

CONTRIBUTING to local communities

AREA, STRATEGIC GOALS AND HIGHLIGHTS OF 2024

8 DECENT WORK AND ECONOMIC GROWTH

9 INDUSTRY INNOVATION AND INFRASTRUCTURE

11 SUSTAINABLE CITIES AND COMMUNITIES

17 PARTNERSHIPS FOR THE GOALS

Target

8.3, 9.1, 11.3, 17.17

ЖИТЬЕ И ГОРОДСКАЯ СРЕДА НАЦИОНАЛЬНЫЕ ПРОЕКТЫ РОССИИ

1 OUR FAVOURITE CITIES

GRI 203-1

Target

Improving the quality of urban environment and promoting sustainable development of the cities where we operate: Kirovsk, Cherepovets, Balakovo, and Volkhov. Improving public spaces and social infrastructure facilities.

Actual

RUB 4,272 mln

invested in infrastructure and development of local communities

108

new jobs created in the Murmansk region

50

projects supported under a grant competition

4 QUALITY EDUCATION

3 GOOD HEALTH AND WELL-BEING

Target

4.4, 3.4

ОБРАЗОВАНИЕ НАЦИОНАЛЬНЫЕ ПРОЕКТЫ РОССИИ

ДЕМОГРАФИЯ НАЦИОНАЛЬНЫЕ ПРОЕКТЫ РОССИИ

2 EDUCATION

Target

Education project

Supporting scientific and educational institutions to attract highly educated, motivated and skilled young talent to innovative Russian facilities, including those of PhosAgro Group.

DROZD (Educated and Healthy Children of Russia) project

Effective combination of high-quality education and physical training to facilitate moral and ethical development and promote health of the younger generation. Supporting a network of sports and patriotic clubs and creative studios.

Actual

RUB 707 mln

invested in the school–college/university–facility educational model

470+

people hired as part of career guidance and youth engagement initiatives

RUB 238.6 mln

spent under the programme

2,300

children improved their health index

+6.7%

increase in the number of students over the year

4 QUALITY EDUCATION

3 GOOD HEALTH AND WELL-BEING

Target

4.4, 3.4

КУЛЬТУРА НАЦИОНАЛЬНЫЕ ПРОЕКТЫ РОССИИ

3 CONNECTING GENERATIONS

Target

Interactive education centres (museums)

Preserving the history of the nation, industry or facility for all generations. Museums and educational outreach activities.

Targeted Assistance

Promoting respect for traditions, the older generation, veterans, and vulnerable population groups. Supporting community organisations.

Actual

RUB 247 mln

spent under the programme

>12,000

people participated in career guidance events

RUB 94 mln

spent under the programme

>70

veteran and disability organisations and charities received support

5,500

events

3 GOOD HEALTH AND WELL-BEING

Target

3.4

4 SPIRITUAL REVIVAL

Target

Preserving and promoting orthodox values, ideas of humanity and spirituality, respect for our legacy and motherland. Supporting the Patriarchate, churches, and parish communities.

Actual

RUB 704.3 mln

allocated for support programmes

904 events

held by the Andreyevsky Spiritual and Educational Centre in Volkhov

The Church of the Acheiropaeic Image of the Saviour Lord Jesus Christ reconstructed in Kirovsk

3 GOOD HEALTH AND WELL-BEING

Target

3.4

5 PROMOTION OF SPORTS

Target

Promoting high-performance and mass sports in the regions where the Group operates. Supporting sports federations and amateur clubs.

Actual

> RUB 501 mln

allocated for support programmes

6 FEDERAL PROJECTS

Target

Supporting nationwide infrastructure projects that benefit both PhosAgro Group and the broader agricultural sector.

Actual

Timiryazev Centre, a training and exhibition venue

Research and Development Centre at the Kola Science Centre of the Russian Academy of Sciences

PUBLIC RECOGNITION



Responsible Business Leadership national award

In 2024, PhosAgro won the highest prize of the Responsible Business Leadership national award for the second time. The award was established in 2023 by the Russian Union of Industrialists and Entrepreneurs upon the instruction of the President of the Russian Federation. The Company scored the highest among all participants, with three of its programmes taking top spots in individual award categories. The Connecting Generations programme became the winner in the category Contribution to Sustainable Regional Development and Creating a Favourable Living Environment in the Company's Regions of Operation.



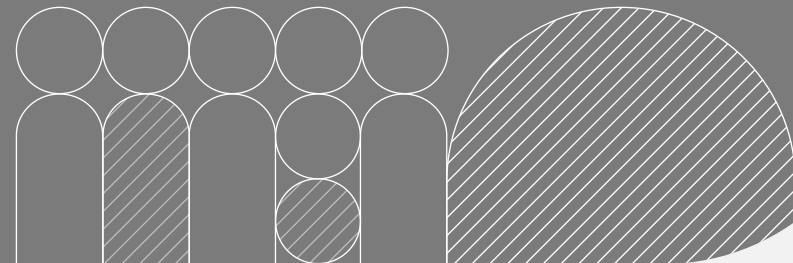
Russian Leaders in Corporate Philanthropy 2024

PhosAgro Group made it to the A+ Leaders category of Donors Forum's Russian Leaders in Corporate Philanthropy 2024 rating. The Company joined the ranks of 18 most efficient Russian businesses in terms of charitable activity.

- At the programme competition of the Russian Leaders in Corporate Philanthropy award, PhosAgro's Our Favourite Cities social initiative became the winner in the category for the Best Corporate Social

Investment Programme for Sustainability and Business Strategy.

- PhosAgro's School Laboratory – a Forge for Engineering Talent project earned the second place in the category for the Best Programme (Project) Promoting the Development of Science and Education in the Russian Federation.



STRATEGY

While expanding its business, the Company aims to contribute to sustainable development of the regions where it operates, foster steady economic growth, and promote well-being and social stability for the sake of local communities.

To achieve that, we create new jobs, make investments in urban infrastructure, and run a programme for social investments. Our strategy is focused on long-term social and economic development programmes in the regions, cities, towns and rural communities in which our key production units operate. All our

programmes and initiatives involving social investments are aligned with the goals and objectives set in the Group's Strategy to 2025 (as approved by the Board of Directors in March 2019) and comply with Russia's national development goals and the key UN Sustainable Development Goals.

MANAGEMENT APPROACH

GRI 3-3

PhosAgro Group's social investment programmes are based on the notion of public benefit and aligned with best Russian and international

sustainability practices. As part of our social investment strategy, we strive to build effective and lasting partnerships with a wide variety of stakeholders, including

local communities, regional and local government authorities, non-governmental organisations, educational institutions and others.

KEY POLICIES AND REGULATIONS



Policy for Managing Community Social Programmes of Apatit



Regulations on Managing Community Social Programmes of Apatit (the "Regulations")



Assessment criteria for Apatit's programmes



Code of Ethics of PhosAgro



Government Relations Policy of PhosAgro



Charity and Sponsorship Policy of PhosAgro



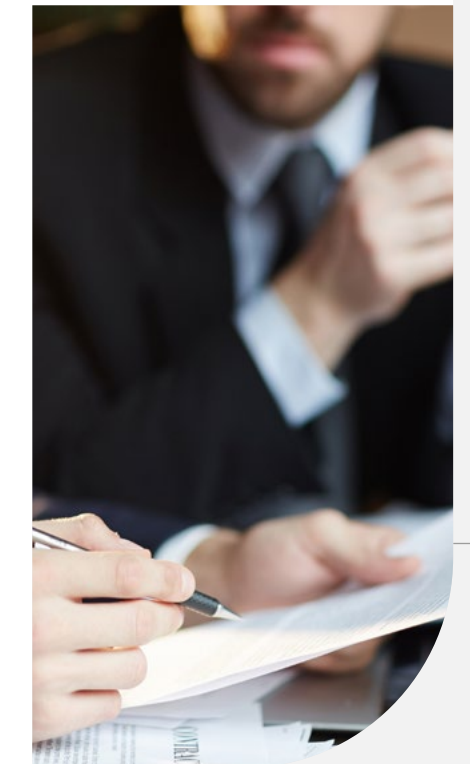
The Group's social projects and initiatives also fully comply with the applicable laws and regulations of the Russian Federation, including:

- Federal Law on Charitable Activities and Volunteering;;
- Unified Plan to Achieve the National Development Goals of the Russian Federation until 2024 and for the Planning Period until 2030.



