

STAKEHOLDER engagement

Stakeholder engagement is the core principle of our business.

This principle is implemented through full, high-quality, and timely reporting. We maintain a close dialogue with our stakeholders to take into account their interests and expectations in our operations.

For the third year running, we won the Grand Prix in the Moscow Exchange Annual Reports competition among companies with capitalisation of over RUB 200 bln, which proves our commitment to high standards of non-financial disclosure. We highly value the acknowledgement from the investment community and remain dedicated to upholding best ESG practices and the highest standards of corporate reporting going forward.

Alexander Sharabaika

Chairman of the Strategy and Sustainable Development Committee of the Board of Directors



APPROACH TO STAKEHOLDER ENGAGEMENT; IDENTIFYING AND SELECTING STAKEHOLDERS

GRI 3-1, 2-29, SASB EM-MM-210a.3

PhosAgro's framework for stakeholder engagement management covers all tiers of corporate governance. Our stakeholders include persons or organisations that, in line with the double materiality principle, may be affected by our activities or can influence our operations and

ability to create value, implement the strategy, and achieve goals. Furthermore, we seek to build partner relationships with government agencies in all countries where we operate and ensure that we strictly comply with all applicable regulatory requirements.

Generated and distributed direct economic value¹, RUB mln

GRI 201-1

Item	Stakeholder	2022	2023	2024
Direct economic value generated		573,966	444,682	514,323
Revenue from sales	Wide range of stakeholders	551,037	421,690	492,450
Revenue from other sales		18,490	18,614	15,239
Revenue from financial investments		4,439	4,378	6,634
Economic value distributed		(520,253)	(478,495)	(485,616)

¹ Calculated on accrual basis using data from the Group's IFRS consolidated financial statements.

Our key stakeholders



Item	Stakeholder	2022	2023	2024
Operating expenses, including:		(320,792)	(291,455)	(358,193)
• wages and other payments to employees	Suppliers and contractors	(51,567)	(47,425)	(62,518)
• social expenses	Employees and trade unions			
	Wide range of stakeholders	(9,314)	(7,720)	(11,189)
Payments to providers of capital, including:		(146,669)	(139,733)	(86,457)
• declared dividends	Investment and finance community	(142,111)	(132,221)	(71,484)
• interest expense		(4,558)	(7,512)	(14,973)
Tax expenses and other payments to government, including:		(52,792)	(47,307)	(40,966)
• income tax expense	Regional and local governments, and local communities	(41,465)	(34,527)	(25,477)
Retained/(redistributed)² economic value		53,713	(33,813)	28,707

² Economic value retained for 2023 was negative since the Company distributed to its shareholders both profits for the reporting year and a portion of profits retained from the previous years.

We disclose approaches to engaging each stakeholder group in the relevant sections of this Report.

FEEDBACK

You can send your comments and proposals regarding corporate reporting to esg@phosagro.ru or ir@phosagro.ru.

Feedback from shareholders and other stakeholders helps PhosAgro improve reporting transparency and quality.