URALCHEM
URALKALI

'24

Sustainability Report

Growth. Partnership. Safety.

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Statement from the CEO

[GRI 2-22]



Dear Colleagues and Partners,

I am delighted to present Uralkali's 2024 Sustainability Report, showcasing our key achievements and future plans in environmental stewardship, safety, employee development, and community engagement.

In 2024, we remained steadfast in pursuing the priorities outlined in our ESG Strategy for 2020 –2025. We focused particularly on employee well-being, fostering a safety culture in production, supporting our regions of operation, preserving biodiversity, and ensuring resilient supply chains.

Environmental Responsibility

Uralkali prioritises a conscientious approach to environmental care. In 2024, we invested RUB 7.4 billion in environmental protection and initiatives. Our compliance with environmental legislation is evidenced by securing Comprehensive Environmental Permits. We expanded the capacity of our backfilling complexes and achieved an 80% share of production waste disposed of through backfilling, which surpasses our initial targets. Under our Biodiversity Conservation Programme, we completed the first phase of biodiversity monitoring, which featured surveys of terrestrial and aquatic ecosystems.

We continued to optimise water consumption in 2024. In particular, we launched a project to recycle wastewater into production processes, continued installation of closed-loop water supply systems, and implemented a series of measures to enhance water efficiency.

Uralkali also achieved a consistent reduction in the carbon footprint of all potash products by improving energy efficiency and gradually phasing out fuel oil in favour of low-carbon fuels.

Safe Work

Ensuring safe working conditions remains Uralkali's unwavering priority. In 2024, we allocated RUB 1.8 billion[1] to health and safety initiatives, a 20% increase from the previous year.

We concentrated on elevating the safety culture among employees and contractors. To achieve this, we established a Safety Culture Department, delivered training programmes, and engaged internal trainers to champion safety practices at workplaces.

In 2024, we enhanced transport safety by developing regulatory documents, establishing procedures to analyse and record transport incidents, identify their causes, and craft corrective action plans.

Despite these efforts, Uralkali recorded 18 occupational accidents in 2024, including one fatality. We conducted thorough investigations for each case and implemented corrective measures to prevent future accidents. Our Lost Time Injury Frequency Rate (LTIFR)[2] stood at 0.51 for employees and 0.46 for contractors in 2024.

Employee Well-Being

Uralkali's success hinges on our highly skilled and motivated workforce. We strive to provide competitive salaries, safe working conditions, and opportunities for professional and personal growth.

In 2024, we tackled the risk of talent shortages by developing an HR Strategy for 2025–2030, expanding shift-based work at production units, strengthening ties with universities and colleges, and launching training projects for primary and adjacent professions. We also implemented initiatives to reinforce our corporate culture and enhance our brand as an employer of choice.

Uralkali continued to offer a broad range of social benefits, prioritising employee healthcare, wellness, and housing improvements. We conducted targeted salary increases for production staff and specific employee categories. Social expenditures on employees rose by 20% from the previous year to RUB 2.15 billion in 2024.

Our effective HR policies yielded a 60% employee engagement rate and a 69% loyalty rate, as measured by a 2024 employee survey.

Development of the Host Regions

Uralkali supports our regions of operation to create thriving communities. We deliver charitable and infrastructure projects in culture, sports, education, and healthcare, with charitable contributions totalling RUB 1.57 billion in 2024.

A significant milestone was the formulation of Uralchem Group's Comprehensive City Development Programme, which will guide our community engagement from 2025 through 2029.

Sustainable Supply Chain

Uralkali fosters a responsible supply chain by nurturing long-term and mutually beneficial relationships with suppliers who share our commitment to ethical business practices. We advanced automation of the supplier ESG assessment process, with 40.5% of suppliers evaluated in 2024. We also bolstered regional economies by prioritising local suppliers, whose share rose to 98% in 2024.

Sustainable Agriculture

Uralkali upholds Uralchem Group's mission to eradicate global hunger. As a world leader in fertiliser production and agricultural innovation, we recognise our role in ensuring food security. In 2024, Uralkali delivered 105 thousand tonnes of potash fertilisers.

Uralkali's efforts earned consistently high rankings in ESG indices: the top Tier I in the NCR ESG Index, Group A in RSPP's Responsibility and Transparency and Sustainable Development Vector indices, and Group A in the RAEX ranking.

I extend my heartfelt gratitude to all our stakeholders for their trust, support, and collaboration in advancing global and national sustainability goals.

Vitaly Lauk
Chief Executive Officer

[1] The amount excludes fire safety costs.
[2] Per one million hours worked.

