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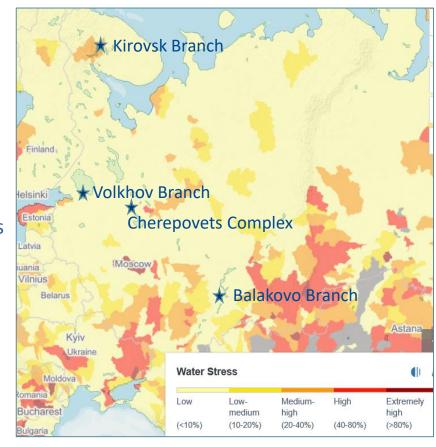
Overview of water resources supply in the Company's presence regions

Water resources supply in the Company's presence regions

- The issues of fresh water intake and effluent discharge remain a constant focus of attention of the Company's management. To address these issues, we carry out own monitoring of activities, compile reports in accordance with national and international standards, such as the GRI, participate in regional initiatives and in the "Revival of the Volga" Federal Project.
- The Company has assessed the risks associated with water supply in the regions of our presence. We regularly monitor, collect and analyze relevant information. All risks are an integral part of the business strategy. On an ongoing basis, detailed risk reviews are submitted for consideration by the senior management.

On the right, you can see a copy of the map from the WRI website, on which the locations of PhosAgro's production sites are marked with stars. According to international sources Water Risk Atlas (www.wri.org) and Water Risk Filter (https://waterriskfilter.panda.org), all sites of the company are located in the areas of low- and medium-level water stress.

Link to the map source: https://www.wri.org/applications/aqueduct/water-risk-atlas/#/?advanced=false&basemap=hydro&indicator=bws_cat&lat=55.593245291919004&lng=4.447263479232789&mapMode=view&month=1&opacity =0.5&ponderation=DEF&predefined=false&projection=absolute&scenario=optimistic&scope=baseline&timeScale=annual&year=baseline&zoom=4





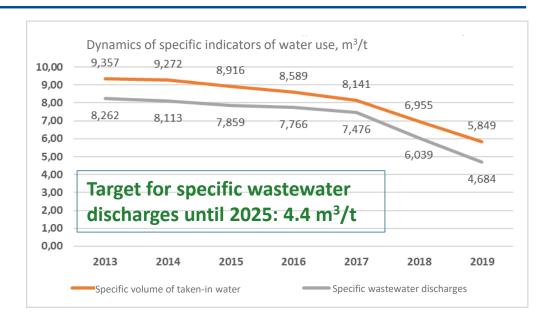
Water Strategy Overview of water consumption and wastewater discharge within the Company

Monitoring and planning of activities in terms of water intake, treatment and wastewater discharge.

The company constantly monitors the level of environmental impact and improves its activities in order to reduce this impact and save resources.

By introducing new technologies with lower environmental impact, we can produce better products and significantly reduce their ecological footprint.

On the right, the table and the diagram provide indicators of specific water consumption, wastewater discharge and pollutants. All indicators show positive dynamics. For example, the specific discharges of pollutants in 2019 reached the level 6 times lower than in 2013, while specific indicators of the volume of the taken-in water and wastewater discharges decreased by 1.6 times and 1.8 times, respectively, against 2013.



Indicator	Unit of measurement	2013	2014	2015	2016	2017	2018	2019
Specific volume of taken-in water	m³/t	9.357	9.272	8.916	8.589	8.141	6.955	5.849
Specific wastewater discharges	m³/t	8.262	8.113	7.859	7.766	7.476	6.039	4.684
Specific discharges of polluting substances	kg/t	3.684	3.301	3.255	1.257	1.031	0.772	0.614



Drivers for the Water Strategy development

The main drivers for the development of the Water Strategy include:

- The Company's policy, approved by the senior management, containing commitments on:
- reduction of the negative impact on the environment,
- preservation of the natural ecosystems,
- resource saving;
- Participation of the Company in the "Revival of the Volga" Federal Project;
- Striving to achieve the highest possible level of production culture through the introduction of the cutting-edge examples of the best available technologies (BAT) and technical solutions; for example, the Volkhov and Balakovo branches of Apatit JSC have implemented projects to organize a closed-loop water circulation system at their production facilities, and thereby have almost eliminated the discharge of wastewater from their production sites.
- Contributing to the achievement of the UN Sustainable Development Goals, in particular SDG 6: Clean water and sanitation.
- Continuous support of projects for the reproduction of aquatic biological resources, volunteer activities, e.g. cleaning the banks of water bodies;





Objectives of the Water Strategy

Description of the Objective	Expected Outcome
1) Improving the efficiency of water use and setting reasonable targets for the intake, discharge of wastewater and water consumption.	Reduced costs of water, wastewater discharge and a positive impact on production costs.
2) Fostering the Company's culture of responsible consumption of water resources and respect for water bodies as an integral part of the environment. Creating a positive image for stakeholders: The company responsibly approaches the consumption of water resources and systematically reduces the impact on natural ecosystems.	Reduction of the Company's ecological footprint (volume of taken-in water, water consumption, wastewater discharge and discharge of pollutants with wastewater).
3) Improving the quality of reporting, transparency of the Company's activities and creating value in interaction with stakeholders (consumers, investors, NGOs and etc.)	Raising the positions in ESG ratings, improving the Company's image as a responsible member of the society. Compilation of CDP water reporting, their compliance with the requirements of stakeholders.
4) Compliance with legal and other requirements, including voluntary commitments (UN SDGs (6, 9 and 12), international standard ISO 14001).	Confident and stable activities that meet the requirements of the legislation, the expectations of stakeholders and ensure the improvement of the Company's positions in international ESG ratings.









Stages of the Water Strategy implementation

Stage	Timeline	Status
1. Development of the principles of the Strategy.	August – September 2020	Completed
2. Preparation of a list of water consumption projects for	August – September 2020	Completed
implementation under the Strategy.		
3. Preparation of a list of wastewater discharge reduction	September – October 2020	In progress
projects for implementation under the Strategy and assessment		
of specific indicators of wastewater discharge, taking into		
account the activities within the Strategy.		
4. Approval of the Water Strategy by the Sustainable	November 2020	In progress
Development Committee of the Board of Directors.		
5. Implementation of the approved activities included in the	As scheduled throughout the entire period	In progress
Strategy.	of the Strategy implementation	
6. Implementation of the non-approved activities included in the	As scheduled throughout the entire period	In progress
Strategy.	of the Strategy implementation	
7. Monitoring and tracking the results of the implementation of	According to the plan, during the entire	In progress
the Water Strategy.	period of the Strategy implementation at	
	the meetings of the Sustainable	
	Development Committee of the Board of	
	Directors	



Action plan under the Water Strategy, Balakovo

		Action	Water consumption/ wastewater discharge	Status	Implementation period****	Description of the effect from the implementation
	1 *	Construction of a new turbine unit of type P.	Water consumption	PDW development is in progress.	2023	Due to the reduction of live steam in the flow path of the turbine, the PRDS are unloaded, the volume of the feed water injection for steam cooling is reduced, and the discharge of the excess steam to the spark plug decreases (saving of river water by reducing the WPP load).
:	2 *	Technical re-equipment of TS No. 3, 4 PFS	Water consumption	Preparation of materials for the ITC.	2023	The AG (ammoniator-granulator) SB (drum-type drier) technology will make it possible to work at higher densities of the reaction mass, the rate of consumption of the feed water in the production of fertilizers is 2 times lower than that for BGS (drum-type granulator-dryer). Increased efficiency and reduction of feed water consumption rates up to 2 times.
	1.3	Construction of treatment facilities at CP discharges.	Water consumption/ wastewater discharge	Elaboration of the action to determine the main approaches and solutions.	2023	Return of treated effluents to production cycles. The treated wastewater is delivered through the sludge collector system for re-use in the production process.
1	.4 **	Installation of AC (air coolers) on steam plugs.	Water consumption	Elaboration of the action to determine the main approaches and solutions.	2023	Return of condensate, discharged steam to the feed water treatment cycle.

