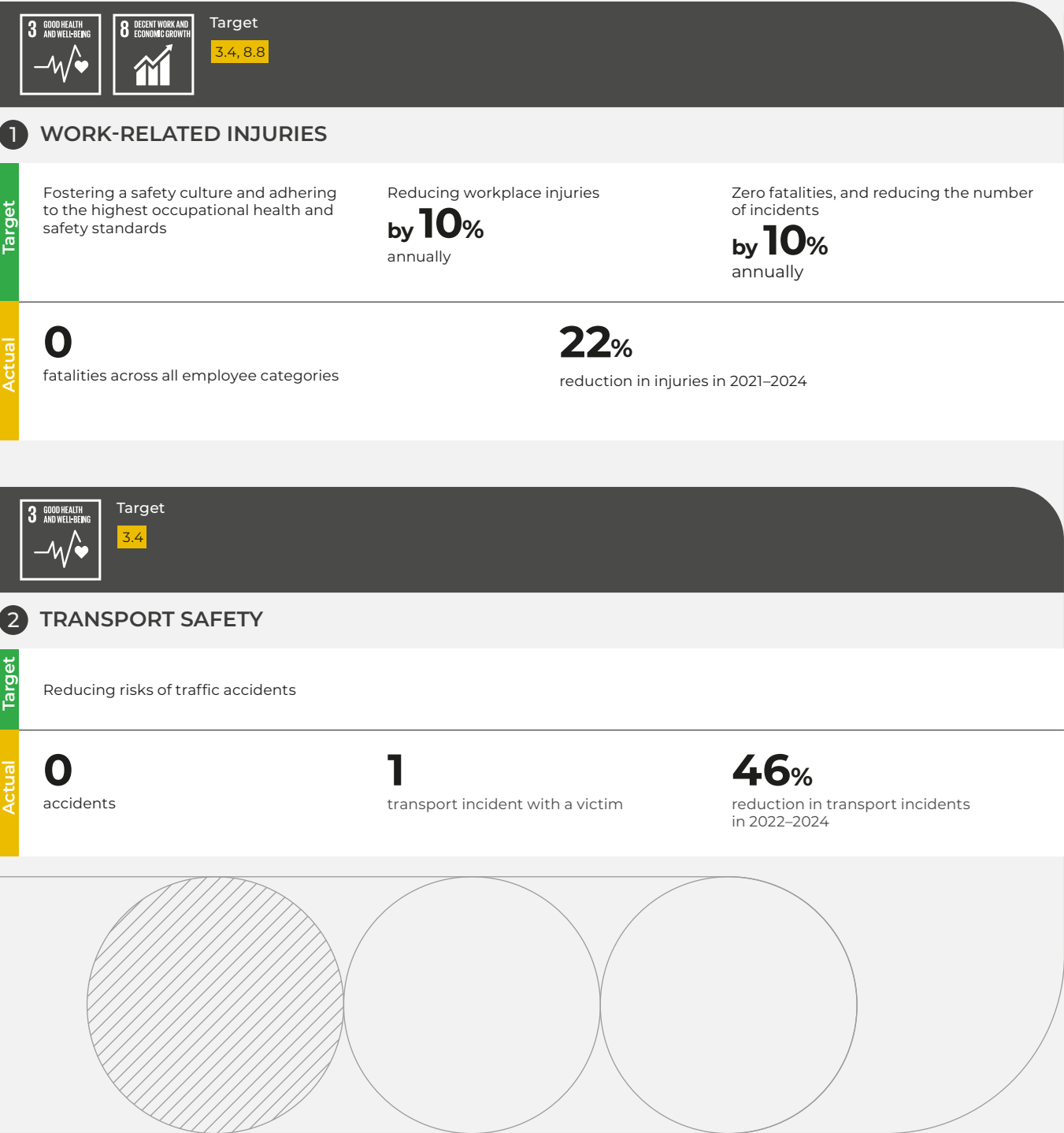


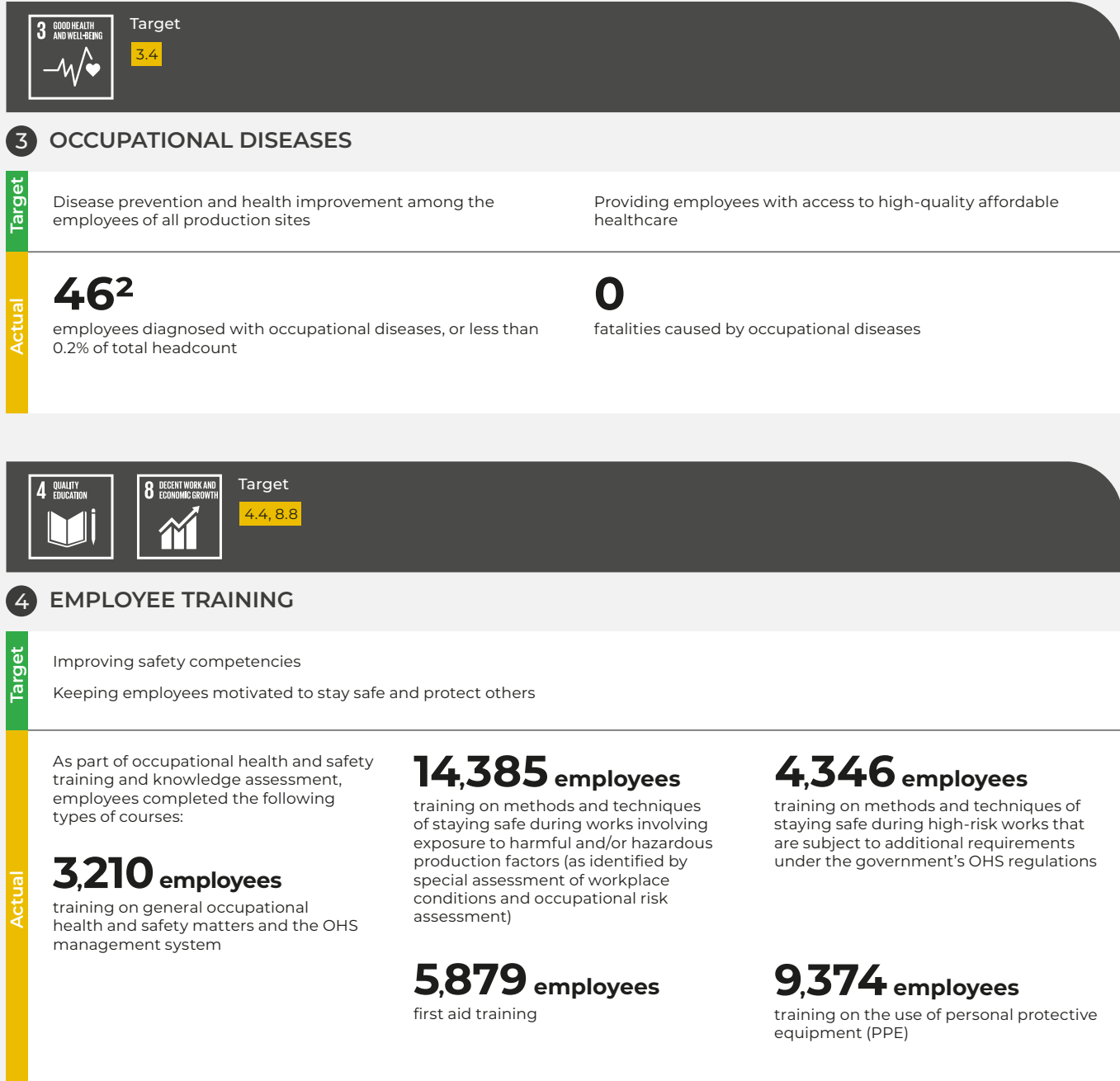
INDUSTRIAL

safety

AREA, STRATEGIC GOALS AND HIGHLIGHTS OF 2024¹



¹ In accordance with the materiality principle, the quantitative metrics in this section are presented for Apatit (Boundary 2) (Apatit is a subsidiary of PhosAgro holding its production assets).



STRATEGY

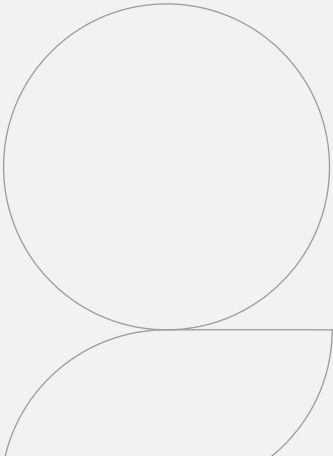
All employees of PhosAgro Group and its contractors need to go back from work to their loved ones in perfect health. This is the underlying principle of all our efforts to ensure safe, healthy and comfortable workplace conditions.

Our Strategy to 2025 focuses on fostering a safety culture and adhering to the highest occupational health and safety standards. In 2024, we started developing our Health and Safety Strategy for 2025–2026, which will define key focus areas and target initiatives to reduce risks associated with various operations of the Group.



PhosAgro Group is consistently improving its safety culture, employee responsibility and awareness, hazard identification procedures and danger prevention measures by putting managers at all levels in charge and studying and applying best health and safety practices. We apply continuous efforts to identify and reduce health and safety threats to PhosAgro Group employees, contractors and visitors to the Company's sites.

The Company's relevant goals and objectives, both strategic and day-to-day, are based on huge volumes of data derived from internal and external audits, inspections, incident investigations, employee recommendations and feedback.