About the Company

[GRI 2-1]

Uralkali[1] stands as one of the foremost producers and exporters of potassium chloride globally and in Russia. Our primary focus centres on supplying farmers with premium potash fertilisers to support global food security for an ever-growing population.

We weave responsibility into the fabric of our values and business processes, ensuring sustainable production of potash fertilisers. Engaging with a broad spectrum of stakeholders, Uralkali consistently evaluates the efficacy of its products and partners with agricultural consumers to maximise crop yields across key regions.

Potassium, a vital element for the growth and resilience of all living organisms, is typically applied to soil alongside nitrogen and phosphorus. This practice enhances crop yields and quality, fortifying plants against diseases, drought, and frost.

No. 1

Russia's Leading Producer of Potassium Chloride



Our Assets

[GRI 2-1] [GRI 2-6]

Uralkali operates throughout Russia, with its head office based in Berezniki. Our production facilities, located in the cities of Berezniki and Solikamsk in the Perm Region, draw from the Verkhnekamskoye salt deposit, the world's second-largest reserve of its kind.

5 mines

1 mine under closure

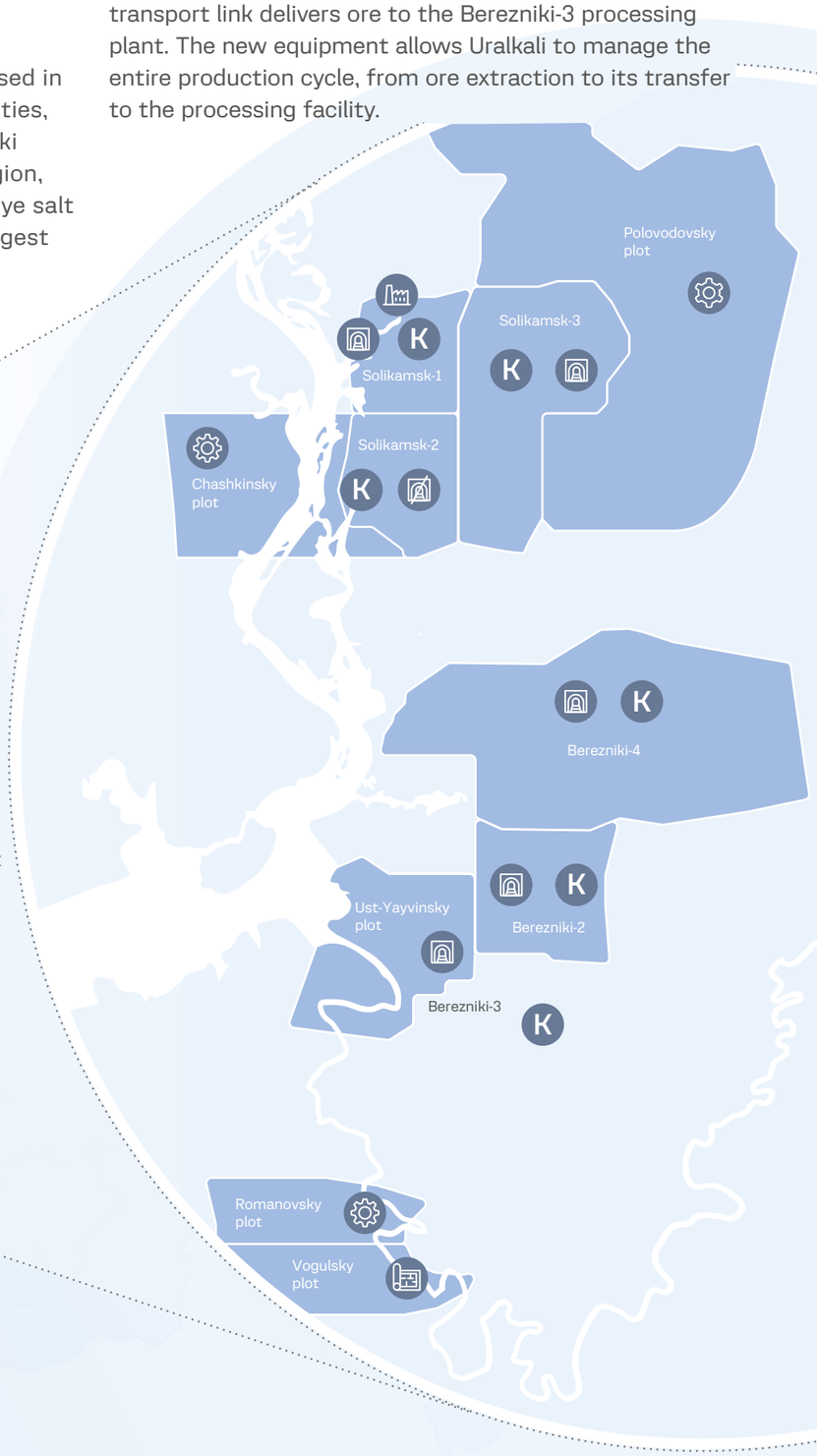
6 potash plants

1 carnallite processing plant

3 licences for the development of new plots

1 licence for geological exploration

In 2024, we commissioned the first line of the medium crushing facility at the Ust-Yayvinsky mine. This critical transport link delivers ore to the Berezniki-3 processing plant. The new equipment allows Uralkali to manage the entire production cycle, from ore extraction to its transfer to the processing facility.



