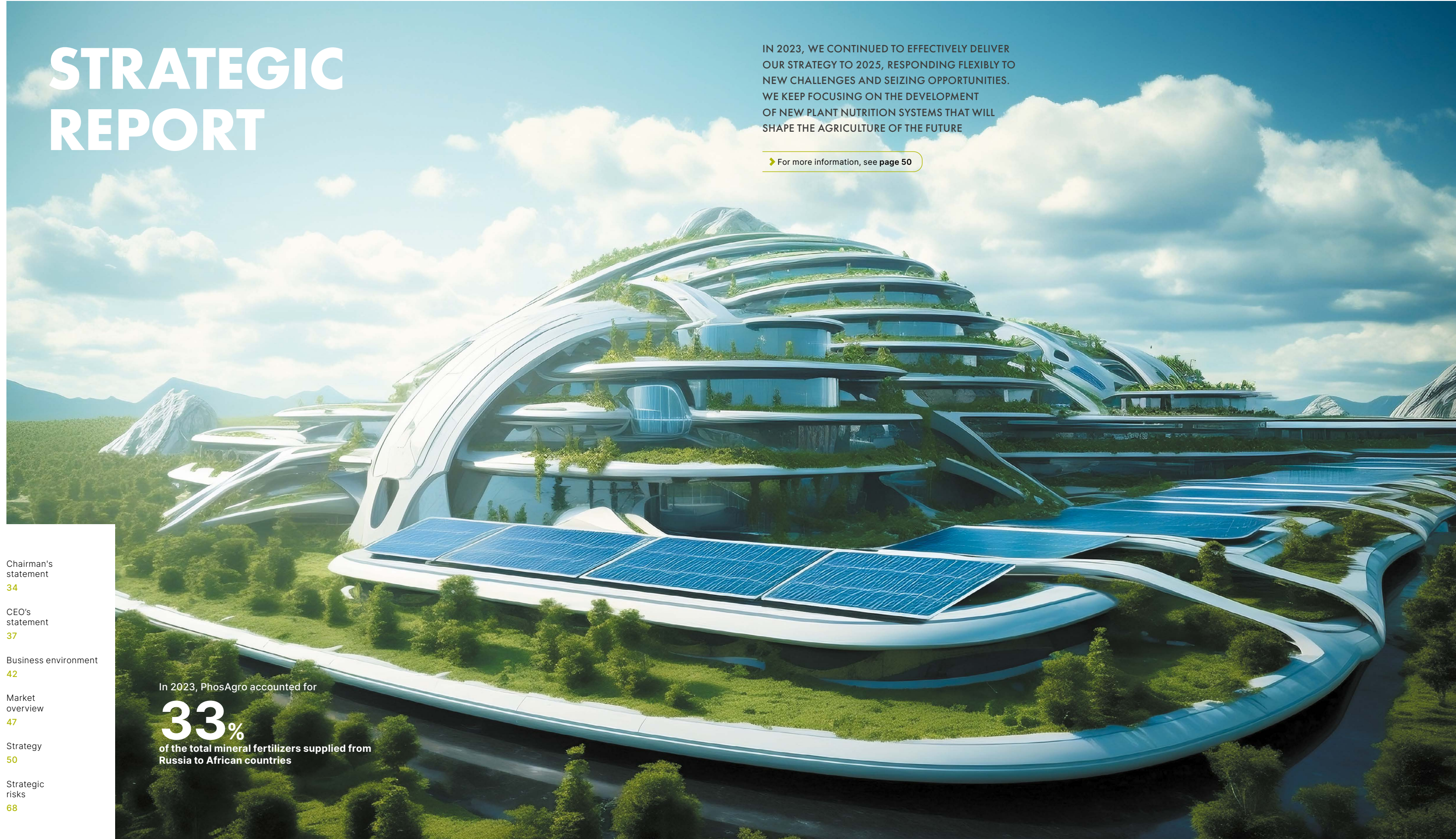


STRATEGIC REPORT

IN 2023, WE CONTINUED TO EFFECTIVELY DELIVER OUR STRATEGY TO 2025, RESPONDING FLEXIBLY TO NEW CHALLENGES AND SEIZING OPPORTUNITIES. WE KEEP FOCUSING ON THE DEVELOPMENT OF NEW PLANT NUTRITION SYSTEMS THAT WILL SHAPE THE AGRICULTURE OF THE FUTURE

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In 2023, PhosAgro accounted for **33%** of the total mineral fertilizers supplied from Russia to African countries