MANAGEMENT APPROACH

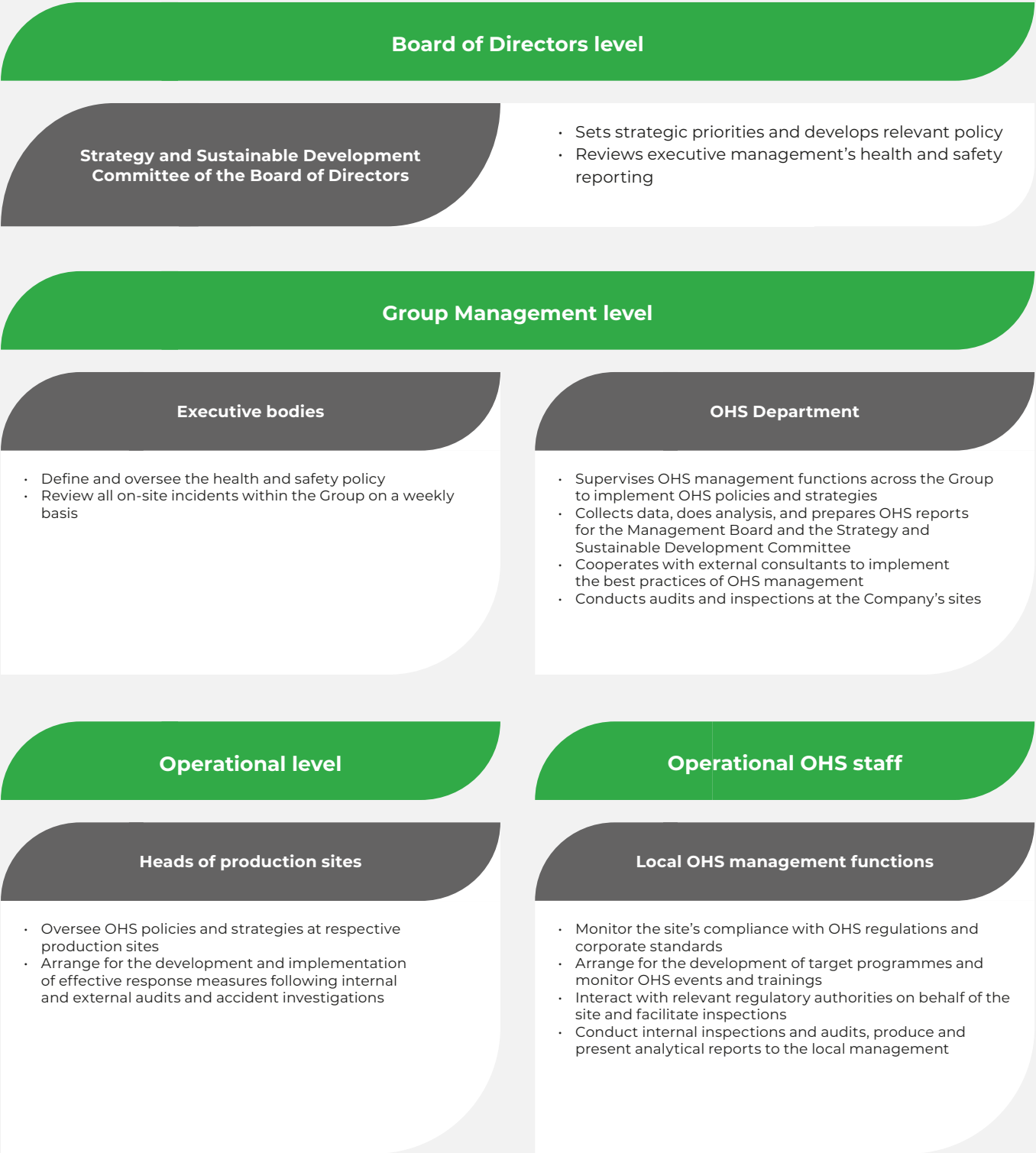
GRI 3-3, 403-1

We pay special attention to making our health and safety system compliant with applicable laws and the highest international standards.

In December 2024, the Cherepovets site of Apatit successfully completed certification for compliance with ISO 45001:2018 (Occupational Health and Safety Management System). In April 2024, for the third time running, the facility won the contest Best Occupational Health and Safety Practices in Branches, Representative Offices and/or Subsidiaries Operating in the Vologda Region on a Permanent Basis in the category for the Best Company in the Vologda region.



Health and safety management system



GRI 403-3

Occupational health and safety functions

Occupational health and safety functions play a key role in ensuring safety at our facilities.

Their main objectives are:

- taking steps to ensure compliance with OHS requirements by workers and third parties;
- monitoring workers' compliance with OHS laws and regulations, the Collective Bargaining Agreement, OHS agreement and other internal regulations;
- preventing workplace injuries, occupational diseases and improving workplace conditions;
- advising workers and contractors on, and raising their awareness about, occupational health and safety;
- studying and promoting best OHS practices.

Apart from applicable laws, these activities are regulated by:

- health and safety SOPs at the facility (shop) level;
- production SOPs;
- worker health and safety instructions;
- corporate standards;
- process regulations;
- accident management action plans, etc.

GRI 403-4

OHS interactions and awareness raising

For better OHS communication with employees, we have adopted the Regulations on the OHS

Communication System. Pursuant to the Regulations, the OHS communication system is divided into internal and external communications, and provides for a feedback procedure:

- regular OHS meetings at business units and enterprises;
- OHS meetings on production sites, in departments and at facilities;
- union and union committee meetings (for feedback from OHS officers);
- corporate e-mail;
- corporate periodicals;
- local health and safety committees;
- employee loyalty surveys;
- OHS questionnaires.

Internal communication is achieved through:

- local health and safety committees;
- management meetings and conferences to discuss the health and safety performance of our enterprises;
- meetings with heads of enterprises during leadership visits to production units;
- regular OHS meetings in departments, on production sites and at facilities;
- health and safety bulletin boards, posters and other visuals;
- corporate television (screens), intranet site, e-mail;
- corporate periodicals;
- education by OHS officers (including one-on-one meetings, training, mentoring, supervision, etc.).

Local health and safety committees

Since 2014, health and safety committees have been functioning at the Group's companies. They are

both an integral part of our OHS management system and a form of employee participation in it. In their work, these committees rely on the principles of social partnership. As part of their activities, health and safety committees draft and improve programmes to join efforts of the employer, employees and trade unions in ensuring occupational health and safety.

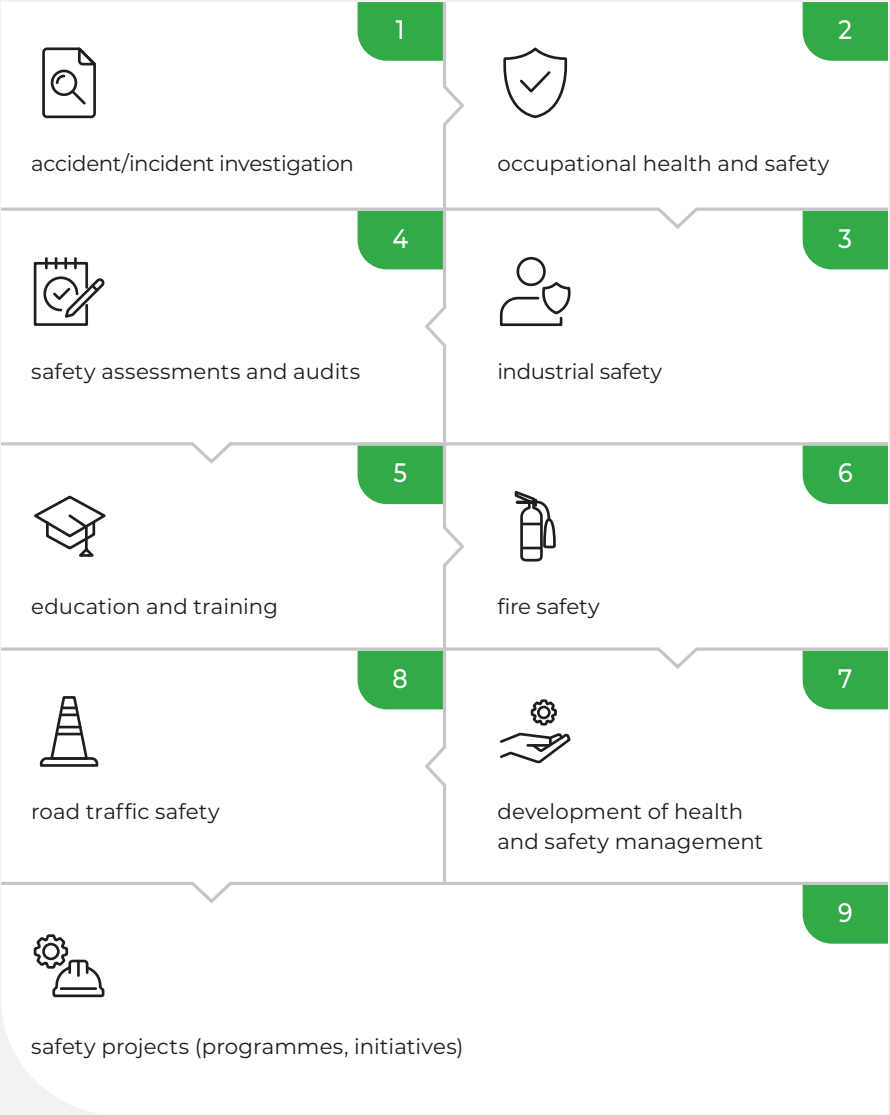
Committee meetings are chaired by heads of companies and held at least once a month online or at least once every two months offline. At meetings, information exchange and reporting are multilateral, as both health and safety functions and local unit heads report on health and safety progress. All resolutions are documented in minutes of the meetings.