Key focus areas of the Policy for Managing Community Social Programmes (2022 version) include:

- unlocking the social and economic potential in the regions of operation, enhancing their environmental resilience;
- improving the living standards of employees, their families, PhosAgro veterans and local communities;
- supporting culture;
- strengthening corporate culture through employee engagement in socially significant projects;
- offering career guidance for school and university students;
- promoting advanced corporate social responsibility standards.



Management of social investment programmes

Corporate level

Board of Directors of PJSC PhosAgro

Reviews reports on the implementation of social investment and charitable programmes during meetings of the relevant Committees of the Board of Directors, and grants final approval for the programmes.

Management Board of PJSC PhosAgro

Approves the overall budget for external social projects, reviews and approves the budget performance report and general year-end report.

Chief Executive Officer of PJSC PhosAgro

Considers proposals for supporting external social investment, charitable and sponsorship projects and programmes within the approved budget. Approves relevant by-laws of the Company.

Deputy Chief Executive Officer of PJSC PhosAgro

Oversees and coordinates activities related to external social investments, charity and sponsorship.

Office for Community Social Projects

Annually compiles the registry of charitable programmes, conducts sociological research, collects and analyses other relevant data and feedback from all production sites, evaluates the efficiency of ongoing projects and programmes, provides relevant information to the Company's management, initiates the development and adoption of appropriate by-laws, prepares proposals for inclusion in the Company's overall budget, compiles reports, etc.

Operations

- Government Relations Department
- Information Policy Department
- HR and Social Policy Department
- Commission for Social Issues and Charity

- Register charity project data sheets;
- ensure compliance with project participation conditions;
- exercise control over the appropriate use;
- submit and review draft amendments to the project participation and financing terms;
- track the project's budget performance and budget adjustments;
- administrate the donation agreement;
- make requests for relevant reports;
- review the submitted financial reports;
- prepare the annual report.

Managers of charity and sponsorship projects at Apatit and its branches

Monitor and adjust programmes, track performance and reporting, submit proposals on continued project implementation and inclusion of projects in the charitable budget for the following fiscal year.

Commissions for Social Issues and Charity across the branches of Apatit

- Review other requests for charitable support;
- verify requests and prepare required documentation;
- make decisions on approving support requests within the budget allocated for designated purposes by each of the Company's business units.

RISKS AND OPPORTUNITIES

SASB RT-CH-210a.1, EM-MM-210b.1

Our social investment objectives are affected, among other things, by the following strategic risks:

3

social risk

4

HR risk

15

reputational risk



SOCIAL INVESTMENT SPECIFIC RISKS ARE LISTED BELOW:



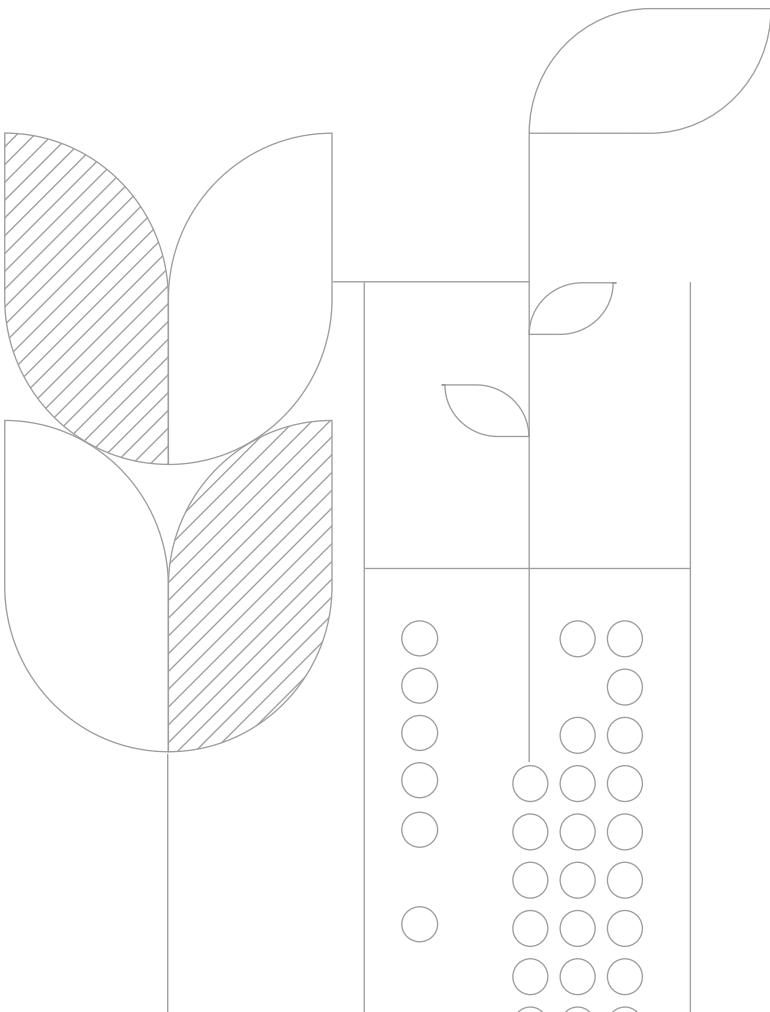
regulation of social investment management processes;



performance evaluation of social investment programmes;



evolution of public priorities of social and economic development.



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:



strengthening the talent pool in the Company's regions of operation through investments in regional development;



enhancing the Company's reputation through the successful implementation of regional and federal social projects;



boosting interest in the Company's products and services through agricultural education and awareness-raising initiatives.

See also the Risk Management section

p.

281

For more information, see the Strategic Risks section

p.


66–75

Performance assessment and feedback, stakeholder engagement

GRI 413-1

In line with the Regulations on Managing Community Social Programmes, each programme has a dedicated data sheet outlining its key aspects, an officer responsible for its implementation, and appropriate internal control tools (primarily managed by the Commission for Social Issues and Charity, and the Office for Community Social Projects). The monitoring and performance assessment procedures were also approved through the relevant Regulations.

From time to time, the Company engages external experts to audit its social programmes and revises internal documents as needed.

Each programme is evaluated using a specific set of performance indicators, typically encompassing from 2 to 20 mostly quantitative metrics. The Company tracks year-on-year evolution of each indicator and uses the analysis to make management decisions on improving the programme efficiency. The current criteria for each programme are available the Company's website. The monitoring and performance assessment procedures were approved through the relevant Regulations. Some of the performance indicators are included in this report and marked with .

The Company also collects a considerable amount of data used for analysing the effectiveness of its social investment programmes from ongoing stakeholder feedback. Tracking stakeholder opinions helps the Company stay attuned to evolving public priorities of social and economic development.

To that end, the Company engages in a constructive dialogue with local communities, employing a variety of communication channels ranging from public hearings to community liaison offices and other venues for meetings with people.

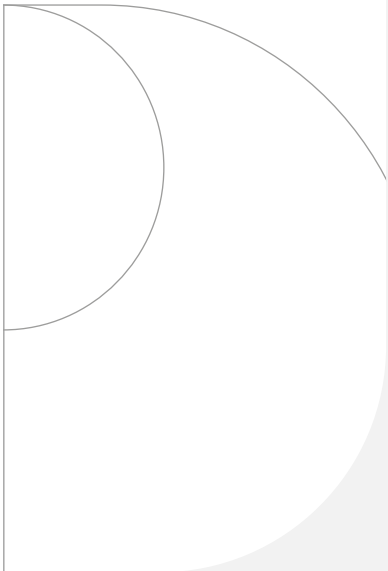
More details will be provided in PhosAgro Group's Social Report for 2024.

ENGAGING WITH GOVERNMENT AUTHORITIES TO FOSTER REGIONAL DEVELOPMENT

PhosAgro Group has a long-standing tradition of successful engagement on sustainable development matters with the authorities in the regions, cities, towns, and rural settlements where the Company's main facilities operate.

Interactions with locally elected officials provide valuable insights into the most pressing social needs of each municipality (region).

Much of this collaboration is built on the well-established practices for responsible conduct exhibited by our industrial facilities, paired with adaptability to the emerging challenges. With that in mind, each year PhosAgro Group signs cooperation agreements that help strengthen partnerships focused on social and economic development, and implementation of investment and social programmes in relevant regions. In 2024, we signed such agreements with the governments of the Vologda, Leningrad and Saratov regions. A similar agreement was concluded with the government of the Murmansk region in 2022 and covered the period through 2024.

