

**2019 HIGHLIGHTS¹****HR metrics**

In 2019, the Company's headcount (at Apatit and its branches) averaged 10,882.

Most PhosAgro employees work on a full-time (99.93%) and permanent (94.18%) basis.

Average overall headcount of PhosAgro companies

17,484 people²

Company's headcount by region, people¹**10,882**

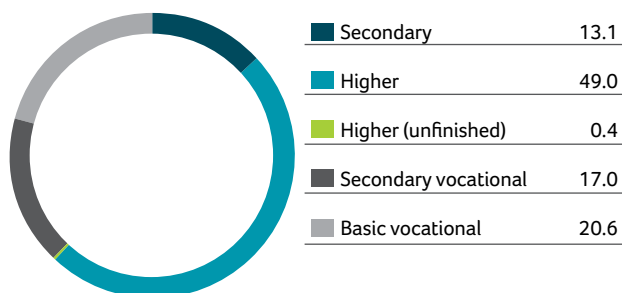
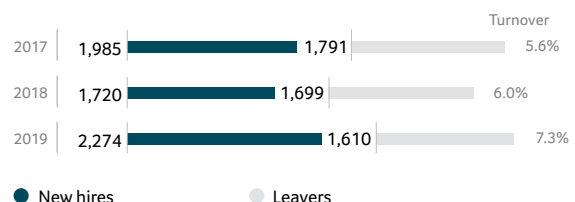
Company's average headcount for 2019

Employees by gender and age, %¹

	Men	Women
Below 25	3.1	1.9
25–34	22.3	11
35–44	21.6	13.3
45–55	12.5	9.2
Above 55	3.1	2.1

Employees by category, %¹

	Men	Women
Blue-collar workers	40.8	17.4
White-collar workers	11.5	17.0
Executives	10.3	3.1

Employees by education, %¹**Key personnel turnover indicators, people¹**

¹ To ensure compliance with the materiality principle and comparability with historical data, the data is disclosed only on Apatit, including its branches and standalone business units. The disclosure does not include information on other companies that are part of the group to which Apatit and PhosAgro belong. Starting with the 2020 reports, the scope of disclosure will cover all of PhosAgro Group employees.

² Employees of all companies that are part of the group to which Apatit and PhosAgro belong.