[1] References to 'Uralkali' or 'the Company' denote Uralkali PJSC and its subsidiaries, as detailed in Appendix 1.

Uralkali Celebrates the Centenary of the Verkhnekamskoye Salt Deposit Discovery

In 2025, Uralkali marks 100 years since the discovery of the Verkhnekamskoye salt deposit, Russia's largest raw material reserve, stretching from the village of Gubdor in the north to the village of Vogulka in the south. This deposit holds vast reserves of potassium and rock salts, measured in billions of tonnes.

Potassium salts began forming over 280 million years ago, yet their discovery only occurred a century ago, sparking the rise of Russia's potash industry. Today, we estimate the Verkhnekamskoye deposit's reserves at nearly 50 billion tonnes of sylvinite and over 60 billion tonnes of carnallite rock.

In 2024, Uralkali initiated preparations for the centenary celebrations to commemorate this milestone.

Our Products

[GRI 2-6]

Uralkali produces white and pink potassium chloride (muriate of potash, MOP), complemented by a premium product — granular potash.

The consistent demand for potash fertilisers stems from the world's growing need for food security. Uralkali distributes its products through a global sales network, serving all major potassium-consuming regions. Our fertilisers meet the highest international and Russian standards, fulfilling the rigorous requirements of farmers and other customers.

We maintain a quality management system certified to ISO 9001:2015. Through diligent oversight at every production stage, Uralkali ensures exceptional product quality while upholding safe and responsible operations with minimal environmental impact.

Flotation pink MOP
95% KCl



Powdered crystalline

- Direct soil application
- Production of NPK blends
- Russia
- India
- South-East Asia

Granular

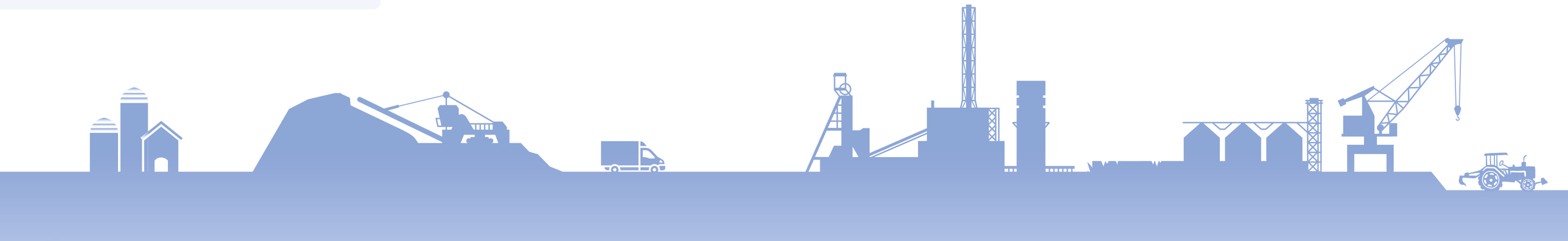
- Applied to soil using specialised equipment
- Suitable for blending with granular nitrogen and phosphate fertilisers
- Brazil
- Russia

Halurgical white MOP
95% and 98% KCl



Crystalline

- Raw material for NPK blends
- Water-soluble fertiliser
- Production of potassium sulphate, potassium nitrate, potassium hydroxide, and other industrial uses
- China
- Russia
- Brazil



Business Model

[GRI 2-6]

Uralkali operates a highly effective business model that spans the entire value chain, from the extraction of potash ore and its processing to the delivery of finished products to customers worldwide. We achieve strong financial and non-financial outcomes through a well-structured vertically integrated approach.

Our business model focuses on the principles of sustainable development which enables us to use resources and technologies efficiently while we create value for our stakeholders. Our steadfast priorities in production include the maintenance of high product quality, the assurance of zero accidents and workplace incidents, and the minimisation of our environmental impact.