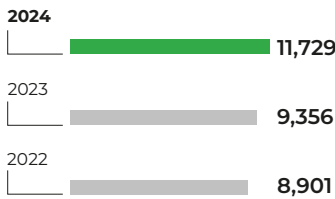


2024 HIGHLIGHTS

RUB 11,729 mln
worth of social investments

RUB 29,986 mln
in tax contributions to regional and local budgets

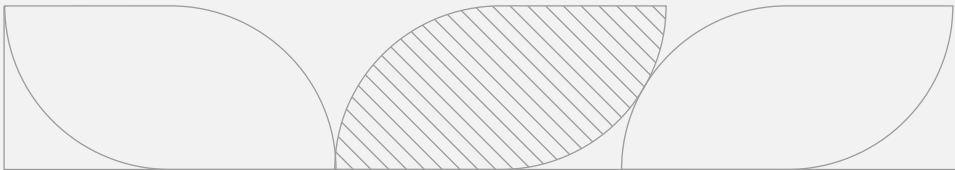
Social investments, RUB mln



In the reporting year, total spending on social and charitable projects increased by 25%. In 2024, expenses in this area exceeded RUB 8 bln, accounting for nearly 70% of total social investments. The second largest spending item is large-scale

nationwide projects: their share grew substantially over the year from 2.6% to 9.5%, with allocated funding increasing by 3.4 times. The share of expenses on education and sports in the reporting year did not differ materially from the previous year

despite an increase in funding, especially in the domain of sports (up 17.5%). Allocations for supporting non-governmental organisations also grew by nearly 2.5 times.



Annually

- Financial and non-financial audits by external experts
- Employee surveys
- Questionnaire-based surveys for participants who are not employees of the Company
- Monitoring and performance assessment against the approved criteria



Once every two years

- Public presentations of external social projects with the participation of beneficiaries in the cities of operation
- Surveys for local residents



Once every five years

- Expert review of the regulatory framework for programme implementation

STAKEHOLDERS FEEDBACK CHANNELS:



participation in the activities of advisory and consultative bodies under regional and local public authorities;



collaboration with non-governmental organisations and representatives of religious communities;



organising and hosting citywide public events, including festivals for charitable projects;



engagement through social media, the Company's website and the mass media;



public hearings on the Company's projects and public opinion research, including through feedback on completed projects;



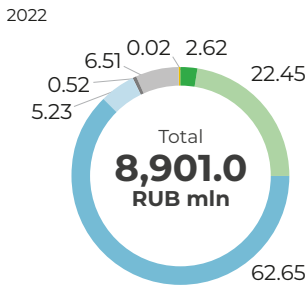
partnerships in implementing projects such as DROZD, PhosAgro Schools, projects run with colleges, universities, hospitals, sports clubs/teams, and charity foundations;



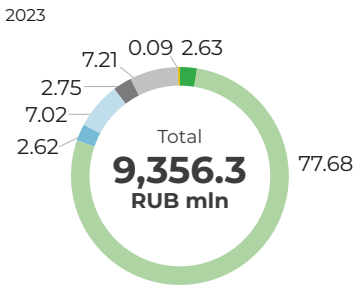
questionnaires filled in by beneficiaries of the Company's initiatives.

Breakdown of social expenses, %

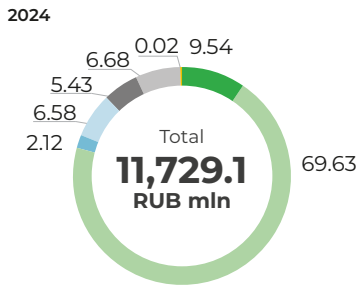
GRI 203-1, MED 34



- 233.1 Nationwide projects¹
- 1,998.4 Infrastructure facilities²
- 5,576.5 Educational expenses
- 465.7 Sports expenses
- 45.8 Expenses on organisations of war veterans and disabled people
- 579.4 Expenses to promote spiritual values
- 2.129 Membership fees

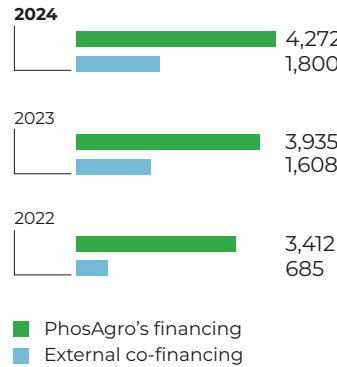


- 245.8 Nationwide projects
- 7,267.6 Infrastructure facilities
- 244.8 Educational expenses
- 656.8 Sports expenses
- 257.5 Expenses on organisations of war veterans and disabled people
- 675.2 Expenses to promote spiritual values
- 8,579 Membership fees

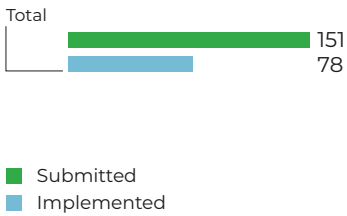


- 1,118.9 Nationwide projects
- 8,167.9 Infrastructure facilities
- 248.3 Educational expenses
- 771.5 Sports expenses
- 636.9 Expenses on organisations of war veterans and disabled people
- 783.0 Expenses to promote spiritual values
- 2,607 Membership fees

Funds allocated by PhosAgro Group to finance Our Favourite Cities, RUB mln



Number of urban improvement initiatives submitted by local authorities, public institutions, non-profit organisations and residents in 2024



In the reporting year, both PhosAgro Group and external partners increased their funding for the Our Favourite Cities programme, with the Company's allocations rising by 8.6%. Despite a slight decline in the number of partners involved, total external co-financing (including for projects implemented in partnership with regional and local authorities) grew by 11.9%.



109 partners were engaged



151 urban improvement initiatives

were submitted by government authorities and local communities in 2024, with 78 of them implemented with support from PhosAgro Group



980

citywide events were held in partnership with other companies

As part of Our Favourite Cities, the Company also hosts mass cultural and sporting events, including those staged in partnership with other companies.

RECONSTRUCTION OF THE Khibiny AIRPORT

In 2024, we completed the second stage of the Khibiny Airport reconstruction. This large-scale project financed by PhosAgro Group began in 2023, with total investments reaching RUB 708.5 mln. The reconstruction will significantly improve passenger safety and comfort, while also helping to expand the airport's route network. Following the upgrade, the airport features revamped departure and arrival halls. The departure hall now has more check-in counters, which will

significantly accelerate the check-in and baggage drop processes. The airport also has a new baggage claim area with a larger conveyor belt.

In 2024, the Khibiny Airport earned the Air Gate of Russia industry award, coming in second in the nomination for the Best Small Airport of the Year (for airports serving fewer than 500,000 passengers annually).



KEY SOCIAL INVESTMENT PROGRAMMES

GRI 203-2

1 Our Favourite Cities programme

The programme seeks to create a comfortable urban environment that fosters comprehensive personal development for the benefit of PhosAgro Group's employees and residents of all the cities where the Company operates (Kirovsk, Apatity, Cherepovets, Balakovo, and Volkhov).

By building social infrastructure and promoting commitment to healthy lifestyle, the Company partners with regional and local authorities in ensuring balanced regional development, and offering high quality of life comparable to living standards in large cities or even surpassing them in terms of accessibility for an average resident.

PhosAgro Group enhances urban spaces and supports healthcare, invests significant resources in upgrading equipment in local hospitals, renovates and re-equips

schools and colleges under its patronage, and builds or reconstructs sports facilities.

Through ongoing dialogue with stakeholders and close cooperation with regional authorities that have deep insights into the most pressing local needs, the Company makes sure that allocated funds are used in an effective and consistent way to address social issues. Moreover, broad-based partnerships and co-financing models help foster stronger engagement in residents, local authorities and the business community.



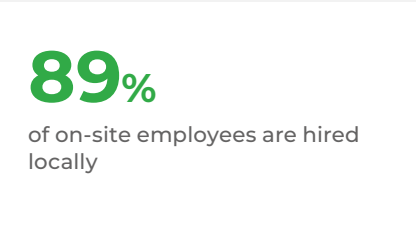
According to a sociological survey conducted in the reporting year and feedback collected in social networks, residents of the Vologda, Saratov, Leningrad and Murmansk regions are generally satisfied with urban improvements currently taking place in these regions. For example, in Volkhov, the residents' satisfaction score reached 85%. Comments of city residents regarding the need to maintain improved areas in due state are taken into account when creating PhosAgro Group's municipal and charitable initiatives.

¹ Including expenses associated with membership fees.
² Including spending on refurbishing educational institutions.

