

## MEMBERS OF THE BOARD OF DIRECTORS



## Xavier ROLET

Chairman of the Board of Directors  
Independent director

**Year of election:** 2018

**Equity interest / Stake of ordinary shares** None

**Date of birth:** 12 November 1959

### Education:

#### KEDGE Business School (France)

Master's degree in Management Science and Finance

#### Columbia Business School (USA)

MBA in International Finance

#### Institute for Higher National Defence Studies (IHEDN) (France)

Post-graduate degree

### Professional experience:

1994–1996 **Credit Suisse**,  
Managing Director.

1997–2000 **Dresdner Kleinwort**  
Managing Director.

2000–2007 **Lehman Brothers (New York and London)**  
Senior Executive.

2007–2009 **Banque Lehman Brothers S.A. (France)**  
CEO.

2009–2017 **London Stock Exchange Group (LSEG)**  
CEO.

2011 – Pr. **Columbia Business School**,  
Member of the Board of Overseers.

2013–2017 **HM Treasury**,  
Advisor.

2017–2018 **London Stock Exchange Group (LSEG)**,  
Advisor.

2018–2019 **Verseon**,  
Non-executive director.

2018–2019 **PhosAgro**,  
Chairman of the Risk Management Committee.

2018 – Pr. **Shanghai Institute of Finance for the Real Economy – SIFRE**,  
Expert Advisor.

2019–2020 **CQS Management LTD**,  
Chief Executive Officer.

2018 – Pr. **PhosAgro**,  
Chairman of the Board of Directors.

2019 – Pr. **PhosAgro**,  
Chairman of the Board of Directors,  
Member of the Risk Management Committee.

2019 – Pr. **The Public Investment Fund (Saudi Stock Exchange – TADAWUL)**,  
Member of the Board of Directors.






2020 – Pr. **Shore Capital Markets**,  
Non-executive chairman.

2020 – Pr. **TowerBrook Capital Partners L.P.**,  
Member of the Senior Advisory Board.

2020 – Pr. **Seplat Petroleum Development Company Plc.**,  
Independent non-executive director.

2020 – Pr. **Golden Falcon Special Acquisition Corporation**,  
Independent non-executive director.

### Key competences

-  Strategy
-  Finance and audit
-  Risk management
-  Law and corporate governance
-  Chemistry and mining engineering



## Andrey G. GURYEV

Deputy Chairman of the Board of Directors  
Non-executive director

**Year of election:** 2013

**Equity interest / Stake of ordinary shares:** None

**Date of birth:** 24 March 1960

**Education:**

**Plekhanov St Petersburg State Mining Institute  
(Technical University)**

Degree in Economics and Management of Mining  
and Exploration Enterprises

**Central State Institute for Physical Education.**

**Professional experience:**

**2001–2013** Member of the Federation Council of the Russian Federation.




**2006 – Pr. Russian Chemists Union,**  
Vice President.

**2013 – Pr. PhosAgro,**  
Deputy Chairman of the Board of Directors,  
Member of the Strategy Committee.

**2017–2018** **AgroGard-Finance,**  
Member of the Board of Directors.

**2018 – Pr. AgroGard-Finance,**  
Chairman of the Board of Directors.

### Key competences

-  Strategy
-  Chemistry and mining engineering
-  Human resources



## Andrey A. GURYEV

Executive director

**Year of election:** 2013

**Equity interest / Stake of ordinary shares:** 0.048%

**Date of birth:** 7 March 1982

### Education:

#### University of Greenwich (UK)

Bachelor's degree in Economics

#### Academy of National Economy and Public Administration under the Government of the Russian Federation

#### Saint Petersburg Mining University





PhD in Economics

### Professional experience:

- 2011–2013** PhosAgro AG,  
Deputy CEO for Sales and Logistics.
- 2011 – Pr.** Present Moscow Rhythmic Gymnastics Federation,  
President.
- 2012 – Pr.** Andrey Guryev Charitable Foundation,  
Chairman of the Management Board.
- 2012–2014** Investment Trading Bank,  
Member of the Board of Directors.
- 2012 – Pr.** PhosAgro-Region,  
Member of the Management Board.
- 2013 – Pr.** PhosAgro,  
Member of the Board of Directors.
- 2013 – Pr.** PhosAgro,  
CEO, Chairman of the Management Board,  
Member of the Strategy Committee, Member of the Environmental, Health and Safety Committee, Member of the Risk Management Committee.
- 2014–2016** PhosAgro-Cherepovets  
Member of the Board of Directors
- 2014 – Pr.** Russian Chess Federation  
Member of the Board of Trustees

