

with environmental responsibility. For instance, at the Volkhov plant mentioned earlier, we implemented a process steam utilisation system, which now fulfils over 80% of the facility's electricity requirements through self-generation.

Sustainable development and our business are inseparable. Our steady production growth does not conflict with our ESG commitments; rather, it empowers us to continuously expand support for employees, as well as social and charitable projects both our operating regions and on a national scale.

Our social and charitable project funding exceeded a record RUB 14 bln in 2024, up 20% from 2023. This includes expanded support for the Educated and Healthy Children of Russia (DROZD) initiative promoting youth sports; Our Favourite Cities programme to improve urban infrastructure in our regions; and our education support programme along the school–college–university–enterprise pathway.

Our educational programmes represent investments in both our business future and the industry's long-term development. By training talent from school level onwards, we build a robust and steadily growing pipeline of qualified graduates joining PhosAgro Group. Over the past decade, we have welcomed more than 3,500 engineers and skilled workers trained through the Company's support initiatives.

Employee welfare and community care have remained central to our corporate ethos since inception.

Average wages at PhosAgro rose by 67% over the past three years, reaching RUB 183,700 in 2024 – substantially outpacing inflation.

While we build a sustainable business for people rather than accolades, external recognition remains gratifying.

In February 2024, PhosAgro secured victory in most categories and received the Grade 1 Responsible Business Leadership national award established by order of the Russian President. In March 2025, the Company once more won this award with the highest final score.

In October 2024, RAEX, Russia's leading non-credit rating agency, upgraded PhosAgro's ESG rating from AA to AAA – the highest possible assessment. We became the first company to achieve this top-tier rating and led RAEX's ESG ranking across both chemical industry players and all 80 rated firms. Additionally, PhosAgro is the leader of the MOEX-RAEX ESG Balanced Index, with a maximum 7.7% weighting.

I was personally honoured to receive the Best Independent Director award in the Top 1,000 Russian managers ranking. Having served as an independent director for over a decade, I was elected Chairman of PhosAgro's Board in 2022 and subsequently re-elected in 2023 and 2024. I am deeply grateful to the team for their trust and for the collaborative work we continue to undertake for the benefit of PhosAgro Group and the broader market.

How do you envision the Company in 2025?

I am confident we will continue on a trajectory of growth, further enhancing production and financial performance while simultaneously expanding support for social and charitable initiatives. PhosAgro Group will continue to invest in strengthening vertical integration, particularly in key feedstock inputs production, to maintain a leading position among the most competitive phosphate fertilizer producers. I am optimistic about the Company's outlook, particularly given the increasing global emphasis on sustainable agricultural practices and public health. Our eco-friendly fertilizers are vital to both producing high-quality crops and ensuring global food security by effectively enriching soils with essential nutrients.

My heartfelt thanks to everyone contributing to our success: employees, partners, and contractors who have been instrumental in implementing investment programmes and achieving strategic goals. I extend particular gratitude to our shareholders and customers – your trust and support inspire PhosAgro to reach new heights.

CEO's statement



2024 was a year of sustainable growth in PhosAgro Group's operational and financial performance, laying a solid foundation for further expansion.

The Company once again demonstrated the effectiveness of its business model, the professionalism of its team, its deep market expertise, and the ability to deliver strong results while adapting to shifting market conditions.

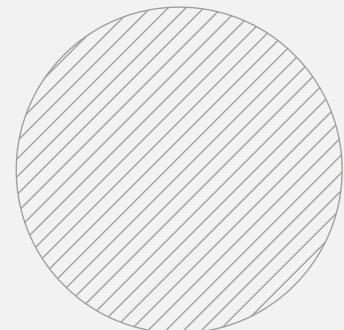
This success stems from our unwavering commitment to sustainability and responsible business practices, deeply embedded in our goals and daily operations. While we update strategies and modernise production, one constant remains: PhosAgro Group ensures farmers in our core Russian market and globally have access to high-quality, eco-friendly fertilizers<sup>1</sup>.

Mikhail Rybnikov

Chief Executive Officer of PJSC PhosAgro



<sup>1</sup> Certified for environmental compliance under the Vitality Leaf international standard.



Vertical integration remains a cornerstone of our competitive edge, which is why we pay meticulous attention to the production site where our value chain begins.

In 2024, the Cherepovets site produced 5.5 mt of phosphate-based fertilizers, a 6% increase y-o-y. This growth was driven, in particular, by effective programmes to build new and upgrade existing sulphuric acid capacities along with the generations-long dedication and expertise of our sulphuric acid production team.

The Volkhov site launched a ground-breaking new mega-plant, boosting its annual fertilizer production by over 4x compared to 2019 (to more than 1 mtpa) and phosphate rock processing by over 5x (to more than 1.5 mtpa).

Our consistent efforts to expand production, tap new deposits, and upgrade key capacities underpin the Company's business resilience and growth. These projects not only boost output but also create a platform for future expansion and efficiency gains. In the coming years, PhosAgro Group will continue strategic development, strengthening its industry position and offering cutting-edge fertilizer and mineral solutions.

In 2025, we will prioritise debt reduction and repayment over refinancing, despite accessible debt markets, to reduce servicing costs and strengthen our position as a highly rated, reliable borrower.

We are confident that 2024's achievements will propel future successes. I extend my gratitude to the entire PhosAgro Group team for their professionalism and dedication, and to our partners, clients, contractors, and suppliers for their invaluable role in these outstanding results.

<sup>1</sup> Apatit is included in the Unified State Register of Manufacturers of Agricultural Products, Food, Industrial and Other Products with Improved Characteristics.