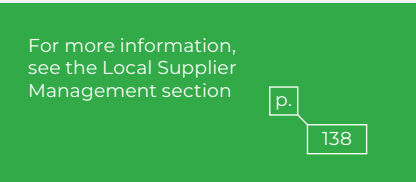
Unlocking regional potential and supporting local businesses

GRI 203-2

PhosAgro Group makes a significant contribution to the social and economic development of the regions where it operates. The Company is one of the largest taxpayers for regional and local budgets. In Kirovsk, Apatity and Volkhov, PhosAgro’s facilities are the only source of income for local economies, while in Balakovo the Group leads the charge by the volume of social programmes, despite the presence of other major companies.



PhosAgro also provides orders to regional businesses, including small and medium enterprises. Local procurement accounts for up to one fourth of all goods and services purchased by the Company’s production sites.



The Company supports a wide range of SME development initiatives and thus offers additional employment opportunities for local communities.

Khibiny mountain tourism cluster

One of PhosAgro’s key social investment projects is the development of the infrastructure of the Khibiny mountain tourism cluster. The cluster includes Bolshoi Vudiyavr Ski Resort in Kirovsk, the largest facility of its kind in Northwestern Russia, Tirvas Health Resort, Apatit Museum and Exhibition Centre, Khibiny Airport, and two municipal facilities (ski arena and the Apatit-Arena Sports Centre).

✓
In 2024, PhosAgro Group’s initiative to develop the Khibiny mountain tourism cluster was highly praised during a meeting on investment projects in the Murmansk region chaired by Yuri Trutnev, Deputy Prime Minister and Plenipotentiary Representative of the Russian President in the Far Eastern Federal District.

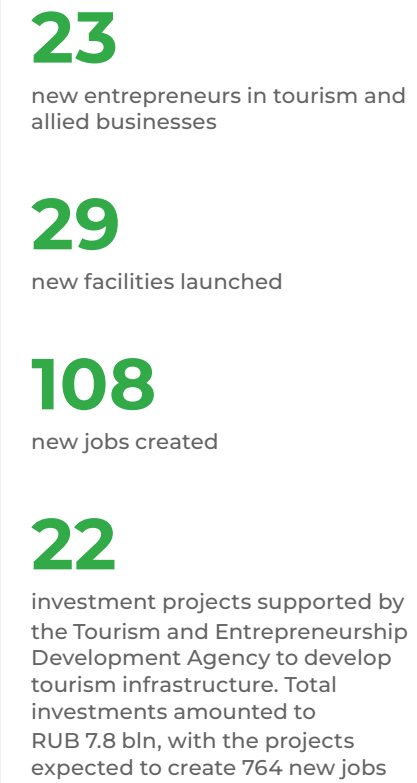
The Company’s total investments in the cluster came in at around RUB 9 bln. Over the past five years, the tourist flow to Khibiny has quadrupled, leading to higher

demand for services provided by local businesses. During the 2023–2024 winter season, the resort welcomed over 405,000 guests, a 21% increase compared to the previous season. The southern slope of the Bolshoi Vudiyavr Ski Resort unveiled a new cable car line. In the reporting year, overall spending by tourists in Kirovsk increased by 46% y-o-y.

The Company partnered with the municipal authorities of Kirovsk to create on a parity basis Tourism and Entrepreneurship Development Agency, an autonomous non-profit organisation contributing to the emergence of new hospitality facilities, development of the hotel business, job creation, and higher household incomes and tax revenues. Over the past ten years, the unemployment rate in Kirovsk has decreased nearly tenfold, with the number of small and medium businesses growing by almost 2.5 times.

To promote youth tourism and engage teenagers in tourist activities, the Tourism and Entrepreneurship Development Agency has been running the Young Tour Guide School for the second year now. The additional training programme includes both theoretical and practical components and lasts 72 hours spread over the school year. In 2024, the project made it to the list of the Top 100 best practices compiled by the Russian Ministry of Economic Development.

2024 highlights



PhosAgro Group’s social project to improve the infrastructure and recreational appeal of the Khibiny mountain tourism cluster won the Company of the Future 2024 award from the Russian Ministry of Economic Development and Company magazine.



Kirovsk took the top spot in the international PRO Brand competition sponsored by the Eurasian Community of Tourism Industry Experts for its project on Branding the Khibiny Tourism and Recreation Cluster.



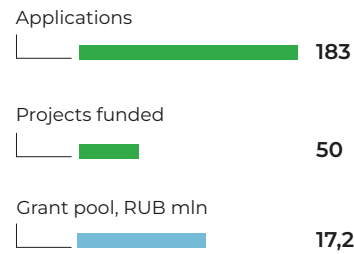
Grant competitions

Regional grant competitions constitute one of the key elements of the Our Favourite Cities programme. The Group has long supported social, cultural and educational institutions, stepping in with funding whenever needed. Over the past three years, the Company has moved to a competitive framework for distributing this support with a view to making the process more efficient and transparent. These social project competitions are held in all cities

where PhosAgro operates and adhere to the unified approach, while also considering local singularities. Eligible applicants include kindergartens and schools, institutions of additional education, social, cultural and sports organisations, NGOs and local self-government associations. The participating projects must address a specific social issue and aim to improve the quality of life for local residents. A mandatory condition is the provision of co-financing at the applicant’s own expense or from the

municipal budget. For organisations with no prior competition experience, the Company holds introductory training sessions to teach the basics of project development and application preparation. Applications are reviewed by expert commissions, which include representatives of PhosAgro Group and local authorities. The process has two stages, with applicants pitching their ideas in person to the panel during the second stage. We are witnessing growing interest, as more applications are coming in each year.

Results of the grant competition in 2024



183 projects

submitted across PhosAgro's footprint, with 50 of them winning financing

RUB 17.2 mln

allocated for the competition's grant pool

To get even more people involved, PhosAgro organises mass community events with grant recipients. In February–March 2024, Apatity and Kirovsk hosted Living in the North – Doing Good!, the festival of the Company's social and volunteering projects, with attendance reaching 2,000 people.

School → College → University → Career with PhosAgro

PhosAgro Schools

The first stage of the school–college/ university–facility career guidance model operates across six PhosAgro Schools based in Volkhov, Balakovo, Apatity, Kirovsk and Cherepovets, with more than 6,000 students enrolled. In the 2024–2025 academic year, 343 students of PhosAgro Classes pursue advanced studies of mathematics, computer science, physics, and chemistry. Once the studies are completed, the students will have an opportunity to enrol in one of the Company's 24 partner universities or in its affiliated colleges.

342 teachers from educational institutions involved in the programme benefit from ongoing professional development and additional incentives. The Company provides financial support to its affiliated PhosAgro Schools, helping them with building renovations and equipping their classrooms and research labs.

PhosAgro also runs career guidance projects to help students, teachers and parents better understand the Company's operations and corporate culture. At summer science schools, 8th and 9th graders are encouraged to continue their studies in dedicated high-school PhosAgro Classes so that they could eventually enrol in Russia's top-tier vocational and higher education institutions. Students from the 10th and 11th grades of PhosAgro Classes can take part in summer intensive training programmes to deepen their passion for chemistry, go beyond the school curriculum, and get prepared for academic competitions and Olympiads in chemistry. These efforts help spark a broader interest in technical careers.

2024 highlights

RUB 237 mln

allocated for school support programmes (including school refurbishments)

37 graduates

of PhosAgro Schools in 2024 joined in various divisions of the Company



113 out of 127

PhosAgro School graduates were admitted to universities in 2024, including 74 students pursuing technical majors (of them 12 were enrolled under Company-sponsored and scholarship agreements)



The average score of students from PhosAgro Classes on the unified state exams in core subjects exceeded the national average.

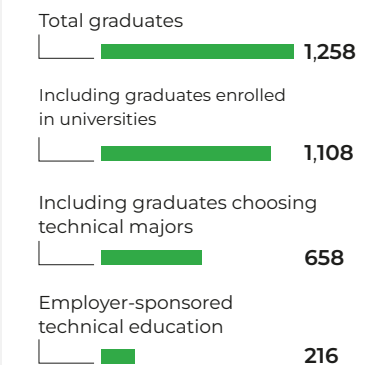


Three PhosAgro Schools from Balakovo, Cherepovets and Apatity made it to the list of Top 10 most successful educational institutions in their respective regions, according to RAEX.

59.4%

of graduates have chosen technical majors at universities since the programme's inception

Number of programme participants enrolled in universities in 2015–2024



2 Education

Healthy, educated and professionally trained population is a critical driver of any region's social appeal and investment case. The Company is deeply involved in the development of human potential in the regions of its operation, in particular, by helping to address the outflow of young people from small towns.