RESOURCES AND ADVANTAGES

Technical Capital

- **6** potash plants
- **1** carnallite plant
- **3** licences for the development of new plots
- **RUB 50.7 billion** — sustaining and expansion CAPEX

Natural Capital

- **5** mines
- **1** licence for geological exploration

Social and Partnership Capital

- **98%** — share of local suppliers in total procurement volume

Human Capital

- **> 22 thousand employees** — total headcount
- **60%** — employee engagement rate
- **69%** — employee loyalty rate

Financial Capital

- **ruA** — Uralkali's credit rating according to Expert RA

PROCESSES

Mission

We produce potash fertilisers to ensure that people all over the world are provided with food, as well as to support the development of our communities, the employee well-being and the growth of the Company through the efficient and responsible development of unique potash deposits

Production

Production of white and pink MOP



12.9 million tonnes

potash output in 2024

Logistics

> 8 thousand

of own mineral wagons

640 thousand tonnes

storage capacity in Berezniki and Solikamsk

Sales

8

sales offices worldwide

78%

share of exports in total sales

10 million tonnes

total exports

12.8 million tonnes

sales of Uralkali's products in 2024

CREATED VALUE

For Shareholders and Creditors

- **RUB 327.6 billion** — total net revenue

For Employees and Trade Unions

- **75.4 hours** — annual training per employee
- **RUB 2.15 billion** — expenses on social programmes for employees
- **0.514** — lost time injury frequency rate (LTIFR)[1] among employees

For Local Communities

- **RUB 1,568 million** — charitable contributions

For Consumers

- **8,384** participants in agronomic literacy improvement programmes
- **81%** — customer satisfaction rate[2]

For Partners

- **RUB 29 billion** — total procurement value
- **81%** — share of SMBs in total procurement

For the Environment

- **RUB 7.4 billion** — total environmental costs
- **45%** reduction in sulphur dioxide emissions compared to 2020
- **80%** — of waste is utilised through backfilling

[1] Per one million hours worked.
[2] In Russia and the CIS.

2024 in Figures

E

0.13
t of CO_2e/t of product

GHG intensity (Scope 1 and 2)
2023: 0.15 t CO_2e/t of product

2.64
t/t of product

waste generation intensity
2023: 2.96 t/t of product

0.44
kg/t of product

air emission intensity
2023: 0.51 kg/t of product

80%

share of production waste utilised through backfilling[1]
2023: 76.3%

0.73
m^3/t of product

water consumption intensity
2023: 0.79 m^3/t of product

7.4
RUB billion

total environmental costs
2023: RUB 7.6 billion

S

21,607
people

average headcount
2023: 21,692 employees

0.514

lost time injury frequency rate, LTIFR[2]
2023: 0.402

11.1%

employee turnover[1]
2023: 9.82%

105
thousand tonnes

charitable potash fertiliser deliveries to developing nations

8,384
people

participants in agronomic literacy improvement programmes
2023: 6,871 people

1.6
RUB billion

charitable contributions
2023: RUB 1.3 billion

G

20%

share of women in leadership positions
2023: 21%

4

meetings of the Sustainable Development Committee
2023: 5

3 out of 7

women on the Board of Directors
2023: 1 out of 7

98%

share of local suppliers in total procurement
2023: 97.5%

81%

share of SMBs in total procurement
2023: 81%

40.5%

of Uralkali's suppliers have undergone an ESG assessment
2023: 38%

[1] The backfilling indicator is calculated as the ratio of (1) the volume of backfilling to (2) the volume of generated production waste, based on a five-year moving average. We use the average volumes of backfilling and waste over the past five years to ensure comparability between the numerator and denominator. This approach accounts for the lag between backfilling operations and production, as short-term production and waste generation volumes do not directly correlate with backfill volumes.
[2] Per one million hours worked.

[1] Uralkali bases workforce metrics on average staff headcount.

Awards and Achievements

[MED 39]

ESG Ratings and Indices[1]

RAEX

- 'A' ESG Rating
- 5th place in stakeholder engagement ranking
- 7th place in workforce development quality ranking

Russian Union of Industrialists and Entrepreneurs (RSPP)

- Group A in the Responsibility and Transparency 2024 and Sustainable Development Vector 2024 indices
- AA rating for robust anti-corruption measures in the Annual Anti-Corruption Rating of Russian Business[2]

National Credit Rating Agency (NKR) and RBC

- Group I in the ESG Index, demonstrating high alignment with ESG standards

National Rating Agency (NRA)

- Uralkali ranked in the top tier of the annual ESG ranking for Russian industrial companies

AK&M

- 1st place in the social efficiency ranking for the Chemistry and Petrochemicals sector
- 1st place in the carbon footprint ranking for the Chemistry and Petrochemicals sector

[1] Uralkali compiled the data presented as of 31 December 2024.
[2] The rating was assigned in 2024 based on 2023 performance.

