RELATIONSHIP WITH SHAREHOLDERS AND INVESTORS

At PhosAgro, we are committed to transparency and consistency, and maintain an ongoing dialogue with the investor community through a variety of communication channels and with involvement of the Company's senior management and independent directors.

We keep the market abreast of the Company's performance by publishing quarterly operational and financial results that are made

available to investors via press releases, presentations, conference calls and webcasts. On top of that, we take every opportunity to answer investors' questions and gather feedback from market players by participating in conference calls.



For more information on our dividend history, please visit the Company's website



In 2023, the Company continued to stay in touch with retail investors by holding conference calls with assistance of major Russian brokers and taking part in a number of conferences for retail investors (including SmartLab conferences).

OUR STRONG ENGAGEMENT PROGRAMME ENABLES US:

value and long-term sustainability



To update investors on PhosAgro's strategic priorities and progress we have made



္ န To attract a wider pool borrowing costs



To increase our access to a variety of capital market



on how our corporate





WHY WE INTERACT

Four main purposes for which PhosAgro interacts with the invesmtent community:



Each building on each other



Facilitating an ongoing exchange of information



Ensuring greater business transparency



Provide investment community with reliable and relevant information on the key aspects of the Company's operations, its development plans and long-term goals



Identify risks and opportunities for the Company as seen from the perspective of members of the investment community after they have analysed the provided information



Communicate investor feedback to the management to form the internal position and tweak/work out a development strategy that would mitigate major risks and unlock the Company's potential



Monitor the progress against the Company's development strategy and present its results to the public

HOW WE INTERACT



The Company interacts with the investment community in a variety of ways

Roadshows

Virtual non-deal roadshows covering general topics for broader investor audiences and deal roadshows relating to Eurobond offerings and ESG disclosures, etc.

One-on-one calls

One-on-one calls with investors

Meetings of Shareholders

Annual General Meetings of Shareholders and formal reporting

Work with members of the analyst

Selective communication with members of the analyst community to raise their awareness of the Company's operations

Work with rating agencies

Interaction with credit and ESG rating agencies

Press releases

Regulatory press releases

Online conferences

Online investor conferences

Corporate website

Corporate website of the Company

Work with investors

A dedicated in-house investor relations team

KEY TOPICS AND OUTCOMES IN 2023



Cooperation

In 2023, closer contacts of the Company with shareholders, debt investors and analysts (primarily in the form of online meetings) were of critical importance due to the impact of external challenges.



For more information on our initiatives and their accompanying presentations, please visit the Company's website



Proactive approach

PhosAgro's proactive approach to communication with debt market players guaranteed successful replacement of two Eurobond issues worth more than

USD **740** ml

Information disclosure

118 publications

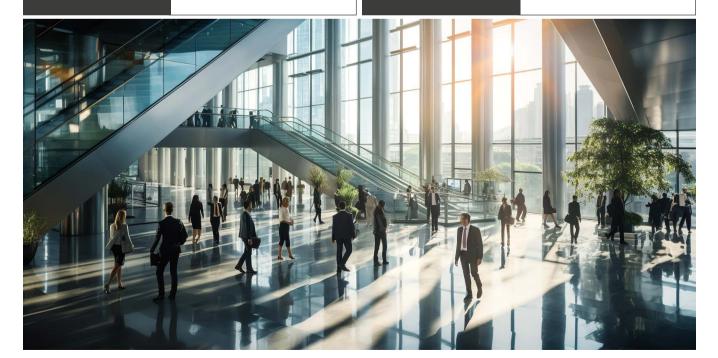
were made in line with Russian disclosure regulations via the Interfax Corporate Disclosure Centre



Bond issue

The Company offered two exchange bond issues on the Moscow Exchange for

RUB 20 bln



INFORMATION DISCLOSURE

In its declarations and disclosures, PhosAgro strictly follows the requirements imposed by Russian securities regulations, as well as rules for the companies traded on the LSE. The Company publicly discloses all required information to shareholders and investors in a timely manner through authorised newswires, the corporate website, PhosAgro's official disclosure page on the Interfax portal, and on the LSE webpage.



PhosAgro's official disclosure page on the Interfax portal



The Company's page on the official LSE website



Disclosure on the Company's official website

In 2023, the Company exercised its right to disclose and/or provide only some of the information that must be disclosed and/ or provided under federal laws On Joint-Stock Companies and On the Securities Market, guided by Russian **Government Resolution** No. 1102 dated 4 July 2023 On Details of Disclosure and/ or Provision of Information that Must be Disclosed and/ or Provided under Federal Law On Joint-Stock Companies, and by the Federal Law On the Securities Market.

FINANCIAL CALENDAR FOR 2024

Financial results disclosure

IV / 2023

4Q and FY 2023

26 April 2024

1 / 2024

1Q 2024

27 May 2024 (TBD)

II / 2024

2Q and 6M 2024

29 August 2024 (TBD)

III / 2024

3Q and 9M 2024

11 November 2024 (TBD)