The Russian Federation Council Committee on Science, Education and Culture recommended that the Government incorporate the experience of PhosAgro Group in training qualified engineers and skilled workers into the Professionalism federal project, and educational and production clusters across key industries.

Over RUB 14 bln

invested by the Company in educational initiatives over the past ten years

over 3,500

graduates of the corporate educational system employed by the Company

School–college/university–facility educational model

PhosAgro Group runs a unique in-house educational model focused on fostering engineering talent as a way to address workforce challenges amid growing competition in the labour market. The multi-tiered programme for training qualified employees spans all stages of education. The Company supports school education, runs career guidance projects for young people, and cooperates with institutions of secondary vocational and higher education in the cities of operation, but also in Moscow, St Petersburg, Ivanovo, Kazan, and other university hubs. Programme experts help students define their career interests while still in school and provide ongoing support through every stage of their education journey up to the point of employment.

Financing of the school–college/university–facility educational model, RUB mln¹



¹ Including expenses associated with refurbishments of educational facilities.

College/university

College

At the next stage, we provide the country’s leading technical universities with funds for equipment and supplies and participate in adapting educational programmes to the needs of modern production facilities.

THE COMPANY HAS BEEN CONSISTENTLY PARTNERING WITH VOCATIONAL SCHOOLS ACROSS ITS FOOTPRINT, INCLUDING:

✓

Kirovsk branch of Murmansk Arctic State University (Murmansk region);

✓

Cherepovets College of Chemistry and Technology;

✓

Volkhov Multidisciplinary Technical College;

✓

Volga Region College of Technology and Management;

✓

Golovanov Apatity Polytechnic College.

Cherepovets College of Chemistry and Technology and Volga Region College of Technology and Management participate in the Professionalism federal project and 70% of the teaching time is devoted to practical training, which takes place, among other things, in the workplace.

In 2024, the Company helped Volkhov Multidisciplinary Technical College introduce two new specialities:

Chemical Technology of Inorganic Materials and Inorganic Production Operator to train professionals for the Volkhov branch of Apatit. Students can enter into a training agreement with the Company and receive social support, with 24 technical school students benefiting from such scholarship as of today.

There is unwaveringly strong demand for training in technical professions, especially in Cherepovets and Kirovsk. In the reporting year, the number of applicants per place in the colleges was seven and five, respectively.

Our collaboration with vocational schools covers:

setting up testing grounds and labs for students to acquire hands-on experience using real equipment;

running internship programmes at PhosAgro’s facilities with mentors;

supporting students in undergraduate and graduate thesis research;

organising and engaging students in sports, educational, and research initiatives, competitions, Olympiads.

941 students

(up 11.3% y-o-y) obtained a blue-collar profession at partner colleges in 2024

48% of 885

graduates were employed in their profession

2024 highlights

RUB 354 mln

allocated for partner college support programmes

12 mentors

received basic pedagogical training at Cherepovets College of Chemistry and Technology



The Exciting Holidays programme of Cherepovets Chemical Technology College was among the finalists in the Best Additional Training Project' category of Russia – My Horizons, a national vocational guidance award. Kirovsk branch of Apatit was on the shortlist in the Best Corporate Employer category.

University

Cooperation with universities as part of the school–college/university–facility educational model serves to fill the most relevant jobs by attracting and retaining talented graduates. Today, the Company actively collaborates with 24 universities that offer courses relevant to its core activities, creating an environment, conditions, and opportunities for affordable and quality education, while also supporting scientific research.

AS PART OF ITS COLLABORATION WITH UNIVERSITIES, PHOSAGRO GROUP:

✓

invites students for hands-on training;

✓

offers scholarships to the most successful students (based on exam results);

✓

invites university students to take a career guidance tour of the Company’s facilities;

✓

offers students a job in one of the Company’s popular specialisations after they graduate;

✓

provides financial assistance for the reconstruction and re-equipment of laboratories at the relevant universities;

✓

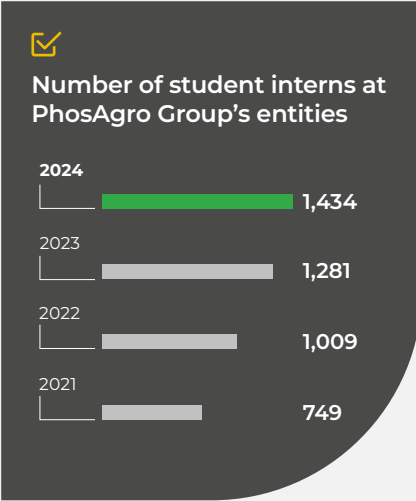
takes part in job fairs, graduate recruitment events, open days, and other university activities, while also attending student graduation thesis defence.

Students of specialised universities who have chosen targeted training enter into agreements with one of Apatit’s branches. The Company offers them paid internships starting the third year of education, pays additional scholarships, and guarantees employment after graduation.

We have cooperation agreements and roadmaps with many universities. The Company established the Laverov scholarship programme at Mendeleyev University of Chemical Technology, with annual scholarship awarded following a competition to ten best students who do research in ecology, environmental management, new materials and substances. In the reporting year, scholarships for young chemists were conferred for the sixth time. In 2024, the branch of Mendeleyev University of Chemical Technology in Tashkent hosted the first similar Sadykov scholarship contest initiated by PhosAgro Group.

In 2024, it was resolved to establish a Higher School for Mining Engineer Training at the branch of Murmansk Arctic State University in Apatity. The Company’s investment in this project is estimated at almost RUB 3 bln.

In 2024, a training laboratory for mineral processing and a student café were opened with the Company’s support at the Apatity branch of Murmansk Arctic State University.



PhosAgro-START programme

The PhosAgro START programme (formerly High-Potential Graduates) is aimed at attracting young professionals and has been implemented in cooperation with universities for the past 12 years.

PhosAgro offers young talents comprehensive professional development and hands-on training, and nurtures their personal and management competencies via corporate training sessions, workshops and project presentations, all under the supervision of seasoned mentors. Those enrolled in the programme enjoy competitive remunerations, assistance with relocation and settling in their new environment, and are offered accommodation. Additionally, every young professional is partnered with a well-versed mentor colleague.

The programme prepares future leaders (Leader career track) and experts with a focus on a specific domain (Expert career track).

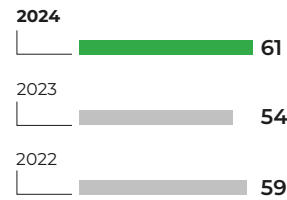
694 graduates

have joined the Company since the programme was launched

460

of them still work for the Company. Over 50% of them received promotions and were included in our talent pool

Number of PhosAgro-START participants, persons



2024 highlights

RUB 116 mln
allocated for university support programmes

61
young professionals recruited by the Group facilities in 2024

50.5%
of the PhosAgro START participants received promotions and were included in our talent pool (47% in 2023)

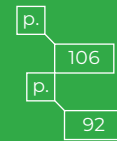
Cooperation with Russian agricultural universities

An important part of the Company's education initiatives is to share its personnel training practices with the educational system in the agribusiness sector. A joint programme with the Ministry of Agriculture for the promotion of agricultural education already covers three colleges and 47 agricultural universities.

PhosAgro's educational centres have been opened in 21 of them to promote the Company's From Mine to Plate educational programme.

Together with the Russian Ministry of Agriculture, we launched the Pro Agro Lectorium, an e-learning platform featuring more than 420 video lectures on various aspects of agronomy and agriculture

For more information, see the Research, Innovations and Education, Customers and Product Management sections



2024 highlights



Cherepovets State University opened a Fertilizer Technology and Comprehensive Research Laboratory with the Company's support.



PhosAgro Group and St Petersburg State University announced the start of cooperation in research and development.



ProAgro Lectorium educational project won the international BRICS Solutions Awards.

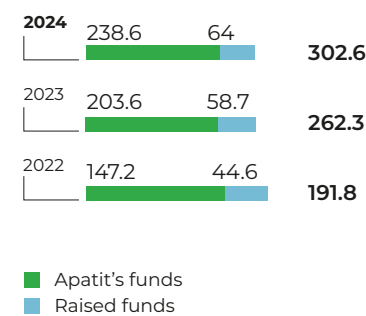
DROZD (Educated and Healthy Children of Russia)

Since 2001, Educated and Healthy Children of Russia (DROZD) has been PhosAgro Group's key social programme in engaging young people. The programme is aimed at a balanced development of young people in the cities where we operate. This is a comprehensive system of long-term interactions with children aged 4 to 18 that combines sports, spiritual, intellectual, and patriotic education.