Awards

5-Star

rating for the highest quality in RAEX's annual report assessment

- Uralkali's 2023 Sustainability Report achieved a Five-Star rating for the highest quality in RAEX's annual report assessment



ESG Strategy 2025

[GRI 2-22] [MED 35]

Uralkali developed and adopted its ESG Strategy until 2025 (hereinafter, the Strategy), which outlines 10 priority areas shaped by social and environmental impacts.

This Strategy forms the cornerstone of our sustainability governance practices. For each of the 10 areas, we set clear targets, supported by annual sub-tasks and initiatives. Achieving these targets and tasks directly influences the performance scorecards of our directors and senior leaders, shaping their remuneration.

The Company developed the Strategy in 2020, and for four years, Uralkali has steadily pursued its ambitious goals. The table 'ESG Strategy Implementation Status' provides detailed insights into our progress across each area. In 2025, as the current Strategy concludes, we will evaluate its final outcomes and establish new targets to anchor Uralkali's next ESG Strategy.

Uralkali monitors the Strategy's implementation every six months, assessing its impact on material topics and the effectiveness of its management measures. The Sustainable Development Working Group evaluates ESG performance at the executive level, while the Board of Directors' Sustainable Development Committee followed by the full Board review the Strategy's progress.

In 2024, we embedded ESG targets throughout our organisation, from strategic leadership to individual employees. Uralkali incorporated 15 Strategy-related tasks into the Key Performance Indicators (KPIs) for our senior leadership, with the majority successfully completed.

Uralkali's ESG Strategy 2025

	E	S	G
Fundamental ESG topics	Environment (waste, biodiversity, air, water, product safety)	Safety Employee well-being Local communities Human rights	Corporate governance Anti-corruption and ethics
Priority challenges	Climate change	Sustainable agriculture	Supply chain
	13 CLIMATE ACTION	2 ZERO HUNGER	12 RESPONSIBLE CONSUMPTION AND PRODUCTION

ESG Strategy Implementation Status

ESG Strategy Area	ESG Strategy Goals	Status	Details
Environment	• Increasing the share of production waste utilised through backfilling by 10% 2024 result: 27 percentage points increase	●	Environmental Protection, p. 34
	• Abating sulphur dioxide air emissions by 25% 2024 result: 45% reduction	●	
	• Developing the Biodiversity Conservation Programme	●	
	• Conducting a water audit	●	
Climate Change	• Abating GHG emission intensity (Scopes 1 and 2) by 10% by 2025 and 20% by 2030 2024 result: 1%	●	Climate Change, p. 50
	• Achieving carbon neutrality by 2050	●	
Safety	• Reducing high-consequence work-related injuries rate by 10% annually 2024 result: 49% increase	●	Safety, p. 68
	• Certifying 100% of production assets under ISO 45001 2024 result: 100%	●	
Employee Well-Being	• Ensuring voluntary employee turnover does not exceed 6.5% 2024 result: 7.9%	●	Employee Well-Being, p. 94
	• Ensuring the level of absenteeism due to temporary disability does not exceed 7% 2024 result: 6.2%	●	
Local Communities	• Implementing programmes for developing host towns	●	Local Communities, p. 132
Human rights	• Covering human rights due diligence across 100% assets 2024 result: 100%	●	Human Rights, p. 124
	• Developing the Diversity and Equality Programme	●	
Sustainable Agriculture	• Covering over 20 thousand farmers with agronomic literacy programmes 2024 result: 8,384 participants	●	Sustainable Agriculture, p. 148
Corporate Governance	• Improving the internal legal framework of corporate governance	●	Corporate Governance, p. 158
Anti-Corruption and Ethics	• Keeping employees informed on how to combat corruption and fraud	●	Anti-Corruption and Ethics, p. 170
Supply Chain	• Ensuring that our suppliers and contractors are assessed against ESG criteria (over 50% procurements by amount) 2024 result: 40.5%	●	Supply Chain, p. 184

● — goal achieved ● — in progress ● — goal not achieved

Contribution to the UN SDGs and National Development Goals to 2030[1]

Uralkali's environmental and social initiatives drive progress towards the United Nations Sustainable Development Goals (UN SDGs) and Russia's National Development Goals to 2030, with a vision extending to 2036. The table below highlights our 2024 contributions, aligned with these frameworks.