As part of these workstreams, health and safety committees consider the following topics:

- Golden Rules of OHS;
- Safety Culture Transformation Project;
- OHS leadership;
- OHS motivation;
- effective OHS communications;
- contractors' safety;
- PPE effectiveness;
- trade union report.

Workers are represented at committee meetings by heads or representatives of local unions.

Meeting agendas comprise nine workstreams:



23 meetings held by health and safety committees in 2024

695 resolutions adopted

For more information on OHS engagement with the Company's employees, see

Engagement with contractors p. 170

Engagement with government bodies p. 170

STAKEHOLDER ENGAGEMENT

▼

In industrial safety, the key stakeholders are:

- Company management;
- representatives of third parties engaged to perform works at the Group's sites;
- supervisory and statistical government agencies;
- customers/consumers;
- employees.

To engage stakeholders on OHS matters, we rely on:

- information and analytical materials presented at safety and committee meetings and distributed through corporate media;
- strategic sessions held to discuss bottlenecks and growth points, adopt coordinated decisions, and develop corrective actions;
- statistical data and factor analysis shared with stakeholders to track the evolution of safety performance;
- a system of meetings covering all levels from company directors to line managers of business units;
- feedback tools such as Public Scrutiny, information boxes for requests, corporate chat, and ProPhosagro mobile app.

Improving contractor safety practices

Measures to ensure safety of contractors' employees working at our production and other facilities are an integral component of our OHS strategy. They include the selection of contractors based on a health and safety qualification assessment, briefings, enforcing their application of our safety tools, and conducting relevant OHS compliance audits.

In 2024, the Group delivered a project focusing on the implementation of the OHS Competency module powered by the SCOUT platform as a way to digitise and automate OHS skill assessments and enhance their transparency.

For contractors, we conduct training and practical knowledge assessments at the Company's training grounds to make sure contractor employees have the required skills. The Company also develops joint schedules for control and preventive actions in collaboration with the contractor's OHS functions, with the results of such actions discussed at meetings.

ESG assessment is a key factor in contractor selection.

For more information, see the Supply Chain section

p. 128-141

Internal and external industrial safety audits

In line with statutory requirements, PhosAgro Group is subject to scheduled external audits by Russian authorities, including the Federal Service for the Supervision of Environment, Technology and Nuclear Management (Rostekhnadzor), State Labour Inspectorate, Federal Service for Surveillance on Consumer Rights Protection and Human Wellbeing (Rospotrebnadzor), and the Ministry for Civil Defence, Emergencies and Elimination of Consequences of Natural Disasters (EMERCOM). We may also engage consulting companies, or international associations of which the Group is a member to conduct additional external audits of compliance with international standards, or as part of a special assessment of workplace conditions.

175 audits carried out by state supervisory authorities at Apatit and its managed companies in 2024

In June 2024, the Department for Supervisory and Preventive Activities in the Balakovo District (part of the Division for Supervisory and Preventive Activities of the Main Division of the EMERCOM of Russia for the Saratov region) made a preventive visit to the Balakovo branch of Apatit. No remarks were made or prescriptions issued following the visit.

We also run internal audits conducted by our OHS departments and directorate, managers and employees exercising production H&S control.

After external and internal audits, the Company issues orders and instructions outlining remedial action plans and establishing the deadlines and responsible persons. Identified breaches are remedied within the agreed time limits.

The Company has a procedure for drafting, submitting and reviewing reports on internal and external OHS audits. The results of all internal and external assessments and audits are recorded in the Safety and Instructions (Shift Assignments) management systems offering instruments for further analysis, gap identification, and elimination monitoring. We also submit all relevant reports to state supervisory bodies and statistical agencies in accordance with the Russian laws.

RISKS AND OPPORTUNITIES

GRI 403-2

The following strategic risks affect our OHS objectives:

4

HR risk

6

health and safety risk

13

regulatory risk



OHS-SPECIFIC RISKS:



Occupational risks of the Group's business units, including occupational disease risks



Safety culture risks, including OHS communications and safety incentives



Risks of OHS-related regulatory changes



The Group 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:



reduction of occupational injuries through training, awareness, and motivation programmes on occupational health and safety;



proactive OHS management as part of the Company's safety culture transformation project;



stronger efficiency in interacting with the Government's OHS supervision agencies thanks to the development of remote and risk-oriented control methods.

For more information, see the Strategic Risks section

p.

66-75

SASB RT-CH-320a.2

We are constantly working to assess and mitigate risks. We perform risk assessment and classify risks by severity and frequency using our dedicated proprietary methodology. Following hazard identification and risk assessment, the unit’s OHS officer compiles a List of Occupational Risks, which is then used as a basis for the Company’s List of Material Occupational Risks. Risk assessment takes into account the following aspects:

- degree of personnel exposure;
- impact on personnel;
- frequency of occurrence;
- compliance with the applicable regulatory and other OHS requirements.