To facilitate the DROZD programme, similar independent non-profit organisations have been established in five cities where the Group operates. The coordination council defines the strategy of their operation. They all work closely with partner organisations.

In 2024, raised funds accounted for 21% of total programme expenditures, roughly flat y-o-y, which indicates the popularity and great interest in the project not only from the region's local communities, but also from the regional authorities.

Programme expenditures, RUB mln

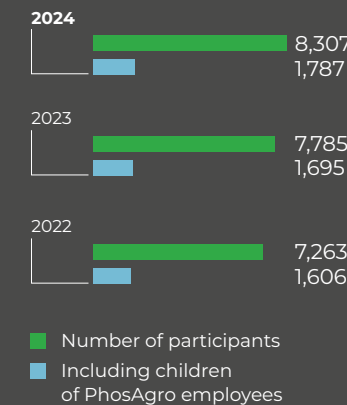


As at the end of 2024, 84 sports clubs (vs 78 in 2023) were operating in Kirovsk, Apatity, Cherepovets, Volkhov and Balakovo as part of the DROZD programme, covering 31 different sports. Alongside these, the Company launched several creative studios and additional education classes. More than 8,500 children, including children of the Company's employees (21.5%), attend them free of charge on a regular basis

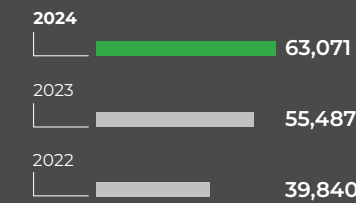
- 14.4% increase in the number of the programme participants in 2024 compared to 2022
- More than 150,000 students have taken part in the DROZD programme over the last 22 years



Number of DROZD participants, persons



Total number of participants in public events, corporate festivals, and celebrations staged by DROZD, persons



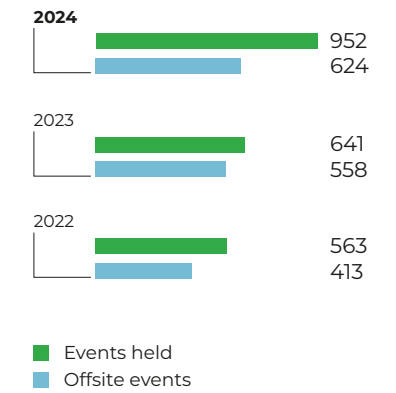
In addition to sports clubs, hobby groups for popular science were organised. Their number almost doubled over the year, reaching 20.

In 2024, a total of 63,000 children were engaged in DROZD project activities – competitions in various sports, educational programmes, and artistic festivals (up 13.6% y-o-y).



Media, including PhosAgro Group's print outlets and social media, actively spotlight DROZD's endeavours. 2024 saw some 6,000 publications and posts in the printed media and online about various events of the programme.

Total number of events



Events for children with disabilities


The DROZD programme also covers more than 110 kids with disabilities. In Balakovo, a rehabilitation sledge hockey club was organised for children and teenagers with musculoskeletal disabilities and cerebral palsy, with a group of children with disabilities established in a kindergarten in Volkhov to exercise using Chinese jump rope. DROZD-Cherepovets successfully implements the GTO Without Borders project. In 2024, 11 sports facilities of the city's organisations were accessible for pre-school and school-age children with disabilities. As part of the project implementation in 2024, nine clubs were established. Another eight GTO clubs for children with disabilities are to be opened in spring 2025.

93 students

with disabilities were trained and 60 of them successfully passed the GTO fitness test

DROZD Village programme

DROZD goes far beyond city limits. Since 2016, DROZD-Balakovo has been promoting healthy lifestyles among young people in rural locations. The DROZD Village programme covers 15 villages across the Balakovsky district, with 650 people engaged in seven sports. In the Cherepovetsky district, the DROZD-Village programme helped establish karate clubs in Suda and Shulma, while the district centre of Kaduy boasts a polyathlon club, full-fledged training grounds at the local sports facility, and a skiing track with a shooting range. In 2024, DROZD-Volkhov opened a basketball club in Syasstroy. The Company covers all expenses for equipment and repair of gyms, purchase of sportswear, necessary sports goods, and remuneration of coaches.



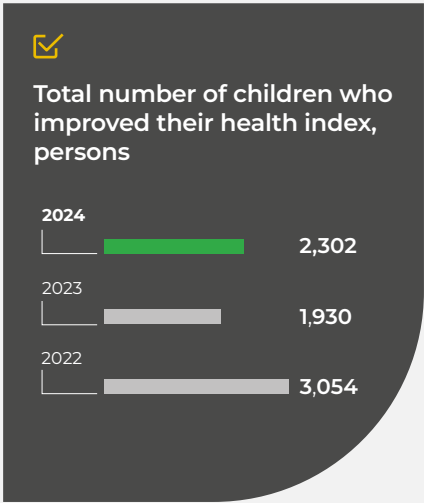
FEEDBACK

To obtain feedback, each entity conducts an annual survey of children and their parents to identify strengths and weaknesses. In the reporting year, 88% of parents surveyed in Balakovo were satisfied with the organisation of education and sports training, while in Cherepovets 91.3% of respondents gave positive feedback (vs 90.1% in 2023). In Volkhov, training conditions tend to improve, and the qualifications of coaches were rated as "excellent".

Health monitoring

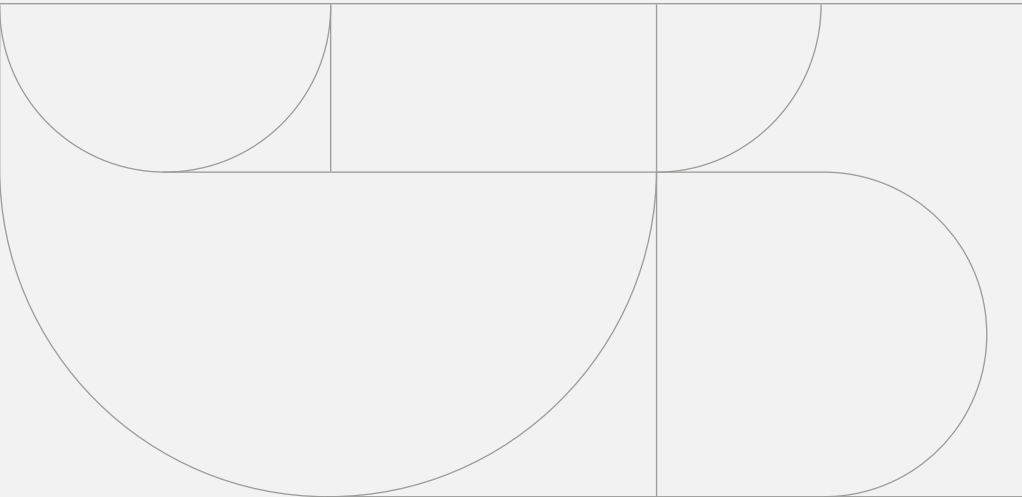
For teachers and parents to be able to adjust the types of activities to the best of each child's abilities, there is a health monitoring procedures in place for kids. In the reporting year, 43% of all children participating in the programme were examined using the Health Navigator methodology. Nearly two-thirds of them increased their Health Index score, with the average Health Index rising from 4.5 to 4.7 over the year.

In 2024, DROZD-Cherepovets won the Top 100 Russian Companies competition.



Sports achievements of DROZD students

| | 2022 | 2023 | 2024 |
|----------------------------------------|-------|-------|-------|
| Winners and runners-up of competitions | | | |
| International competitions | 10 | 6 | 16 |
| National competitions | 71 | 86 | 164 |
| Regional competitions | 1,158 | 1,476 | 1,259 |
| Municipal competitions | 3,406 | 3,874 | 3,989 |
| Candidate Masters of Sports | 13 | 30 | 41 |
| Masters of Sports | 2 | 4 | 3 |



3 Spiritual revival

The main objective of the programme is to preserve and promote orthodox values, spiritual ideas, and respect for our legacy and motherland.

The programme has been underway since 2001 and is implemented in cooperation with the Russian Orthodox Church, local government authorities, non-governmental organisations, and local communities.

In 2024, the Company continued to support the Moscow Patriarchate, dioceses of the Russian Orthodox Church and 47 churches in the regions

of operation and in other domestic and international locations. Orthodox churches (14 in total) were erected at each of the Company's production sites, as well as in Moscow.