UN SDGs	Uralkali's Contribution in 2024	Further Details
2 ZERO HUNGER	• Engaged 8,384 farmers through educational programmes • Promoted sustainable farming practices via online and offline communication channels in Russia and globally • Donated 190 thousand tonnes of fertilisers to developing countries since late 2022	Sustainable Agriculture
3 GOOD HEALTH AND WELL-BEING	• Achieved independent certification of our occupational health and safety management system to ISO 45001 across 100% of production assets • Allocated RUB 333 million for employee healthcare and wellness, including health resort treatments • Implemented initiatives under the 2024–2026 Health, Safety, and Environment Strategy **National Goal:** Preserving Population, Enhancing Health, Improving Well-Being, Supporting Families	Safety
8 DECENT WORK AND ECONOMIC GROWTH	• Adopted a new HR Strategy for 2025–2030 • Implemented initiatives under the Employee Well-Being Programme and the Diversity and Equality Programme to foster an inclusive workplace • Conducted human rights due diligence across 100% of assets • Informed 100% of employees at risk of corruption about anti-corruption and fraud prevention • Invested RUB 111.1 million in employee training, averaging 75.4 hours per employee **National Goal:** Unlocking Individual Potential, Nurturing Talent, Fostering Patriotic and Socially Responsible Citizens	Employee Well-Being, Human Rights
9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	• Formulated and approved Uralchem Group's Comprehensive City Development Programme for 2025–2029 • Supported initiatives: 1. Uralchem for Cultural Traditions 2. Uralchem for Education and Science 3. Uralchem for the Regions 4. Uralchem for Sports 5. Uralchem for Children 6. Uralchem for Veterans **National Goal:** Comfortable and Safe Living Environment **National Projects:** Tourism and Hospitality, Housing and Urban Environment	Local Communities
12 RESPONSIBLE CONSUMPTION AND PRODUCTION	• Completed construction to expand the backfilling capacity at Berezniki-4 to 8 million tonnes • Introduced a water recycling system at Solikamsk-2 • Developed a Water Consumption and Wastewater Optimisation Programme for Solikamsk-1 • Completed the first phase of biodiversity monitoring under the Biodiversity Conservation Programme • 40.5% of Uralkali's suppliers have undergone an ESG assessment **National Goal:** Comfortable and Safe Living Environment, Environmental Well-Being	Environmental Protection, Supply Chain
13 CLIMATE ACTION	• Updated the methodology for assessing transitional climate risks • Developed a new Five-Year Energy Saving Programme • Implemented measures to enhance energy efficiency and shift to low-carbon fuels, reducing fuel oil use. Fuel oil now accounts for 1.6% of total fuel consumption, up by 0.37 percentage points from last year **National Goal:** Ecological Well-Being	Climate Change

[1] Uralkali's contribution draws on the List of Recommended Indicators reflecting an organisation's role in achieving Russia's National Development Goals, as outlined in Appendix No. 2 to the Sustainable Development Reporting Standard, approved by the Order of the Ministry of Economic Development of Russia.