Cumulative effect *** in terms of reduction of water consumption from 2023: > 600,000 m³/year

Cumulative effect *** in terms of reduction of wastewater discharges from 2023: 300,000 m³/year

* within the investment program "Development Program of the Balakovo Branch of Apatit JSC";

- ** not required to perform for the construction of a new turbine unit (clause 1.1);
- *** hereinafter, the provided effect of activities takes into account the implementation of non-approved actions and includes both a decrease from the current values and the prevention of new volumes of water consumption/wastewater generation.

**** regarding the non-approved activities, adjustment is possible upon the consideration in accordance with the regulations adopted by the Company.

Hereinafter, in the tables, the scheduled activities are color-coded:

Approved (implemented and expected to be implemented)

Non-approved (prospective)



Action plan under the Water Strategy, Volkhov

	Action	Water consumption/ wastewater discharge	Status	Implementation timeline	Description of the effect from the implementation
2.1 *	Implementation of the drainless water use scheme at the VB, taking into account the commissioning of new capacities and a new water and salt balance at the enterprise.	Water consumption/ wastewater discharge	In progress	Q3 2021	Decrease in the volume of river water intake by 200 m ³ /h due to the re-use of treated water from WTP under conditions of the growing consumption./Maintaining the drainless water use scheme at the VB
2.2 *	Recycling combined heat and power plant with a chemical water treatment scheme.	Water consumption/ wastewater discharge	In progress	Q3 2021	Re-use of condensate for preparation of the boiler water 70 m ³ /h, blowdowns in the WTP system 35 m ³ /h./Re-use of wastewater generated from the heat and power plant (boiler blowdown) and cold water treatment (concentrate), elimination of additional wastewater.
2.3 *	Dry storage of phosphogypsum, construction of the "Dump" facility.	Water consumption/ wastewater discharge	In progress	Q4 2025	Elimination of water circulation for hydrotransport, increase in water consumption in PEFC (Wet-Process Phosphoric Acid Production) technology./Support of the drainless water use scheme at the VB, re-use of the clarified water.
2.4	Transfer of the cooling of the heat exchangers of the central compressor station compressors from river water to a closed WCC with a new cooling tower.	Water consumption/ wastewater discharge	Elaboration	Q4 2022	Reducing the consumption of river water./Maintaining the balance of the drainless water use scheme at the VB, reducing the unbalanced volumes of water in the WTP due to the use of river water.
2.5	Replacement of river water with water from the plant's water circulation in sulfuric acid production at the SK-235 unit.	Water consumption/ wastewater discharge	Elaboration	Q4 2022	Reducing the consumption of river water./Maintaining the balance of the drainless water use scheme at the VB, reduction of the unbalanced volumes of water in the WTP due to the use of river water.
2.6	Separation of the surface runoff of the northern drainage ditch from the territory of the Volkhov Branch of Apatit JSC and other adjacent facilities, with the arrangement of an intercepting pumping station and re-laying of industrial storm sewers.	Water consumption/ wastewater discharge	Elaboration	Q4 2023	Reduction of the surface water discharge into the plant-wide water circulation system from the adjacent facilities to the territory of the Volkhov Branch of Apatit JSC. Reduction of the volume of wastewater treatment at the treatment facilities and reduction of the volume of possible unbalanced waters.

Cumulative effect in terms of reduction of water consumption in 2021 > 1,000,000 m³/year, in 2022 > 3,000,000 m³/year, from 2023: > 3,890,000 m³/year;

Cumulative effect in terms of reduction of wastewater discharge from 2021: > 1,700,000 m³/year, from 2022 > 2,600,000 m³/year; from 2025 > 3,300,000 m³/year.

* Within the investment program "Development of the Volkhov Branch of Apatit JSC until 2025".



