# **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.



# 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

Targets 13.1 and 13.2

Energy Efficiency Programme;

assessment of suppliers;

· Application improvement.

Our key programmes





#### 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



# Targets 8.3, 8.5 and

## 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

## 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

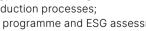
Minimising the negative impact



## 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



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

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

• Delivering on the Climate Agenda project;

• Green procurement programme and ESG

# **BUSINESS**

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 5