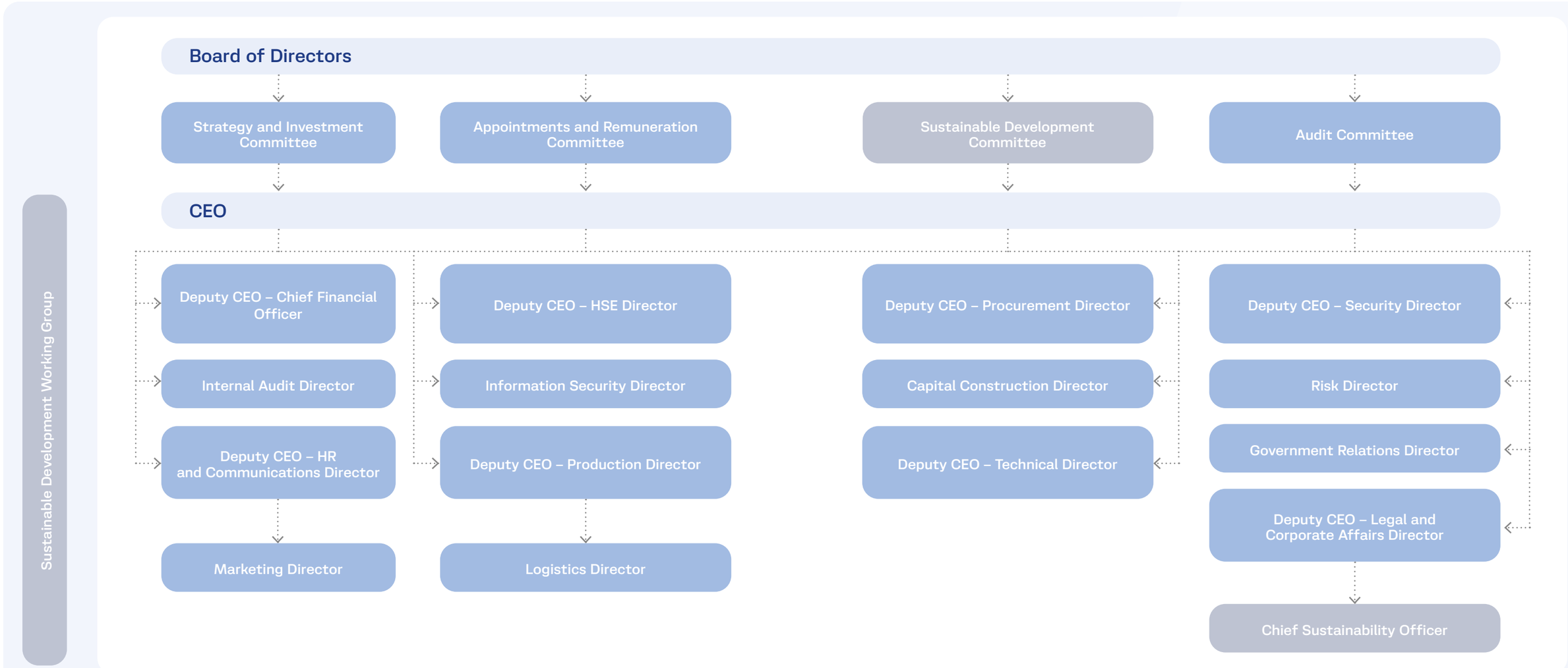
ESG Management

[GRI 2-12] [GRI 2-13]

Uralkali's Board of Directors and Sustainable Development Committee play a pivotal role in overseeing sustainability matters. Since 2021, our dedicated Sustainable Development Directorate has strengthened a focus on these issues.

Uralkali's website offers further insights into our approach to sustainability governance, detailed in the ESG Documents section. Visitors can also access our ESG Data Pack, featuring an extensive range of sustainability metrics structured by ESG aspects.

Organisational Structure of Sustainability Management



Managing ESG Risks

[GRI 2-12] [GRI 2-13]

Uralkali maintains a robust risk management system that enables swift adaptation to external changes, ensures financial stability, sustains operational continuity, and drives the achievement of its goals. We designed this system in line with international risk management standards – COSO ERM and ISO 31000 – guided by Risk Management and Internal Control Policy.

Uralkali continuously refines its risk management tools to address external and internal shifts, opportunities, and challenges. To support this, the Risk Directorate, established under the Chief Executive Officer, coordinates risk management processes and compiles comprehensive risk reports. We integrate ESG risks into our corporate risk register, which the Board of Directors' Audit Committee and Strategy and Investment Committee review regularly. The Risk Committee, chaired by the Chief Executive Officer and comprising leaders from key functional areas, also actively oversees these efforts.

In 2023, Uralkali began embedding risk management into project activities, assessing risks at project inception and during ongoing monitoring. As in the previous year, we evaluated project risks in 2024 using simulation modelling. We also developed a roadmap for advancing our risk management system, with a strong focus on digitising processes.

During 2024, Uralkali conducted an analysis of critical risks, particularly those related to talent pipelines. This involved a comprehensive assessment of our talent pool, creating key indicators and dashboards to track dynamics more accurately and ensure a balanced workforce composition.

Looking ahead to 2025, Uralkali prioritises digitising risk information and establishing a unified methodology and systematic approach across all companies within Uralchem Group.

Uralkali empowers all employees to report identified risks directly to their supervisors, the Risk Directorate, or via its Hotline, fostering a proactive risk management culture.

Key ESG Risks

Risk Category	Risk Description	Risk Level Management/Impact
Industry Risks		
Domestic and International Market Risks	We face risks from potential declines in demand or prices for potash, alongside rising costs, delays, or refusals by foreign suppliers to deliver equipment, materials, components, or services	• We actively pursue alternative suppliers and contractors, implement import substitution initiatives, and strengthen contractual and operational discipline to secure supply chain reliability
Legal Risks		
Legal Risks	Shifts in legislative norms or regulatory requirements — covering currency, antitrust, environmental, customs, tax, or licensing laws — and changes in regulatory approaches pose compliance challenges	• We implement a comprehensive set of measures to meet all regulatory obligations, including continuous monitoring of legislative developments • We promptly update internal policies and practices to reflect necessary changes
Human Capital Risks		
Shortage of Qualified Personnel	Our specialised operations demand robust professional training and high-level expertise from our employees, particularly in production, mining, and geology. We may encounter challenges in attracting and retaining sufficiently skilled talent, alongside the need for additional time and resources to train and upskill our workforce	• We consistently monitor labour market dynamics and adopt retention strategies, particularly for production staff, through engagement surveys and analysis of turnover reasons • We identify potential successors for key roles to build a robust talent pipeline • We established a structured system for personnel assessment and training, offering training opportunities at the Corporate University. Additionally, we are introducing a distance learning system and the Succession Pool for Key Positions in the Company programme to enhance employee skills • We offer one of the industry's most competitive social benefits packages, market-aligned salaries, and mortgage interest reimbursement for key employees • Additionally, we enhance the appeal of the cities where we operate by providing subsidised housing, supporting medical facilities, modernising educational programmes, funding urban infrastructure, and sponsoring cultural and sporting events