The Church of St Andrew at the Volkhov branch of Apatit hosts the Andreyevsky Spiritual and Educational Centre supported by the Company. The Centre has a library, various

creative groups and educational courses for children and adults on both secular and Orthodox topics.

2024 highlights

| | | |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| MURMANSK <ul style="list-style-type: none">At the end of 2024, the construction of the Transfiguration of the Saviour Sea Cathedral of St Nicholas began, with PhosAgro Group acting as the lead sponsorSix churches received support from the Company | KIROVSK <ul style="list-style-type: none">The Church of the Acheiropaeic Image of the Saviour Lord Jesus Christ opened after reconstruction supported by the Company | CHEREPOVETS <ul style="list-style-type: none">The youth choir of the Cherepovets Diocese took part in the Winter Garden of Arts festival of Russian culture in ItalyThe Company sponsored a documentary titled "Athanasius and Theodosius of Cherepovets. Devotees of the Russian North"As part of the Chemist's Day celebrations, the Company supported the Family Festival of Spiritual CreativityThe Company provided assistance to the Cherepovets Diocese and nine churches in the Vologda region.7,500 people attended spiritual education events |
| VOLKHOV <ul style="list-style-type: none">904 events hosted by the Andreyevsky Spiritual and Educational Centre were attended by over 4,000 people | BALAKOVO <ul style="list-style-type: none">The Company provided assistance to the Balakovo Diocese and three churches | |

4 Connecting Generations

The main goal of the programme is to preserve memory of the history of the nation, industry, or facility for all generations; maintain traditions of respect for the older generation, veterans, and vulnerable population groups.

Interactive Education Centres (Museums) project

Corporate public spaces created and supported by PhosAgro Group are integral to the vocational guidance programme targeting schoolchildren, students, and young professionals. The association of museum and exhibition centres and centres for interactive learning in the cities of the Company's operations is a part of PhosAgro's Interactive Education Centre, a private institution of additional education.

PROJECT PARTICIPANTS:

- ✓ **Apatit museum and exhibition centre for interactive education in Kirovsk (since 1932);**
- ✓ **Fifteenth Element, a museum and exhibition centre in Volkhov (since 2016);**
- ✓ **Academy of Fertility, a centre for interactive learning in Balakovo (since 2008);**
- ✓ **Green Planet, a centre for interactive learning in Cherepovets (since 2017).**

All these sites have permanent exhibitions with multimedia and interactive equipment on chemistry, geology, ecology, and history of the Company's assets. In addition to sightseeing tours, they run educational programmes, hold chemical and geological workshops, scientific lectures, and creative master classes. The interactive education centres provide information about specialised educational programmes, such as Talent Pool, PhosAgro-START, and PhosAgro Schools. Schoolchildren and students are invited to participate in bespoke vocational guidance tests and offered insights into professions in high demand at the Company's facilities. 118 PhosAgro School students were trained in interviewing, video and photo editing, and social media as part of the Media School project, creating over 140 publications, articles, and videos.

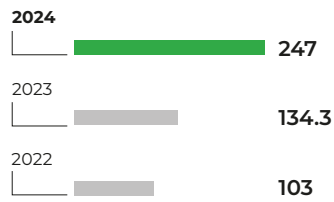
Museum and exhibition centres

Corporate museums not only provide schoolchildren and students with essential career guidance, initiating them into the history and modernity of the Company's assets and people who work at them, but also play a major role in the local community engagement. They become centres of cultural life in their cities, key tourist and educational hubs.

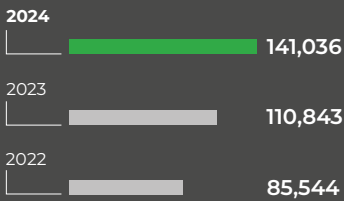
In 2024, the Fertility Academy centre for interactive learning reopened in Balakovo after renovation, the exhibitions of the Green Planet centre for interactive learning in Cherepovets were upgraded, and modernisation and restoration work is underway in Kirovsk and Volkhov. The centres

offer more than 150 programmes in various areas. Accessibility of services for visitors and high quality of information, diversity of events and use of new technologies all contribute to the growing attendance at the centres in the cities where the Company operates.

Funding of museum and exhibition centre, RUB mln



Total visitors to the Company's museum and exhibition centres, people



In 2024, more than 140,000 participants aged 6 to 18 attended career guidance, cultural, and educational events at museum and exhibition centres.

The online audience totalled

300,000

Number of events held



2024 highlights



2,661

+11% y-o-y

kids, schoolchildren, and university students visited museums of PhosAgro's Interactive Education Centre

12,506

+24% y-o-y

people took part in career guidance programmes

27%

and 20% increases in the number of visitors and events, respectively



97.3%

of surveyed visitors were satisfied with the professional educational programmes, free excursions and events



Apatit museum and exhibition centre in Kirovsk was ranked among Top 25 by the Corporate Museum National Award



The Green Planet interactive educational centre was awarded an honorary diploma of the winner at the 2024 Top 100 Russian Companies award in the category for the Best Museum and Exhibition Centre.

Security Agents project

In 2024, the Company completed its Security Agents project, which it started in 2020. The efforts were initiated by Apatit's Economic Security Department and the Ministry of Internal Affairs' Office in Cherepovets and then rolled out across the regions of our operation. The project is aimed at promoting a responsible attitude towards safe behaviour and raising awareness in children, young people, and their parents.

The project relied on the resources of PhosAgro Group's museum and exhibition centres and included excursions and classes in permanent interactive spaces, lectures and consultations by external experts, mobile exhibitions, sporting events and festivals.

Over the four years of the project, more than 19,000 safety-related events were organised, with more than 38,000 teenagers participating.

Five permanent and seven mobile exhibitions were organised in the cities where the Company operates, with 10 festivals, 65 thematic games and more than 2,000 events held. The 2024 festival brought together a record number of participants – 170 children from five regions.

Thanks to the Company's financial support, participation in the events was free of charge for all categories of visitors. The project was highly praised by participants and the expert community. One of the important project deliverables is the reduction of juvenile delinquency.

IN 2024:

- with the Company's support, a renovated Museum of the History of the Vologda Police was opened in Vologda, which, in addition to the traditional historical part, has new spaces such as the Security Laboratory and the Legal Affair mobile exhibition;
- a set of teaching packages was produced for the Security Agents additional general education programme;
- Cybersecurity Lab, a new information space, was created in Cherepovets, where the basics of security in the digital space are explained to the target audience in a comprehensible form.

Targeted Assistance project

In 2024, the Company continued to provide targeted assistance to NGOs and support volunteer initiatives in the regions where it operates. PhosAgro Group supported more than 70 non-governmental organisations of veterans and disabled people, as well as charity foundations.

Vologda region

In the Name of Good charity foundation provides assistance to children with disabilities and serious diseases. In 2024, 63 children received assistance for taking treatment, examination, and rehabilitation courses, with another 27 children provided with other types of assistance.

The Company collaborates with the Future Exists, Vologda's regional organisation supporting families with disabled members. In 2024, Pottery, a rehabilitation and career guidance platform for children with disabilities, continued to operate in Cherepovets. The organisation's teenage centre in Cherepovets launched the region's first street service for teenagers. The inclusive centre has created a safe space for communication and development, organised meaningful leisure activities, and provided sessions with a psychologist. The Company assisted in renovation of the premises. Now the centre is attended by 76 children, including 23 with special needs.

In Cherepovets, the Company cooperates with I CAN, a local organisation that helps people with special needs and implements a project of supported employment for people with disabilities.

Murmansk region

In the Kirovsk and Apatity municipal districts, assistance was provided to 24 volunteer movements/ organisations that offer targeted support and assistance to veterans, the older generation, and vulnerable population groups. In remote areas, veterans' and elderly people's clubs operate in the format of volunteer centres.

90% of visitors are satisfied with the facilities at the volunteer centres and the care they receive from PhosAgro.

The Company offers support to volunteer centres in Kirovsk's microdistrict of Kukisvumchorr and in Koashva, and the Dobrodeya and Rodnik volunteer clubs in Titan and Kirovsk, respectively. Support also goes to the Veterans of War and Labour organisation. In Apatity, two pensioners' associations and the Children of War organisation operate with the Company's support.

Thanks to the Company's financial support, 60 people were trained under the IT Cube digital education programme in 2024.