The Company has instituted a robust protocol that facilitates swift communication from eyewitnesses

to the appropriate functions and managerial personnel, including PhosAgro’s CEO, by means of corporate communication tools such as text message alerts and telephone calls.

All incidents are investigated in accordance with legislative requirements and internal procedures to determine the root causes. The Company encourages its staff to disclose information on potential sources of danger to employee health and life.

For better OHS efficiency, and to automate and streamline the relevant processes, we have introduced and now use the Safety and Instructions (Shift Assignments) management systems. Both systems include a Risk Management module. The

module enables internal check list-based OHS assessment at all units of Apatit. The module’s new underlying principles help enhance production H&S control, while its new functions facilitate operation, monitoring and analysis.

The Company has a formal procedure for addressing workplace hazards. When a hazard is identified, employees are required to suspend work and report it to their supervisors directly or via the Public Scrutiny mobile app. The supervisor uses the report to assess the risk and develop a remedial action plan.

PROJECT TO ROLL OUT THE OHS REMOTE MONITORING SYSTEM AT THE CHEREPOVETS SITE OF APATIT

The Company endorses the initiatives put forth by state authorities as regards OHS data disclosure, in order to facilitate remote monitoring measures and alleviate the regulatory oversight burden.

Starting from 2021, Apatit’s Cherepovets site (fluosilicate acid storage facility of the aluminium fluoride shop) participates in Rostekhnadzor’s experiment to roll out an OHS remote monitoring system under Russian Government Decree No. 2415 On Experimental Roll-out of the Industrial Safety Remote Monitoring System dated 31 December 2020. The experiment provides for the development of stand-alone remote monitoring

technology for hazardous production facilities, and a relevant legal framework. The technology is expected to improve the overall reliability and monitoring efficiency of safety systems, and help reduce the associated paperwork and bureaucracy.

The OHS remote monitoring system was put into operation in April 2023, with the process configured to enable data transmission to the Automated Information System of Rostekhnadzor.

Representatives of Apatit took part in a meeting convened by Rostekhnadzor to present the Report on Accomplishments under the OHS Remote Monitoring System Project at the Fluosilicate Acid Storage Facility of the Aluminium Fluoride Shop. The key achievements were as follows:

- practical implementation of a risk-oriented approach to assessing industrial safety at the hazardous facility;

- introduction of operational supervision tools to monitor industrial safety at the hazardous facility;
- enhancement of process discipline among the hazardous facility’s operating personnel;
- arrangements made to transfer data to the Automated Information System of Rostekhnadzor;
- discussion of challenges related to the transfer of data from Apatit to the local branch of Rostekhnadzor;
- implementation of corrective measures to address data transmission errors, with solutions provided by Dynamic Systems LLC, the general contractor.

Emergency response procedures

At our sites, we have introduced the following emergency response and prevention measures compliant with the Russian laws:

- **accident management action plans** for all hazardous industrial facilities as defined by the Russian laws developed;
- **training sessions and drills** held in 2024:
 - **134** test alerts;
 - **654** fire training sessions;
 - **123** evacuation drills;
 - **7** joint fire drills with EMERCOM;
- in 2024, Rostekhnadzor supervised all test drills conducted across class 1 hazardous facilities and assessed the results as positive;
- in 2025, we plan to hold joint drills at the inter-plant ammonia pipeline by engaging the manpower and resources from the city of Cherepovets.

KEY RESULTS IN 2024

In 2024, PhosAgro maintained an impeccable safety record with zero accidents or 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 the previous year), and the number of transport incidents decreased by approximately half compared to 2022.

TARGETED PROGRAMME FOR UPGRADING APATIT’S FIRE SAFETY SYSTEMS IN 2025–2029

In 2024, the facilities of the Cherepovets site, Kirovsk, Volkhov and Balakovo branches were audited by the OHS Directorate (the customer) for the availability and compliance of fire protection systems with the requirements of applicable rules and regulations. The audit helped identify facilities that require repairs, replacement or installation of new automated fire safety systems. In 2024, we completed the initial cost assessment for the targeted programme.

The programme is being implemented as required by a corporate order on the creation of working groups across the branches of Apatit, with the following key requirements established in its regard:



defining goals and objectives at various management levels;



providing the implementation timeline;



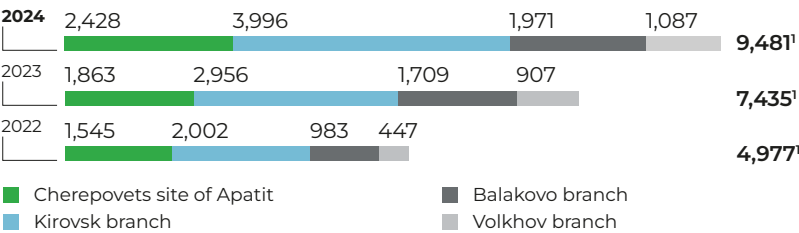
prioritising activities according to the work stages;



outlining the financing procedure.

OHS expenses of Apatit, RUB mln

MED 27



The significant increase in OHS expenses is primarily related to greater investments in providing employees with personal protective equipment, organising and conducting professional risk assessments with specialised organisations, medical support for

employees, examination of industrial safety, and the implementation of two targeted programmes as part of the Comprehensive Target Programmes for Hazardous Facilities and improving the operational reliability of buildings and structures.

¹ The total may differ from the sum of parts due to rounding.

WORK-RELATED INJURIES

GRI 403-9, SASB RT-CH-320a.1, RT-CH-540a.1, MED 29

In 2024, there were no fatalities across the Company's facilities, and the total number of minor work-related injuries decreased. There was a total of 32 injuries recorded in 2024 compared to 33 in 2023. Of these injuries, 17 occurred to employees of contractors, subsidiaries and affiliates, and 15 to PhosAgro's own staff (compared to 24 and 9 in 2023, respectively).