- 2015 – Pr.** Russian Olympians Foundation  
Member of the Council of Trustees
- 2015 – Pr.** Russian Union of Industrialists and Entrepreneurs  
Member of the Management Board
- 2016 – Pr.** Russian Association of Fertilizer Producers  
President
- 2016 – Pr.** Russian Rhythmic Gymnastics Federation  
Chairman of the Board of Trustees, Vice President
- 2016 – Pr.** International Fertilizer Association (IFA)  
Member of the Board of Directors
- 2016 – Pr.** Miners of Russia non-commercial partnership  
Deputy Chairman of the Supreme Mining Council
- 2019 – Pr.** Russian Union of Industrialists and Entrepreneurs  
Member of the Management Board Bureau

### Key competencies

-  Strategy
-  Finance and audit
-  Chemistry and mining engineering
-  Environment, health and safety

**Mikhail RYBNIKOV**

Executive director

**Year of election:** 2016**Equity interest / Stake of ordinary shares:** 0.0258%**Date of birth:** 30 November 1975**Education:****Lomonosov Moscow State University**





Master's degree in Economics

**Professional experience:**

- 2011–2013** **PhosAgro-Region**,  
Member of the Management Board.
- 2012–2015** **PhosAgro AG**  
CEO, Chairman of the Management Board
- 2013** **Moscow Exchange**  
Member of the Board of Directors
- 2013** **Apatit**  
Member of the Board of Directors
- 2013–2016** **PhosAgro-Cherepovets**  
Member of the Board of Directors
- 2013 – Pr.** **PhosAgro**  
Member of the Management Board, Chairman of the Environmental, Health and Safety Committee, Member of the Strategy Committee, Member of the Sustainable Development Committee

- 2015–2017** **PhosAgro-Cherepovets**  
CEO
- 2015–2017** **PhosAgro-Cherepovets**  
Chairman of the Management Board
- 2016 – Pr.** **PhosAgro**  
Member of the Board of Directors
- 2016 – Pr.** **PhosAgro-Region**  
Member of the Management Board
- 2017–2018** **Apatit**  
CEO, Chairman of the Management Board
- 2018–2019** **Apatit**  
Member of the Management Board
- 2018 – Pr.** **Samoilov Scientific Research Institute for Fertilizers and Insectofungicides**  
Member of the Board of Directors
- 2018 – Pr.** **Apatit**  
Advisor to the CEO (part-time)
- 2018–2020** **PhosAgro**  
First Deputy CEO
- 2020 – Pr.** **PhosAgro**  
Executive director

**Key competencies**

-  Strategy
-  Finance and audit
-  Chemistry and mining engineering
-  Environment, health and safety



**Sven  
OMBUDSTVEDT**  
Independent director

**Year of election:** 2011

**Equity interest / Stake of ordinary shares:** 0.00103%

**Date of birth:** 27 July 1966

**Education:**





**Pacific Lutheran University (USA),**  
Bachelor's degree

**Thunderbird School of Global Management,**  
Master's degree in International Management

**Professional experience:**

- 2008–2011 Saferoad AS,**  
Member of the Board of Directors.
- 2010–2013 Western Bulk,**  
Member of the Board of Directors
- 2010–2017 Norske Skogindustrier ASA,**  
CEO
- 2011–2019 PhosAgro,**  
Chairman of the Board of Directors
- 2011 – Pr. PhosAgro,**  
Member of the Audit Committee, Chairman  
of the Strategy Committee, Chairman  
of the Risk Management Committee,
- 2017 Norske Skogindustrier ASA,**  
Special Advisor
- 2017–2019 Norske Skog AS,**  
Chairman of the Board of Directors
- 2017 – Pr. Norske Skog Norway Holding AS,**  
Member of the Board of Directors
- 2019 – Pr. Norske Skog ASA,**  
CEO