Action plan under the Water Strategy, Kirovsk

	Action	Water consumption/ wastewater discharge	Status	Implementatio n timeline	Description of the effect from the implementation
3.1	Replacement of the pumping equipment at the PS of the 2nd rise.	Water consumption/ wastewater discharge	Implementation	Q2 2021	Reducing the consumption of process water of ANOF-2 (Apatite-Nepheline Processing Plant) due to the possibility of optimal control ranges at the PS in accordance with the current demand of the factory.
3.2	Rasvumchorr Mine. Reconstruction of the compressor room.	Water consumption/ wastewater discharge	Documentation prepared, pending approval.	2021-2022	Reduction of water consumption.
3.3	Mine water use in the water recycling system of the DDK RR facilities.	Water consumption/ wastewater discharge	Feasibility study is under development.	2021-2022	Use of water inflows in mine workings for washing away the ore spills on conveyors of the DDK.
3.4	Sami quarry water use for process needs of R&D in mine workings.	Water consumption/ wastewater discharge	Design documentation and detailed design documentation are available. Elaboration.	2021-2022	Bringing the volume of water use of the Sami quarry to the design values, reducing the volume of drinking water purchases from Apatityvodokanal.
3.5	Implementation of the program "Reducing the volume of discharges and improving the quality of wastewater from the outlets of Apatit JSC for 2019 and subsequent years"	Wastewater discharge	In progress	Q4 2021	Elimination of wastewater outlet No. 3, achievement of standard indicators for the content of suspended solids
3.6	Reducing the volume of discharges and improving the quality of wastewater discharges of Apatit JSC for 2018–2019.	Wastewater discharge	Implemented	Q1 2019	Elimination of wastewater outlet No. 8, achievement of standard indicators for the content of suspended solids.

Cumulative effect in terms of reduction of water consumption in 2022: 2,590,000 m³/year, from 2023 > 3,000,000 m³/year

Cumulative effect in terms of reduction of wastewater discharges from 2022: 2,590,000 m³/year, from 2023 > 3,000,000 m³/year



Action Plan under the Water Strategy, Cherepovets Events for 2020 (part 1)

	Action	Water consumption/ wastewater discharge	Status	Implementati- on timeline	Description of the effect from the implementation
Unde	r the investment program "Sulfuric acid production unit with the	capacity of 3,300 ton	s per day".		
4.1	Re-use of sludge water from the SK-3300 water clarification department.	Water consumption/ wastewater discharge	Implemented	Q3 2020	The supply of the flushing sludge water in the amount of approx. 50 t/h of SK-3300 water clarification department in the technical process of chemical water treatment of SWGSS instead of a part of the river water./Elimination of the risk of supply of additional wastewater to the wastewater treatment plant of the OPCS, and, consequently, for the discharge in the amount of 50t/h.
4.2	Return of the additional condensate volumes from the SK-3300 sulfur melting section.	Water consumption/ wastewater discharge	Implemented	Q4 2020	Return of condensate up to 8 t/h to the steam-water cycle of the CWT-CHPP-SKP, replacing a part of the river water required for the preparation of demineralized water./Elimination of the risk of supply of additional wastewater (at the OPCS and in case of a discharge) in case of non-return of the condensate and purification of river water in an appropriate volume.
4.3	Concentrate supply from the reverse osmosis unit of the SK-3300 demineralization department to feed the water circulation cycle (WCC SK-3300) instead of river water.	Water consumption/ wastewater discharge	Implemented	Q4 2020	Reducing the consumption of river water volume of about 50–60 t/h (from the volume of 2020, taking into account the launch of SK-3300)./Elimination of the risk of supply of additional wastewater to the wastewater treatment plant of OPCS, and, therefore, to the discharge in the amount of 50–60 t/h.