We were deeply saddened by the accident which occurred at the production site of Apatit's Kirovsk branch in October 2023, resulting in an employee sustaining a serious injury. Subsequently, the employee died in a medical facility; however, the

injury sustained in the accident was not the direct cause of his death. The investigation has been completed. We have thoroughly analysed the circumstances of the fatality and communicated conclusions and recommendations on preventive measures, including a range of technical and organisational steps, to the management and employees of the facility.

The Company firmly believes that our primary challenge lies in minimising the "human factor" – dangerous employee actions¹ that account for over 90% of all injuries. Rolling out the existing methods and tools in the field of occupational safety among

personnel of contractors, as well as subsidiaries, affiliates and managed companies, will further reduce the level of occupational injuries among this category of personnel.

Most of the injuries reported in 2024 were related to striking against objects, falls while moving, and falls from heights.

The main causes of work-related injuries in 2024 were poor work organisation, violations of labour and industrial discipline, personal negligence, and underestimation of risks by the injured persons.

LTIFR², per mln of hours worked

Item	2022	2023	2024
Employees, including	0.32	0.37	0.56
Cherepovets site of Apatit	0.12	0.32	0.57
Kirovsk branch	0.22	0.41	0.59
Balakovo branch	0.80	0.00	0.31
Volkhov branch	0.88	0.80	0.76
Employees + staff of external contractors (including subsidiaries, affiliates, and managed companies, Boundary A ³)	0.38	0.61	0.54
Employees + staff of external contractors (including subsidiaries, affiliates and managed companies, Boundary B ⁴)	0.40	0.64	0.57

Fatalities as a result of work-related injury, per mln of hours worked

Item	2022	2023	2024
Employees	0.05	0.00	0.00
Staff of external contractors (including subsidiaries, affiliates, and managed companies, Boundary A)	0.00	0.00	0.00
Staff of external contractors (including subsidiaries, affiliates, and managed companies, Boundary B)	0.00	0.00	0.00

¹ Include aspects such as inadequate control by distribution information systems, work permit violations, poor coordination, etc.
² Lost time injury frequency rate, excluding fatalities.
³ Boundary A: the above data includes subsidiaries, affiliates and managed companies within the Group that are covered by the occupational injury accounting system: Tirvas, Gorny Tsekh, PromTransPort, Korporativnoe pitanie, Construction Materials Centre, DROZD-Khibiny, NIUIF, Aeroport, SMART, Teleset, Khibiny Electricity Retail Company, Ecoprom, Tirvas Public Catering, Khibiny Airport, PhosAgro Education Centre, Mekhanik, PhosAgro Engineering Centre, Trading House PhosAgro. Some of them are non-profit organisations or are not subsidiaries or affiliates of Apatit.
⁴ Boundary B: the above data includes the following subsidiaries, affiliates and managed companies of Apatit: Tirvas, Gorny Tsekh, PromTransPort, Korporativnoe pitanie, Construction Materials Centre, Aeroport, Teleset, Khibiny Airport, Mekhanik, Khibinskaya Teplovaya Kompaniya.

THE COMPANY PLANS TO CONTINUE IMPLEMENTING ITS SAFETY IMPROVEMENT STRATEGY BY LEVERAGING ADVANCED SAFETY TOOLS AND MODERN COMPREHENSIVE SOLUTIONS AND APPROACHES THAT HAVE ALREADY PROVEN EFFECTIVE, INCLUDING:



senior management's leadership and commitment to health and safety;



providing employees with modern and effective personal and collective protective equipment;



developing and updating e-courses to educate employees in corporate health and safety requirements;



allocating sufficient funding to ensure occupational, industrial and fire safety;



involving blue-collar workers (OHS officers) in directly managing health and safety in their business units;



integrating corporate health and safety requirements into the work of contractors;



knowing and applying international and domestic best practices;



reviewing the structure and functions of occupational health, industrial safety and fire safety services with a focus on enhancing control and preventive work;



digitalising data management processes to support high-quality analysis and effective management decision-making.



improving the internal incident investigation process to identify and eliminate root causes;



developing and implementing a system of incentives motivating all categories of employees for safe working practices;



selecting and appointing highly qualified leaders to key positions in occupational health, industrial safety and fire safety services;

Severe injuries (excluding fatalities), per mln of hours worked

Item	2022	2023	2024
Employees	0.00	0.04	0.19
Staff of external contractors (including subsidiaries, affiliates, and managed companies, Boundary A))	0.04	0.17	0.09
Staff of external contractors (including subsidiaries, affiliates, and managed companies, Boundary B)	0.04	0.19	0.10

Work-related injuries, per mln of hours worked

Item	2022	2023	2024
Employees	0.36	0.37	0.56
Staff of external contractors (including subsidiaries, affiliates, and managed companies, Boundary A)	0.44	0.82	0.53
Staff of external contractors (including subsidiaries, affiliates, and managed companies, Boundary B)	0.48	0.89	0.57

Number of hours worked by the Company’s employees and staff of external contractors

Item	2022	2023	2024
Employees	22,196,069.58	24,508,418.38	26,565,896.28
Staff of external contractors (including subsidiaries, affiliates, and managed companies, Boundary A) ¹	27,194,133.46	29,222,666.40	32,161,864.87
Staff of external contractors (including subsidiaries, affiliates, and managed companies, Boundary B) ²	25,096,915.52	26,884,527.13	29,648,573.59

Work-related injuries in 2022–2024

Branch	Minor injuries			Severe injuries			Fatal injuries			Total		
	2022	2023	2024	2022	2023	2024	2022	2023	2024	2022	2023	2024
Cherepovets site of Apatit	1	3	5	–	–	1	–	–	–	1	3	6
Balakovo branch	2	–	1	–	–	–	–	–	–	2	–	1
Volkhov branch	2	2	2	–	–	–	–	–	–	2	2	2
Kirovsk branch	2	3	2	–	1	4	1	–	–	3	4	6
Subsidiaries and affiliates, Boundary A	6	11	8	1	4	1	–	–	–	7	15	9
Subsidiaries and affiliates, Boundary B	6	11	8	1	4	1	–	–	–	7	15	9
External contractors	5	8	6	–	1	2	–	–	–	5	9	8

TRANSPORT SAFETY

SASB RT-CH-540a.2

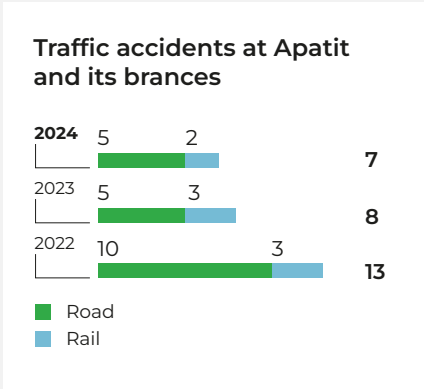
From 2022 to 2024, PhosAgro Group was able to reduce the total number of traffic accidents (by 46%), from 13 accidents in 2022 to seven in 2024.

