

Our mission and values

As one of the world's leading mineral fertilizer producers, PhosAgro assumes a special responsibility for global food security. We offer high-quality, eco-efficient fertilizers, supply them and train farmers how to apply them in the most sustainable manner.



Caring for Earth fertility for prosperous lives

OUR mission

- Global presence
- Organic growth and development
- Healthy lifestyles and occupational health and safety
- Eco-efficiency
- Social responsibility
- Innovation and digital transformation

OUR vision



- Leadership**
Our goals are ambitious as we strive for professional excellence and continuous self-improvement
- Teamwork**
As strong team players, we look to ensure smooth cooperation of all our business units
- Expertise**
Everyone at PhosAgro is a qualified professional in what they do
- Reliability**
We always honour our obligations and are a reliable partner
- Improvement and innovation**
Development is ongoing at PhosAgro, with every procedure relentlessly improved and refined
- Safety**
We promote and share a safety culture within the Company to ensure safe working conditions
- Ethics**
We support human integrity, fostering moral standards and ethics, spiritual values, dedication at work, and respect for family values

OUR values

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.

4 QUALITY EDUCATION

Target 4.4

Our key programmes:

- Developing PhosAgro School and DROZD projects;
- Cooperation with universities and Russian and international R&D centres;
- Promoting retraining and professional development.

For more information, see pages 112, 142, 168, 234

6 CLEAN WATER AND SANITATION

Targets 6.1 and 6.3

Our key programmes:

- Water Strategy;
- Participation in international initiatives (the CEO Water Mandate and Water Resilience Coalition);
- Water Use Optimisation Programme at the Cherepovets site of Apatit.

For more information, see page 190

8 DECENT WORK AND ECONOMIC GROWTH

Targets 8.3, 8.5 and 8.8

Our key programmes:

- Comprehensive production development programme;
- Incentives and rewards system;
- Green procurement programme and ESG assessment of suppliers;
- Our Favourite Cities programme;
- Safety culture improvement programme.

For more information, see pages 65, 130, 142, 168, 234

2 ZERO HUNGER

Target 2.4

Our key programmes:

- Product development programme to 2030;
- Improvement of the product mix;
- Programme to develop digital services for farmers.

For more information, see pages 56, 100, 112

3 GOOD HEALTH AND WELL-BEING

Targets 3.4 and 3.9

Our key programmes:

- Safety culture improvement programme;
- Social benefits and employee guarantees;
- Minimising pollutant emissions per unit of output.

For more information, see pages 56, 142, 168, 190, 234

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

Target 9.1

Our key programmes:

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

For more information, see pages 63, 130, 234

11 SUSTAINABLE CITIES AND COMMUNITIES

Target 11.3

Our key programmes:

- Our Favourite Cities programme;
- Promoting entrepreneurship.

For more information, see page 234

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

Target 12.4

Our key programmes:

- Programme to promote circular economy elements, including the use of phosphogypsum in farming and other industries;
- Reduction of natural gas consumption in production processes;
- As part of its Water Strategy, the Company is running initiatives to boost water use efficiency and reduce water consumption and waste water discharge;
- Green procurement programme and ESG assessment of suppliers;
- Construction of a heat and power plant at the Volkhov site.

For more information, see pages 57, 63, 65, 112, 130, 190

13 CLIMATE ACTION

Targets 13.1 and 13.2

Our key programmes:

- Energy Efficiency Programme;
- Ongoing carbon farm project in the Vologda region;
- Use of green electricity to make agrochemical products;
- Construction of a heat and power plant at the Volkhov site;
- Green procurement programme and ESG assessment of suppliers;
- Application improvement.

For more information, see pages 56, 57, 112, 130, 190

15 LIFE ON LAND

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 pages 57, 112, 190

17 PARTNERSHIPS FOR THE GOALS

Targets 17.16 and 17.17

Our key programmes:

- Cooperation with universities and Russian and international R&D centres;
- Collaboration with UN organisations (FAO, UNESCO, IUPAC);
- Driving growth of sales markets;
- Joining efforts with the governments and municipal authorities in the Russian regions in which the Company operates.

For more information, see pages 100, 112, 234



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.



Making a positive impact



Minimising the negative impact



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



COMPANY PROFILE

Strategic report

Performance review

Corporate governance

Share capital

Appendices

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-efficiency 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 the Strategic Report section on page 51