

NAVIGATOR ON UN SDGs

17 UN SDGs are the most important benchmark in our making both strategic and day-to-day management decisions. Committed to the Company's mission and values, which are underpinned by our Strategy to 2025, we look to contribute to, and monitor the progress against, the targets of our eleven priority UN SDGs.

The Company is among the most highly-engaged participants of the world's largest corporate sustainability initiative. The UN first named PhosAgro a Global Compact LEAD company in 2019.



For more information on SDGs, see the Commitment to UN Goals section of the Company's website

➤ For more information, see page 54, 98, 112



Target 12.4

- Our key programmes**
- Programme to promote circular economy elements, including the use of phosphogypsum in farming and other industries;
 - Improvement of production processes;
 - Green procurement programme and ESG assessment of suppliers;
 - Initiatives to boost water use efficiency as part of the Company's Water Strategy.

➤ For more information, see page 54-59, 112, 130, 184



Target 2.4

- Our key programmes**
- Increasing sales efficiency;
 - Improvement of the product mix;
 - Programme to develop digital services for farmers.

➤ For more information, see page 54, 98, 112



Targets 3.4 and 3.9

- National project**
- Demography: Sports as a Way of Life federal project.
- Our key programmes**
- Safety culture improvement programme;
 - Minimising pollutant emissions per unit of output;
 - Social benefits and employee guarantees;
 - DROZD (Educated and Healthy Children of Russia).

➤ For more information, see page 144, 166, 184, 224



Targets 13.1 and 13.2

- Our key programmes**
- Energy Efficiency Programme;
 - Delivering on the Climate Agenda project;
 - Green procurement programme and ESG assessment of suppliers;
 - Application improvement.

➤ For more information, see page 58, 112, 130, 184



Target 4.4

- National projects**
- Demography: Sports as a Way of Life federal initiative;
 - Education: promoting engineering professions;
 - Culture: establishing cultural and educational museum facilities.

- Our key programmes**
- School-college/university-facility educational model;
 - Cooperation with universities and Russian and international R&D centres;
 - Promotion of retraining and professional development;
 - Improving safety competencies.

➤ For more information, see page 112, 144, 166, 224



Targets 6.1 and 6.3

- Our key programmes**
- Initiatives to boost water use efficiency as part of the Company's Water Strategy;
 - Participation in international initiatives (CEO Water Mandate and Water Resilience Coalition).

➤ For more information, see page 184



Target 15.1

- Our key programmes**
- Comprehensive programmes to assess and preserve biodiversity at the Cherepovets site and the Volkhov and Kirovsk branches of Apatit;
 - Partnership with UN FAO in advancing sustainable farming;
 - Carbon farm project in the Vologda region run jointly with the Russian Academy of Sciences to arrange, among other things, for the regional monitoring of GHG emissions.

➤ For more information, see page 54, 112, 184

☺ Making a positive impact

☹ Minimising the negative impact



Targets 8.3, 8.5 and 8.8

- Our key programmes**
- Comprehensive production development programme;
 - Incentives and rewards system;
 - Our Favourite Cities programme;
 - Green procurement programme and ESG assessment of suppliers.

➤ For more information, see page 64, 130, 144, 166, 244



Target 9.1

- Our key programmes**
- Logistics infrastructure development programme;
 - Our Favourite Cities programme;
 - Process Mining development.

➤ For more information, see page 57, 130, 224



Target 11.3

- National project**
- Housing and Urban Environment: Creating a Comfortable Urban Environment federal project.

- Our key programmes**
- Our Favourite Cities programme;
 - Promotion of entrepreneurship.

➤ For more information, see page 222



Targets 17.16 and 17.17

- National project**
- Housing and Urban Environment: Creating a Comfortable Urban Environment federal project.

- Our key programmes**
- Cooperation with universities and Russian and international R&D centres;
 - Collaboration with UN organisations (FAO, UNESCO, UN Global Compact);
 - Joining efforts with the governments and municipal authorities in the Russian regions in which the Company operates.

➤ For more information, see page 98, 112, 224

BUSINESS MODEL

PHOSAGRO GROUP'S BUSINESS MODEL IS BASED ON THE SIMPLE IDEA THAT WE MUST BETTER THAN OUR COMPETITORS UNDERSTAND THE EVER-CHANGING CUSTOMER NEEDS AND RESPOND TO THEM QUICKER USING A WIDE PRODUCT RANGE, LARGE DISTRIBUTION NETWORK, AND ROBUST LOGISTICS.

This requires flexible high-tech production facilities, high self-sufficiency in quality raw materials, deep vertical integration and, most importantly, continuous feedback from end customers and analysis of our product performance. All this helps PhosAgro Group maintain a low cost position in the industry, while also ensuring top quality and unique eco-friendliness of its fertilizers. We leverage our competitive advantages and seek to meet the highest operational standards throughout our product lifecycle.

➤ For more information on the Company's Strategy to 2025, see page 50