The initiatives implemented by the OHS Department and transport departments to mitigate traffic accident risks includes drafting internal regulations to ensure safe operation of motor vehicles, self-propelled machines, and rail transport, performing targeted and full-scope inspections of vehicles used by our contractors, subsidiaries, enhancing the competencies and skills of PhosAgro employees responsible for operating all types of transport, and introducing various technical solutions to mitigate risks of traffic accidents.

In the Kirovsk branch, testing of an electronic collision prevention system on quarry dump trucks

has been successfully completed, with installation preparations now underway. Meanwhile, at the Cherepovets site, pilot tests have begun on shunting diesel locomotives using an innovative onboard computer vision system based on artificial intelligence. Based on these test results, the Company will decide whether to scale the project across the entire locomotive fleet. Mobile road safety teams operate effectively at all Company sites, monitoring compliance with both federal and local road safety requirements among all road users. The Company also places strong emphasis on driver and vehicle operator development, with personnel regularly undergoing defensive driving training and participating in professional skill competitions. The winners of these events go on to represent the Company at national

and international competitions, where they consistently achieve award-winning results.



OCCUPATIONAL DISEASES

GRI 403-6, 403-7, 403-10

PhosAgro places a strong emphasis on disease prevention, health improvement, and high-quality affordable healthcare and prevention for the employees of its facilities.

In 2022–2024, there were no fatalities caused by occupational diseases.

In the reporting year, 46 employees of Apatit were diagnosed with occupational diseases (compared to 58 in 2023 and 15 in 2022), which represents less than 0.2% of the total average headcount. In 2024, 12 employees were diagnosed with occupational diseases (compared to 2 in 2023). These employees are representatives of subsidiaries and managed companies and perform their duties at the Cherepovets site and Kirovsk branch of Apatit.

The main causes of these occupational diseases were lasting exposure to general vibration beyond maximum permissible levels, physical exertion, and functional overstrain of individual organs and systems in respective locations.

As part of preventive care and health promotion efforts for employees and veterans in 2024, the Company purchased 4,900 vouchers for them to go to health resort facilities. Employees and members of their families have access to corporate recreation centres and health resorts in Southern regions at a reduced price. In 2024, over 1,200 vouchers were granted for employees to spend their holidays at southern health resorts.

More than 25,000 employees, their family members, and pensioners enjoyed vacations at corporate recreation centres.

GRI 403-10

Number of employees diagnosed with occupational diseases¹

Branch	2022	2023	2024
Cherepovets site of Apatit	1	2	0
Kirovsk branch	14	58	57
Volkhov branch	0	0	0
Balakovo branch	0	0	1
Total	15	60	58

PhosAgro Group's facilities have corporate fitness centres, which include game halls, gyms, and swimming pools and are available to employees on a daily basis. The pool of our Cherepovets facility offers classes in water aerobics and swimming lessons, both very popular among employees. In 2024, over 29,000 people visited the Cherepovets sports and recreation facility.

An annual sports contest (Spartakiad) is held for employees in 18 sports. Teams in football, volleyball, and other sports represent the Company in various levels of competitions, including national ones.

Since 2020, our production facilities provide free psychological support to employees, with in-house psychologists available to them for counselling and advice. As part of the Employee Mental Health Support programme, the Company offers meetings in person, online interviews, and comprehensive events such as webinars, training sessions, and marathons to minimise conflicts in teams, improve psychological resilience, and increase performance. In 2024, on-site psychologists received 4,280 requests from the Company's employees.

In 2024, the Balakovo branch of Apatit opened three psychological relief rooms across its production units.

The Company continued its active implementation of the Well-being and Health programme, successfully launching projects such as PhosAgro Sport Walkers club (Apatit), the Healthy Lifestyle Mania movement (Balakovo branch), and corporate running events (Balakovo, Volkhov, and Cherepovets). These initiatives were designed to introduce employees to the benefits of an active lifestyle and increase participation in regular physical and sporting activities.

To promote traditional spiritual values, improve social and psychological climate in the team, and enhance emotional well-being, the Company does a lot to help build and reconstruct Orthodox churches.

Those employees whose children are involved in the DROZD project (Educated and Healthy Children of Russia) annually take part in several joint training sessions and sports contests held among families. At the DROZD sports facilities, our employees can work out and get ready for GTO (Ready for Labour and Defence) fitness tests.

¹ The 2023 Integrated Report included data for PhosAgro's own staff only, while this table also covers staff of subsidiaries, affiliates, and managed companies.

EMPLOYEE TRAINING

As part of OHS training and knowledge assessment, employees completed the following types of courses in 2024:

GRI 403-5

Type of training	Training on OHS requirements			Training on the use of PPE	First aid training
	Training on general occupational health and safety matters and the OHS management system	Training on methods and techniques of staying safe during works involving exposure to harmful and/or hazardous production factors (as identified by special assessment of workplace conditions and occupational risk assessment)	Training on methods and techniques of staying safe during high-risk works that are subject to additional requirements under statutory OHS regulations		
Number of own staff	3,210	14,385	4,346	9,374	5,879

PhosAgro makes efforts to improve OHS competencies and knowledge of its staff. Employees of PhosAgro Group undergo online and in-person training. Our e-courses are easy to understand since they are made in the form of illustrated slides with key highlights on them. In particular, we offer an e-course on corporate OHS standards. It is followed by tests to check the knowledge and understanding of the standards and requirements.

