

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.

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.

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



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:

<p>To raise investor awareness of the Company's potential value and long-term sustainability</p>	<p>To update investors on PhosAgro's strategic priorities and progress we have made</p>	<p>To attract a wider pool of investors to improve liquidity, share price and borrowing costs</p>
<p>To increase our access to a variety of capital market instruments</p>	<p>To provide transparency on how our corporate governance systems work</p>	<p>To generate new ideas through a dialogue with investors</p>
<p>To clarify the Company's contribution to the UN Sustainable Development Goals</p>		

WHY WE INTERACT

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



Each building on each other



Facilitating an ongoing exchange of information



Ensuring greater business transparency

- 1 Provide investment community with reliable and relevant information on the key aspects of the Company's operations, its development plans and long-term goals
- 2 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
- 3 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
- 4 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.
- Work with rating agencies**
Interaction with credit and ESG rating agencies
- One-on-one calls**
One-on-one calls with investors
- Press releases**
Regulatory press releases
- Meetings of Shareholders**
Annual General Meetings of Shareholders and formal reporting
- Online conferences**
Online investor conferences
- Work with members of the analyst**
Selective communication with members of the analyst community to raise their awareness of the Company's operations
- Corporate website**
Corporate website of the Company
- Work with investors**
A dedicated in-house investor relations team




KEY TOPICS AND OUTCOMES IN 2023

 <p>Cooperation</p> <p>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.</p> <div data-bbox="462 480 766 597">  <p>For more information on our initiatives and their accompanying presentations, please visit the Company's website</p> </div>	 <p>Proactive approach</p> <p>PhosAgro's proactive approach to communication with debt market players guaranteed successful replacement of two Eurobond issues worth more than USD 740 mln</p>
 <p>Information disclosure</p> <p>118 publications were made in line with Russian disclosure regulations via the Interfax Corporate Disclosure Centre</p>	 <p>Bond issue</p> <p>The Company offered two exchange bond issues on the Moscow Exchange for RUB 20 bln and CNY 2 bln</p>



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

FINANCIAL CALENDAR FOR 2024

Financial results disclosure

IV / 2023	4Q and FY 2023 26 April 2024
I / 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)

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.