Action Plan under the Water Strategy, Cherepovets Events for 2020 (part 2)

	Action	Water consumption/ wastewater discharge	Status	Implementation timeline	Description of the effect from the implementation								
As a p	As a part of the program for optimizing water use at the Cherepovets complex of Apatit JSC in the context of modernization of production in 2020–2025, Stage 1 for PC and NC.												
4.4 *	Reconstruction of the scheme for the return of treated effluent to consumers of the Phosphorus complex.	Water consumption/ wastewater discharge	In progress	Q4 2020	Maintaining the current volume of river water consumption (with an increase in production capacities) through a partial replacement with the treated runoff./Elimination of the risk of supply of additional wastewater to the discharge into the Water body, due to the increase in the volume of the return flow for re-use in the PC workshops.								
4.5 *	Technical audit of the Phosphorus complex water use system	Water consumption/ wastewater discharge	Implemented	Q2 2020	Pre-design study of activities for Stage No. 2 to reduce water consumption./Pre-design study of activities for Stage No. 2 to reduce the volume of wastewater discharge.								
4.6 *	Technical audit of the water use system at the Nitrogen Complex	Water consumption/ wastewater discharge	In progress	Q4 2020	Pre-design study of activities for Stage No. 2 to reduce water consumption./Pre-design study of activities for Stage No. 2 to reduce the volume of wastewater discharge.								
4.7 *	A set of works for inspection and transfer of chemical water treatment of building 303,308 to water supply sources - water of the Suda river and treated wastewater.	Water consumption	In progress	Q3 2020	Pilot testing.								
4.8 *	Utilization of unclaimed steam from the PSMU nitric acid unit at AC.	Water consumption/ wastewater discharge	Implementation (Design and Survey Works)	Q3 2023	Elimination of additional volumes of river water required to replenish steam/condensate losses from PSMU/Elimination of additional volumes of wastewater when treating river water (required to replenish steam/condensate from PSMU)								

Cumulative effect in terms of reduction of water consumption from 2021: > 1,800,000 m³/year;

Cumulative effect in terms of reduction of wastewater discharge from 2021: > 1,800,000 m³/year.

* Under Stage No. 1 of the target program for the optimization of water use at the CB.



Action Plan under the Water Strategy, Cherepovets, prospective program for 2020–2025 (part 3)

	Target indicator/action	Water consumption/ wastewater discharge	Status	Implementati on timeline	Outcome
4.8	The program for the optimization of water use at the Cherepovets complex of Apatit JSC in the context of production modernization in 2020–2025, Stage No. 2, 3 for PC: - reduction of effluent discharges from Na-filters of WPP of SWGSS; - separation of the Industrial Storm Water Discharge System (ISWDS) networks into conditionally clean storm water and saline wastewater; - construction of a saline wastewater treatment scheme with subsequent re-use of the treated wastewater instead of a part of the river water; - optimization of the water-chemical regime of the WCC; - reconstruction of SNKS: purification of surplus water from ShNFG (about 150 m³/h) and additional purification of drainage water from vacuum pumps (about 120 m³/h) for re-use at PEFK (wet-process phosphoric acid production) and SPIM; - Prevention of supply of reagents (technical salt) and raw materials (ammonium sulfate) into storm wastewater.	Water consumption/ wastewater discharge	_	2024–2025	The activities produce the effect of reduced consumption of river water in case of comprehensive implementation. With a decrease in the volume of wastewater discharge to 80% for PC, the decrease in the intake (consumption) of river water will be about 280–350 m³/h (by 13–20%, to be defined during the design stage)./The activities produce the effect when implemented comprehensively. Reducing the volume of wastewater discharge to 80% for the PC.
4.9	The program for the optimization of water use at the Cherepovets complex of Apatit JSC in the context of modernization of production in 2020–2025, Stage No. 2, 3 for AC: - separation of industrial wastewater into conditionally clean wastewater (including storm water) and saline wastewater; - arrangement of a saline wastewater treatment scheme and re-use of treated wastewater to replace a part of the river water; - optimization of the water-chemical regime of the WCC; - reduction of effluent discharge from ion-exchange filters of VPU bld. 345/2, bld. 308 and bld. 303. - arrangement of the accumulating reservoir for storm sewage; - restoration (replacement) of sand traps of the mechanical cleaning scheme of NiOPS-1, to reduce the load for the weighed values on the radial sedimentation tanks; - re-use of treated storm sewage instead of a part of the river water.	Water consumption/ wastewater discharge	Preparation of materials for the ITC (after a technical audit of Stage No. 1)	2024–2025	The activities produce the effect of reduced consumption of river water in case of comprehensive implementation. Presumably, the decrease in the volume of wastewater discharge can be up to 30–35% for the Nitrogen complex (to be defined during the design stage)./The activities produce the effect when implemented comprehensively. Decrease in the volume of wastewater discharge is estimated to be up to 35–70% for NC.

