-finished products

2025 target	0.800
2024	0.712
2023	0.799
2022	0.793

target 2024 2023

2022

LTIFR⁴.

waste, %

Discharge of waste water into surface water bodies³.

m³ per tonne of products and semi-finished products





PhosAgro Group continued to progress towards achieving its goals in climate action, energy efficiency, waste management, and water management. The emissions reduction and waste recycling and decontamination targets outlined in our Strategy to 2025 were successfully achieved ahead of schedule as early as 2023.

compared to 2022.

- products and semi-finished products.
- ³ The Group specific disclosure was calculated as the ratio of the volume of waste water discharged into surface water bodies, excluding
- mine and pit waters, to the total output of products and semi-finished products.
- ⁴ Employees + staff of external contractors (including subsidiaries, affiliates and managed companies, Boundary A for more information,
- see the Industrial Safety section on pages 164-181)

p. 78–85 performance, see

р. For more performance, see

86-91

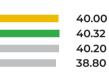


Water withdrawal².

m³ per tonne of products and semi-finished products



Share of recycled and decontaminated hazard class 1-4



per 1 mln hours worked



In 2024, PhosAgro maintained an impeccable safety record with zero fatalities among its own employees, as well as those of contractors, subsidiaries and affiliates. LTIFR for all personnel categories was 0.54 (compared to 0.61 in 2023), and the number of transport incidents decreased by approximately half

Fatalities as a result of work-related injuries (own staff),

per 1 mln of hours worked

	Target: 0 fatalities
2024	0.00
2023	0.00
2022	0.05

Average annual training hours per employee, hour

2025 target	123.0
2024	116.6
2023	99.4
2022	99.8

Employee satisfaction and loyalty, p.p.



Employee satisfaction and loyalty within PhosAgro Group have been consistently improving each year, thanks to a well-thought-out human resources strategy, extensive social programmes, and an active communication policy. Over the past three years, the average monthly pay across the Group's facilities rose by 67%, with salaries of all employees raised by 15% in 2024.

² The Group specific disclosure was calculated as the ratio of total water withdrawn, excluding mining and pit waters, to the total output of