

BUSINESS MODEL

UNIQUE PRODUCT – IMPORTANT MISSION



From Green Mine to Green Plate principle is key to Russian producers success in global food markets. Competitive pricing is yet another factor to place Russian eco-efficient agricultural products at the centre of the global consumer market.

James Rogers,

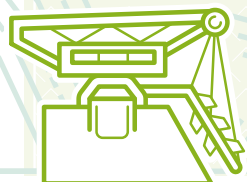
member of the Board of Directors, independent director

<1 mg Cd / kg P₂O₅

thanks to its magmatic origin, phosphate rock mined on the Kola Peninsula boasts exceptional purity

140.1 kg of CO₂-eq. / t
(-2.2% y-o-y) of Scope 1 GHG emissions

PhosAgro takes part in the Carbon Disclosure Project (CDP) to reduce greenhouse gas emissions.



RAW MATERIALS AND MINING



SUPPLIERS AND PARTNERS



INTERNAL LOGISTICS



PRODUCTION

✓ **1,820** mln t
Reserves (categories A + B + C1 + C2) of high-quality apatite-nepheline ore from igneous rock deposits

37.55 mln t
Apatite-nepheline ore extracted

✓ **12.3** ^{-10.5%} RUB bln
Cost of annual potash consumption

4.4 ^{-52.4%} RUB bln
Cost of annual sulphur and sulphuric acid consumption

12.3 ^{-2.3%} RUB bln
Cost of annual consumption of natural gas

4.8 ^{17.3%} RUB bln
Cost of annual ammonia consumption

✓ **8,400**
own fleet of railcars

15 ^{vs 2019} %
quicker railcar turnaround

30 ^{at 2019} %
reduction in the number of third-party mineral hoppers used due to quicker turnaround

✓ **11.7** ^{+0.1%} mln t
phosphate rock and nepheline concentrates, including 7.4 mln t of own (+2% y-o-y) consumption

7.6 ^{+4.4%} mln t
phosphate-based fertilizers and feed phosphates

2.4 ^{+6.7%} mln t
nitrogen-based fertilizers

0.2 ^{+12.3%} mln t
other products

For more details, see page 312 →

CREATING VALUE FOR STAKEHOLDERS

For more information on the Company's Strategy to 2025, see the Strategic Report section on page 54 →

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Sales under national brand

«GREEN STANDARD»

✓ PhosAgro is a supplier of eco-efficient products

RUB 253.9 bln
Revenue

>100 countries

Products effectively used in >100 countries with different climatic conditions



PhosAgro's international initiatives and programmes



EXTERNAL LOGISTICS



SALES



APPLICATION



SAFE FOOD

✓ **7.2** ^{+1.8%} **mln t**
fertilizer transshipment at ports

8% ^{at 2019}
lower unit cost of transshipment (USD/t)

22.0 ^{+1.1%} **mln t**
rail shipments

✓ **203.6** **RUB bln**
(phosphate-based products in domestic market – RUB 68.0 bln)

38.7 **RUB bln**
(nitrogen-based products in domestic market – RUB 7.2 bln)

✓ **52**
fertilizer grades, including

12
with micronutrients

✓ **Project with DANONE**
to create forage grass and silage corn nutrition for the production of eco-friendly, premium quality milk

11.6 **RUB bln**
OTHER
(internal market – RUB 9.8 bln)