Cumulative effect in terms of reduction of water consumption from 2025: > 8,700,000 m³/year;

Cumulative effect in terms of reduction of wastewater discharge from 2025: > 6,400,000 m³/year



Plan for consideration of activities under the Water Strategy

Key areas of the Water Strategy requiring approval in accordance with the regulations adopted by the Company, and pre-determined timeline for their consideration and making a final decision on the implementation.

	2020	2020 2021			20	22			
	IV	ı	II	Ш	IV	ı	II	III	IV
Balakovo									
Construction of a new turbine unit of type P									
Technical re-equipment of TS No. 3, 4 PFS									
Construction of treatment facilities at CP effluents									
Installation of AC (air coolers) on steam plugs									
Volkhov									
Transfer of the cooling of the heat exchangers of the central compressor station compressors from river water to a closed WCC with a new cooling tower.									
Replacement of river water with water from the plant's water circulation in sulfuric acid production at the SK-235 unit									
Separation of the surface runoff of the northern drainage ditch from the territory of the VB of Apatit JSC and other adjacent facilities, with the arrangement of an intercepting pumping station and re- laying of industrial storm sewers									
Kirovsk									
Replacement of pumping equipment on the PS 2 of the 2nd rise									
Reconstruction of RR compressor room									
Mine water use in the circulating water supply system of DDK RR complexes									
Sami quarry water use for process needs of R&D in mine workings									
Cherepovets	3								
The program for the optimization of water use at the Cherepovets complex of Apatit JSC in the context of modernization of production in 2020–2025, Stage No. 2 for the PC									
The program for the optimization of water use at the Cherepovets complex of Apatit JSC in the context of production modernization in 2020–2025, Stage No. 3 for the PC									
The program for the optimization of water use at the Cherepovets complex of Apatit JSC in the context of production modernization in 2020–2025, Stage 2 for the NC									
The program for the optimization of water use at the Cherepovets complex of Apatit JSC in the context of production modernization in 2020–2025, Stage 3 for the NC									



Review of prospective indicators of water use within the Company

Calculation of specific indicators of water use.

The list of activities to reduce water consumption is shown in 2 sections:

- 1) approved (implemented and expected to be implemented) activities;
- 2) approved + non-approved activities.

With the implementation of the scope of the scheduled activities in accordance with cl. 1, it is possible to reduce the water intake per ton of product + PF by 26% to 5.16 by 2025.

With the implementation of the entire scope of the scheduled activities in accordance with cl. 2, it is possible to reduce the water intake per ton of product + PF by 31% to 4.78 by 2025.

Specific indicators (general) for 2018, 2019 were calculated without taking into account the water taken-in for the benefit of third parties.

lr	Indicators in the implementation of approved (implemented and proposed for implementation) activities													
	Water intake													
Year	Total water intake, thousand m³/year	Transit (for 2020– 2025, the volume of 2019 has been conditionally adopted)	for production needs	Specific per ton of products and PF (total with associated and other waters	Specific per ton of products and PF	Specific per \$ revenue								
2025	197,828	89,453	108,375	5.16	2.83	21.91								
2024	197,333	89,453	107,880	5.16	2.82	22.27								
2023	195,105	89,453	105,652	5.18	2.80	23.20								
2022	193,353	89,453	103,900	5.25	2.82	24.39								
2021	194,731	89,453	105,278	5.43	2.94	28.29								
2020	192,733	89,453	103,280	5.67	3.04	30.04								
2019	190,104	89,453	100,651	5.85	3.10	26.26								
2018	224,166	125,734	98,432	6.96	3.20	26.44								