**Key competencies**

-  Strategy
-  Finance and audit
-  Chemistry and mining engineering
-  Risk management



**Irina  
BOKOVA**  
Independent director

**Year of election:** 2018

**Equity interest / Stake of ordinary shares:** None

**Date of birth:** 12 July 1952

**Education:**



**Moscow State Institute of International Relations (Russia),**  
International Relations

**John F. Kennedy School of Government at Harvard  
University (USA),**  
Leadership and Economic Development.

**Professional experience:**

- 1989–1989 University of Maryland School of Public Affairs  
(USA),**  
Ford Foundation Fellow.
- 1991–1992 National Assembly of the Republic of Bulgaria,**  
Member of the National Assembly
- 1995–1997 Ministry of Foreign Affairs of the Republic  
of Bulgaria ,**  
Secretary of the Council of Ministers of Bulgaria  
for European Integration, Deputy Minister  
of Foreign Affairs of the Republic of Bulgaria
- 2002–2009 UNESCO ,**  
Ambassador of Bulgaria to France and Monaco,  
Permanent Delegate of Bulgaria
- 2009–2017 UNESCO,**  
Director-General
- 2018 – Pr. Ban Ki-moon Centre for Global Citizens,**  
Member of the Board of Directors
- 2018 – Pr. PhosAgro ,**  
Member of the Board of Directors, Member  
of the Remuneration and Human Resources  
Committee, Chair of the Sustainable  
Development Committee
- 2018 – Pr. Federation Internationale de l'Automobile,**  
Member of the Board of Directors
- 2020 – Pr. FIA Foundation,**  
Member of the Board of Directors

**Key competencies**

-  Environment, health and safety
-  Human resources



## James ROGERS

Independent director

**Year of election:** 2014

**Equity interest / Stake of ordinary shares:** 0.0064%

**Date of birth:** 19 October 1942

### Education :

**Yale University (USA),**

Bachelor's degree

**Balliol College, University of Oxford (UK),**

Bachelor's / master's degree in Philosophy, Politics and Economics

### Professional experience:

1986 – Pr. Virtus Total Return Fund Inc.,  
Director.

1988–2019 Virtus Global Dividend & Income Fund Inc.,  
Director

1990 – Pr. Beeland Interests, Inc.,  
Director

2006–2015 CQS,  
Advisor

2007 – Pr. Beeland Interests, Inc.,  
Director

2007 – Pr. Beeland Holdings Pte Ltd,  
Director

2011 – Pr. Forbes & Manhattan,  
Advisor

2012–2019 Spanish Mountain Gold Limited,  
Director

2012 – Pr. Geo Energy Resources Limited,  
Non-executive director

2012 – Pr. Santiago Gold Fund,  
Advisor

2013–2014 Fab Universal Corp.,  
Independent director

2013–2018 Laguna Bay Pastoral Company Pty Ltd,  
Advisor

2014 – Pr. Genagro Limited,  
Advisor

2014 – Pr. PhosAgro ,  
Member of the Board of Directors, Chairman  
of the Remuneration and Human Resources  
Committee, Member of the Audit Committee

2014–2019 Sinofortune Financial Holdings Limited,  
Non-executive director

2015–2016 TLV Holdings Limited,  
Advisor

2015–2017 Latitude Technologies Limited,  
Senior Advisor

2016 – Pr. Duff & Phelps Select Energy MLP Fund Inc.,  
Director

2016 – Pr. Virtus Global Multi-Sector Income Fund,  
Trustee

2016–2018 Crusader Resources Limited,  
Non-executive director

2017 – Pr. AgroGard-Finance,  
Member of the Board of Directors

2017–2018 Agritrade Resources Ltd,  
Advisor

2017–2018 ITF Corporation,  
Advisor

2017–2018 Global Blockchain Technologies Corp,  
Advisor

2018–2019 Ocean Capital Advisors LLC,  
Director

2018–2019 Quantum Digital Asset Management Pte Ltd,  
Member of the Board of Directors

2018 – Pr. Sirius International Insurance Group, Ltd,  
Member of the Board of Directors