A 22.8% increase in the number of elderly people who go to volunteer centres

Saratov region

The main activities of the Targeted Assistance programme in Balakovo were focused on members of the corporate veterans' organisation. Two groups regularly visit the NON-STOP fitness cub and a fitness centre and take part in sports competitions. The Company provided funding to host lectures by medical professionals and organise medical tests, home visits and presentation of gifts to veterans. We also supported the facility's Youth Council.

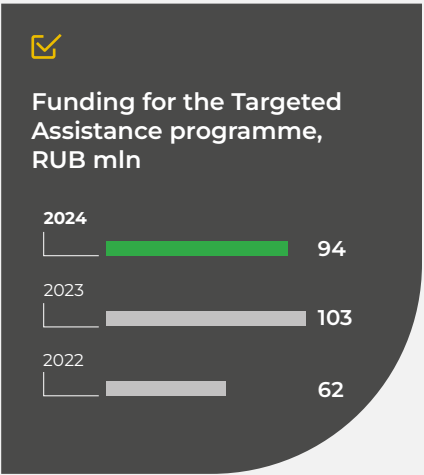
About 3,000 visits to sports events

About 2,800 visits to cultural and entertainment events

Leningrad region

For the fourth year running, Volkhov hosts the Veterans' Backyard gardening competition under the Company's auspices. As part of the Targeted Assistance programme, PhosAgro pays for health resort vouchers for veterans, makes various social payments, holds festive city parties, and distributes fertilizers among households.

We also support Valimsky Rubezh, a war history non-governmental organisation from the Leningrad region with a focus on the patriotic education of young people, preserving historical memory, and engaging schoolchildren in war relic search.



Corporate volunteering development

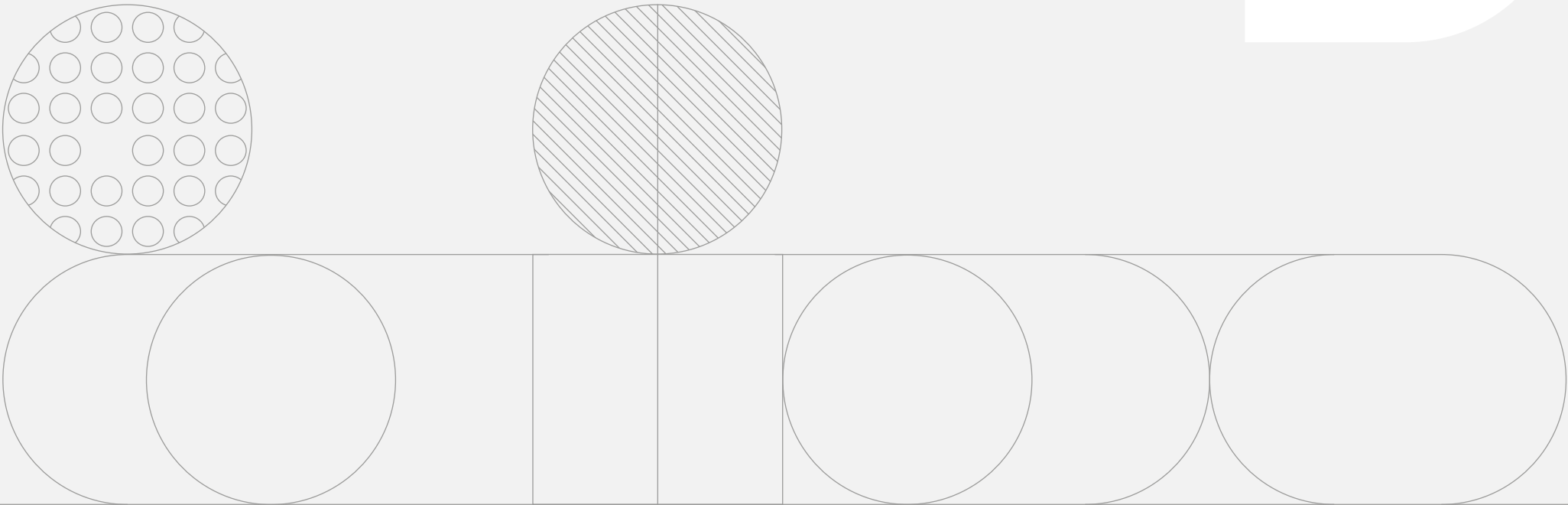
Our corporate volunteering has a long history and traditions. The Company's volunteers joined the #WeAreTogether federal initiative. Corporate volunteers assist in arranging and holding corporate events, festivals of the Company's social and volunteering projects, patriotic activities, and various festivities.

2024 highlights

14% of employees took part in some corporate charity projects in 2024, with another 35% demonstrating interest and willingness to join future projects

over 900 corporate volunteers took part in 91 events in the regions where the Company operates

More than 500 volunteers contribute to the DROZD volunteering movement



5 Promotion of sports

PhosAgro Group is committed to the development of youth sports and physical culture among its employees, their families, and local communities in which we operate.

The Company has sports facilities available free of charge at all our assets, while also building and reconstructing sports venues in the cities of operation.

The Company is a sponsor of Avtodor Basketball Club (Saratov), Proton and Severyanka Volleyball Clubs (Cherepovets), and Turbina speedway team (Balakovo).

The Company traditionally supports competitive sports and has been a long-time general partner of several national sports federations.

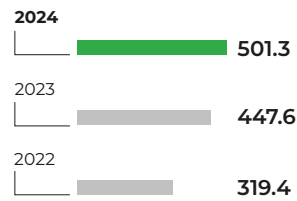
PhosAgro's support at the federal level went to:

- Russian Olympians Foundation;
- Russian Gymnastics Federation;
- Russian Cross-Country Skiing Federation;
- Russian Chess Federation;
- Russian Rugby Federation;
- Federation of Blind Footballers.

The Company's support at the regional level went to:

- Moscow Rhythmic Gymnastics Federation;
- St Petersburg Regional Judo Federation;
- Proton Volleyball Club (Saratov region);
- Avtodor Basketball Club (Saratov region);
- Turbina speedway team (Saratov region);
- Severyanka Volleyball Club (Vologda region);
- Kovrovets Motoball Club (Vladimir region);
- Fellowship of Support and Development of Children and Youth Biathlon of Russia – Kid's Cup

Programme expenses, RUB mln



PhosAgro Group is a long-standing partner of the Russian Cross-Country Skiing Federation, organising the final stage of the Russian Cup at the Tirvas Ski Resort in Kirovsk. In 2024, PhosAgro Group and the Russian Cross-Country Skiing Federation agreed to expand their strategic partnership. In 2025, the Company will act as the title sponsor of the federation and raise payouts for the winners of the Bolshoi Vudyavr tour. In addition, as part of Our Favourite Cities programme, the Company will continue to develop the Tirvas Ski Stadium and the sports and tourist infrastructure of the Khibiny Mountains.

PhosAgro Group is also a partner of the Russian Paralympic Committee. In 2024, the Company supported the Committee in organising the participation of Russian athletes in the 17th Summer Paralympic Games in Paris. In addition, PhosAgro Group was the general sponsor of the first international friendly football tournament for professional teams of blind players from BRICS countries held in Moscow in late December 2024.

2024 highlights

KIROVSK

Bolshoi Vudyavr Ski Resort won in two nominations of the Ski Business Awards (Best Ski Resort in the Northwestern Federal District, and Russia's Best Restaurant at a Ski Resort) held as part of the business programme of the 2nd Forum of Tourist Areas

APATITY

The second Sergei Fedorov Cup, a New-Year hockey tournament with prizes provided by PhosAgro, was played in December by teams of young hockey players born in 2013–2014 from Kirovsk, Apatity, Murmansk, and the Kolsky district of the Murmansk region

The Company provides support to

20

sports organisations operating on the federal, regional and municipal levels

6 Nationwide projects

PhosAgro Group allocates significant funds to support agribusiness infrastructure at the federal level:



In October 2024, Timiryazev Agricultural Academy unveiled the Timiryazev Centre, Russia's first specialised training and exhibition venue for the agribusiness sector. The project spans an area of over 40,000 sq m and was sponsored by the Company, which invested some RUB 5 bln in it.



The Company contributed to the financing of a project to establish the Research and Development Centre at the Kola Science Centre of the Russian Academy of Sciences. The project focuses on developing technologies to increase the depth of processing apatite-nepheline ores, taking into account the variability of their mineral composition at the beneficiation plants of the Kirovsk branch of Apatit. The Centre was launched in Apatity in March 2024.