Possible perspective indicators in the implementation of approved and non-approved activities								
	Water intake							
Year	Total	Transit	for production needs	Specific per ton of products and PF (total with associated and other waters)	Specific per ton of products and PF	Specific per \$ revenue		
2025	183,406	89,453	93,953	4.78	2.45	18.99		
2024	192,126	89,453	102,673	5.03	2.69	21.19		
2023	192,126	89,453	102,673	5.10	2.72	22.55		
2022	194,415	89,453	104,962	5.27	2.85	24.64		
2021	194,731	89,453	105,278	5.43	2.94	28.29		
2020	192,733	89,453	103,280	5.67	3.04	30.04		
2019	190,104	89,453	100,651	5.85	3.10	26.26		
2018	224,166	125,734	98,432	6.96	3.20	26.44		



Overview of prospective indicators of wastewater discharge within the Company

Calculation of specific indicators of water use.

With the implementation of the entire scope of the scheduled activities in accordance with cl. 1, it is possible to reduce wastewater discharge per ton of product + PF by 31% to 4.16 by 2025.

With the implementation of the entire scope of the scheduled activities in accordance with cl. 2, it is possible to reduce wastewater discharge per ton of product + PF by 35% to 3.93 by 2025.

Specific indicators (general) for 2018, 2019 were calculated without taking into account water transferred to third parties.

Indicators in the implementation of approved (implemented and proposed for implementation) activities									
	Wastewater generation								
Year	Total wastewater	Non-	Total volume of	Specific per ton of	Specific per ton of	Specific per \$	Specific per \$		
:	volume, thousand	controlled flows at	wastewater with	products and	products and PF (with	revenue (total)	revenue (with		
	m³/year	KB (conditionally	controlled flows at	PF (total)	controlled flows at KB)		controlled flows at		
		accepted for 2019.),	KB, thousand				КВ)		
		thousand m³/year	m³/year						
2025	159,441	83,510	75,930	4.16	1.98	32.23	15.35		
2024	158,939	83,510	75,429	4.16	1.97	32.81	15.57		
2023	156,723	83,510	73,212	4.16	1.94	34.42	16.08		
2022	155,675	83,510	72,165	4.22	1.96	36.55	16.94		
2021	157,547	83,510	74,037	4.39	2.06	42.33	19.89		
2020	156,490	83,510	72,980	4.61	2.15	45.52	21.23		
2019	156,341	83,510	72,831	4.68	2.24	40.79	19.00		
2018	189,656	116,179	73,477	6.04	2,39	50,94	19.74		

	Possible perspective indicators in the implementation of approved and non-approved activities									
	Wastewater generation									
Year	Total wastewater volume, thousand m³/year	Non- controlled flows at KB, thousand m³/year	Total volume of wastewater with controlled flows at KB, thousand m ³ /year	Specific per ton of products and PF (total)	Specific per ton of products and PF (with controlled flows at KB)	Specific per \$ revenue (total)	Specific per \$ revenue (with controlled flows at KB)			
2025	150,583	83,510	67,072	3.93	1.75	30.44	13.56			
2024	156,544	83,510	73,034	4.09	1.91	32.31	15.08			
2023	154,328	83,510	70,817	4.10	1.88	33.89	15.55			
2022	154,080	83,510	70,570	4.18	1.91	36.17	16.57			
2021	157,547	83,510	74,037	4.39	2.06	42.33	19.89			
2020	156,490	83,510	72,980	4.61	2.15	45.52	21.23			
2019	156,341	83,510	72,831	4.68	2.24	40.79	19.00			
2018	189,656	116,179	73,477	6.04	2.39	50.94	19.74			