Whenever required, the courses developed earlier are updated following changes in the law and the Company's internal regulations. In 2024, we developed and updated the following e-courses:

- Contractor safety requirements
- LOTO system in maintenance and repairs
- “Golden Rules” of OHS;
- Regulations on Arranging and Holding Leadership Visits at Apatit Business Units;
- Regulations on Risk Hunting;
- Health and Safety Management System at Apatit;

- Procedure for the Placement of Mobile (Modular) Buildings and Structures (Accommodation Units) at Apatit's Premises;
- Management of contractors' organisational and technical documents.

14,700

employees of Apatit completed 18 e-courses in occupational safety¹

Employees undergo OHS training, including that in basic fire safety and electrical safety, industrial safety pre-certification sessions, and drills in the Vysota training centre.

All our employees, from managers to blue-collar staff, receive occupational health and safety briefing and training as required by the Russian

laws. Furthermore, employees of the Company and contractors are offered a number of additional courses.

We use animated videos to improve OHS training and remind employees about workplace safety.

GRI 403-8, 403-1

In 2024, our health and safety management system covered 100% of the Company's employees. All our employees (executives together with blue- and white-collar staff) take OHS training as required by the national laws, as well as additional training. The minimum required training is provided to each and everyone, including all visitors and representatives of contractors as part of the introductory briefing.

Transformation of safety culture and OHS management system

Since 2021, we have been running a project – Transformation of Safety Culture and OHS Management System – focused on switching to proactive OHS management.

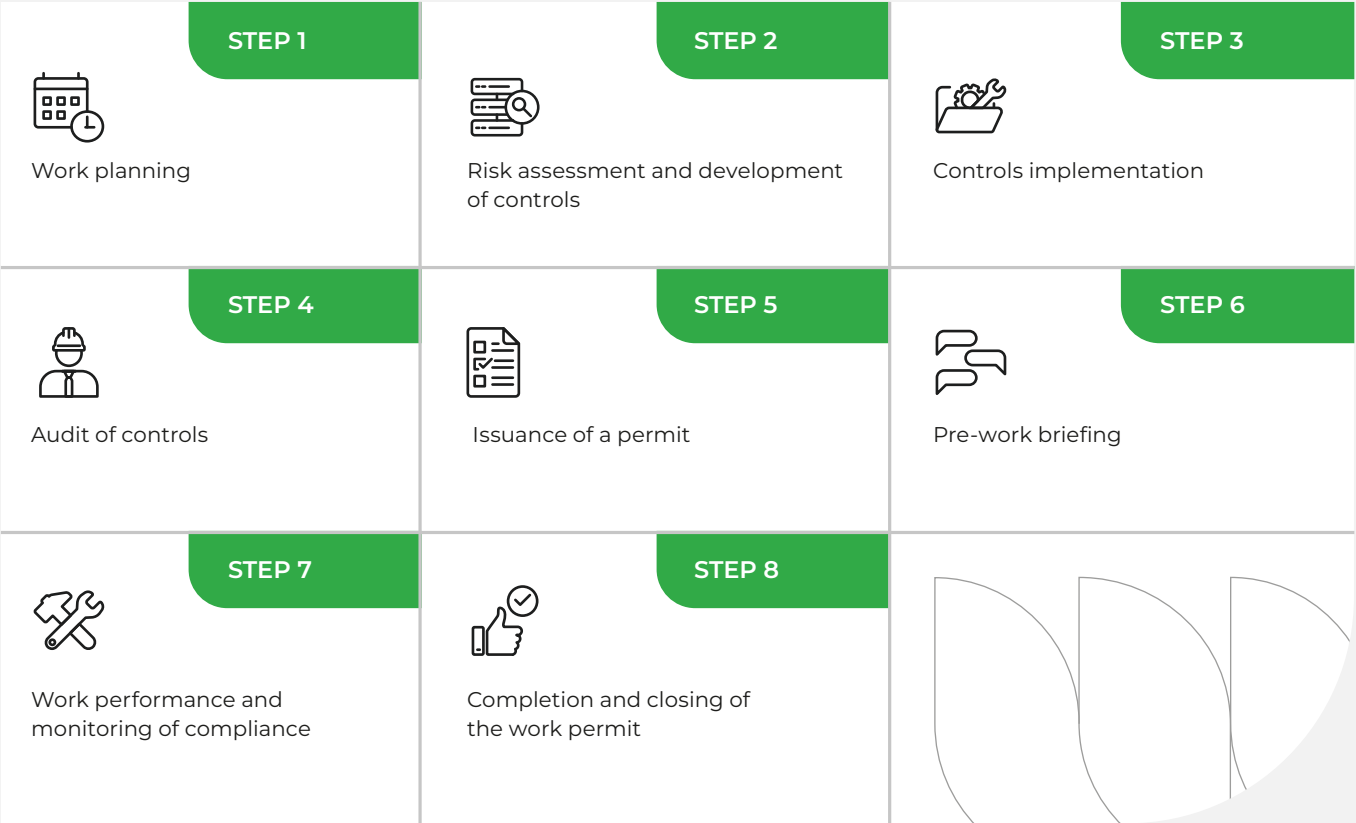
The project covers key business units of Apatit, entities under management, subsidiaries and affiliates, and key third-party contractors engaged by our production sites.

In December 2023, PhosAgro conducted an assessment of safety culture levels across all production units of Apatit and its branches. Following this evaluation, in 2024, strategic sessions were held in each structural unit to develop targeted corrective measures for enhancing safety culture performance.

In 2024, the Company decided to extend this initiative.

As part of project 255PB “Transformation of safety culture and OHS management system”, which aims to improve work permit system efficiency and develop safety leadership capabilities among N2–N4 level managers, the Company made a decision in 2024 to extend the project timeline into 2025. The diagnostic assessment measuring achievement of the project's target goal (safety culture level 3.1 as per the Bradley curve) has been rescheduled for late 2025.

Target model of work permit system



¹ Apatit, including its branches and standalone business units.

$180 \rightarrow 181$