2018 – Pr. Ananti Inc,  
Director

2019 – Pr. Spanish Mountain Gold Limited,  
Advisor

2019 – Pr. ENPlus Co Ltd,  
External director

### Key competencies



Finance and audit



Human resources



Risk management



Law and corporate governance



## Marcus RHODES

Independent director

**Year of election:** 2011

**Equity interest / Stake of ordinary shares:** 0.000644%

**Date of birth:** 31 May 1961

### Education:

#### Loughborough University (UK)

Bachelor's degree in Economics and History of Economics



#### The Institute of Chartered Accountants in England and Wales,

Qualified as chartered accountant

### Professional experience

- 2008–2015** Rosinter Restaurants Holding,  
Member of the Board of Directors.
- 2008–2015** Tethys Petroleum Limited,  
Member of the Board of Directors
- 2008–2016** Cherkizovo Group ,  
Member of the Board of Directors
- 2011 – Pr.** PhosAgro,  
Member of the Board of Directors, Chairman  
of the Audit Committee
- 2014 – Pr.** QIWI Group (QIWI plc) ,  
Member of the Board of Directors, Chairman  
of the Audit Committee
- 2014–2017** Zoltav Resources Inc.,  
Member of the Board of Directors
- 2017 – 2019** SIA Enterprises Limited,  
Honorary Treasurer
- 2018–2019** Rustranscom Plc,  
Non-executive director
- 2021 – Pr.** Segezha Group  
Member of the Board of Directors

### Key competencies

-  Law and corporate governance
-  Finance and audit



## Natalia PASHKEVICH

Independent director

**Year of election:** 2017

**Equity interest / Stake of ordinary shares:** None

**Date of birth:** 5 November 1939

### Education



#### Leningrad Mining Institute Mining Engineering and Economics,

PhD in Economics, professor

### Professional experience

- 1999 – Pr.** St. Petersburg Mining University,  
First Vice Rector.
- 2017 – Pr.** PhosAgro,  
Member of the Board of Directors, Member  
of the Environmental, Health and Safety  
Committee

### Key competencies

-  Chemistry and mining engineering
-  Human resources



## Andrey SHARONOV

Independent director

**Year of election :** 2017

**Equity interest / Stake of ordinary shares:** None

**Date of birth:** 11 February 1964

**Education:**

**Ufa Aviation Institute**

Aviation Instrument Making

**Russian Academy of Public Administration under the President of the Russian Federation**

Law, PhD in Sociology

**Professional experience:**

**2009 – Pr. National Research University Higher School of Economics,**  
Professor (part-time) at the School of Finance of the Faculty of Economic Sciences

**2010–2013 Government of Moscow,**  
Deputy Mayor for Economic Policy

**2011–2014 National Research University Higher School of Economics,**  
Member of the Supervisory Council

**2011–2015 Bank of Moscow ,**  
Member of the Board of Directors

**2013–2016 Moscow School of Management SKOLKOVO ,**  
Rector

**2013–2016 MC Eko-Sistema ,**  
Chairman of the Board of Directors

**2014–2015 ALROSA ,**  
Member of the Supervisory Board

**2014–2019 NOVATEK,**  
Member of the Board of Directors

**2014 – Pr. MC NefteTransService ,**  
Chairman of the Board of Directors

**2014 – Pr. Sovcomflot ,**  
Member of the Board of Director

**2015–2016 Moscow Exchange ,**  
Member of the Supervisory Board

**2015–2017 Rosgeologia,**  
Member of the Board of Directors

**2015–2018 VTB Bank ,**  
Member of the Supervisory Council

**2016 – Pr. SKOLKOVO Endowment Fund,**  
Director

**2016 – Pr. Association for the Development of Moscow School of Management SKOLKOVO ,**  
Executive director

**2016 – Pr. Moscow School of Management SKOLKOVO,**  
President

**2017 – Pr. PhosAgro ,**  
Member of the Board of Directors, Member of the Audit Committee, Member of the Remuneration and Human Resources Committee, Member of the Sustainable Development Committee


**2018 – Pr. Medicina ,**  
Chairman of the Board of Directors


**2019 – Pr. En+ Group ,**  
Independent director

**2020 – Pr. Rosseti,**  
Member of the Board of Directors

### Key competencies

 Law and corporate governance

 Finance and audit

 Human resources