

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.

In 2022, the Company did not conduct its ESG investor survey due to the macroeconomic challenges, but it plans to reinstate this practice in 2023. The survey is expected to be conducted every two years. The first survey took place in 2020.

A well-developed Eurobond programme helps reinforce PhosAgro's position in the public debt market, while also ensuring the lowest cost of funding.

In 2022, the Company continued to stay in touch with retail investors by holding conference calls with the assistance of major Russian brokers.

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.

One-on-one calls

One-on-one calls with investors.

Online conferences

Online investor conferences.

Surveys

Surveys of the Company's perception by different investor categories, including ESG-oriented groups.

Communication with members

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

Interaction with agencies

Interaction with credit and ESG rating agencies.

Press releases

Regulatory press releases.

Meetings of Shareholders

Annual General Meetings of Shareholders and formal reporting.

Corporate website

Corporate website of the Company.

Investor relations team

A dedicated in-house investor relations team.

Key topics and outcomes in 2022

In 2022, 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.

PhosAgro's proactive approach to communication with debt market players guaranteed the success of a vote held among Eurobond holders to amend the issuance documentation with a view to ensuring continuous debt repayment in the changing regulatory environment.

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

>50 press releases were distributed via the UK regulatory news service



For more information on our initiatives and their accompanying presentations, please visit the Calendar section of the [Company's official website](#)

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](#)



Disclosure on the [Company's official website](#)



The Company's page on the [official LSE website](#)

Financial calendar for 2023

Financial results disclosure

4Q and FY 2022

> 3 March 2023

1Q 2023

> 19 May 2023 (TBC)

2Q and 6M 2023

> 11 August 2023 (TBC)

3Q and 9M 2023

> 10 November 2023 (TBC)

Company profile



Strategic report



Performance review



Corporate governance



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Appendices

