



THE COMPANY'S ROLE IN THE INDUSTRY



No 1

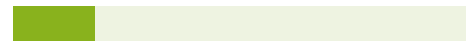
globally as a producer of high-quality phosphate rock (P_2O_5 content at 39% and above)

Share of the Company's supplies in the key sales markets (share of DAP/ MAP/NPS/NPK supplies in total regional imports, 2020 estimates), %

Russia – 57%
(share of total supplies)



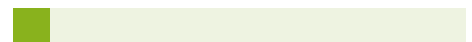
Europe – 18%



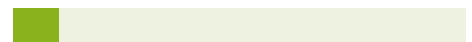
North America – 6%



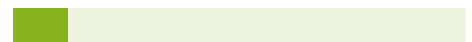
Latin America – 8%



Africa – 10%



India – 12%



Sources: CRU, RAFP



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in Europe in terms of urea and mineral fertilizer capacity concentrated at one production facility (Apatit, Cherepovets)



One of the **top-5**

global producers of DAP/MAP by capacity



100+

products supplied to countries covering all inhabited continents



Europe's largest producer of phosphate-based fertilizers¹

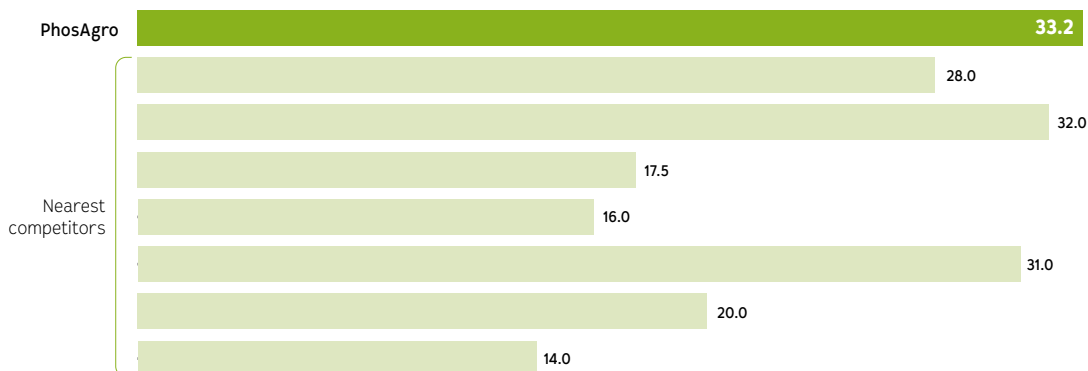


Leading supplier of all types of mineral fertilizers in the Russian market in aggregate terms



The only Russian and one of the leading European producers of feed phosphate (MCP) and liquid complex fertilizers

Peer comparison by EBITDA margin, 2020



¹ By total production capacity for DAP/MAP/NP/NPK/NPS.