Risk Category	Risk Description	Risk Level Management/Impact
Information Technology and Information Security Risks		
Information Technology and Information Security Risks	The advancement of information technologies brings a wide array of cybersecurity challenges, including the protection of personal data and risks to the stability of critical information infrastructure. Amid the current geopolitical climate, Uralkali faces additional risks of potential disruptions to information systems and foreign-produced software, as well as the possible revocation of existing software licences	• We implement robust measures to protect personal data, ensure seamless IT infrastructure operations, and counter cybersecurity threats, maintaining operational continuity in a complex global environment
Health, Safety, and Enviromental Risks		
Non-Compliance with HSE Regulations	Uralkali's operations and the use of its assets fall under a comprehensive array of regulations, including occupational health and safety, industrial safety, environmental protection, and other statutory requirements and directives. To meet these obligations, we may incur additional costs and responsibilities	• We maintain established safety standards, including our Cardinal Rules, deliver regular employee training on safety practices followed by certification, and implement measures to prevent occupational health issues • We prioritise strict adherence to environmental legislation and strive to enhance our performance in this domain
Workplace Injury Risks	We face risks of harm to employees' health or lives during the performance of their duties	• We uphold a zero-tolerance stance on workplace injuries • Our comprehensive programme includes health and safety training, certification, hazard identification, professional risk assessments, and efforts to cultivate a strong safety culture
Risks of Major Incidents and Accidents	Accidents or incidents could result in significant operational, financial, or reputational consequences	• We take timely action to mitigate these risks, including collecting and analysing incident data, deploying predictive analytics, and implementing projects to enhance risk resilience. We identify critical systems, develop modernisation plans for chemical production equipment, maintain insurance coverage, execute maintenance and repair programmes, implement active and passive fire protection measures, and establish liquidity reserves to address potential losses
Environmental Risks	Our activities carry the risk of environmental harm, potentially resulting in regulatory penalties or reputational damage	• We develop our environmental management system through initiatives such as energy conservation programmes and efforts to preserve biodiversity within our impact zones
Natural Risks		
Natural and Mining-Related Risks	Our mineral extraction at the Verkhnekamskoye potash deposit is subject to risks tied to its geological structure, exploration, mining, and processing activities	• We conduct extensive geological exploration, research, and technical mining activities. We monitor active mine fields, implement additional measures to protect water-impermeable layers, and maintain liquidity reserves or secure banking credit lines to cover potential financial impacts
Climate Risks		
Adverse Impacts of Climate Change on the Company, its Employees and Contractors	Climate change drives an increase in extreme weather events, which could disrupt production, impact financial performance, affect employee health, and interrupt the operations of customers and suppliers	• We implement measures to minimise the impact of adverse weather on our operations and employee well-being • We have established an annual climate risk assessment process to guide our strategic response

Stakeholder Engagement

[GRI 2-29]

At Uralkali, we place immense value on fostering trusted, long-term relationships with all our stakeholders, striving to address their needs and interests in every aspect of our operations. To ensure systematic and impactful collaboration, we have identified key stakeholder groups and established tailored mechanisms for engagement. For a detailed overview of our interactions with each group, please visit the Stakeholders section on our official website.

Our robust system of regular communication with employees, contractors, partners, shareholders, local communities, and government authorities enables us to align closely with stakeholder expectations while keeping them well-informed. This approach cultivates loyalty and positive sentiment towards Uralkali, driving continuous improvement across all facets of our business.

Stakeholder Group	Key Interests
Employees	Fair remuneration Opportunities for career growth and development Safe and supportive working conditions
Customers and Partners	High-quality products meeting national and international standards Reliable supply chains Preference for long-term collaboration
Shareholders and Creditors	Transparent and reliable information Sustainable development of Uralkali Effective risk management
Local Communities	Socio-economic development of regions of operation Support for socially vulnerable groups Charitable contributions
Government and Local Authorities	Discussion of legislative and regulatory matters Transparent and accurate reporting Joint delivery of socially significant projects
Trade Unions	Compliance with occupational health and safety regulations Adherence to collective bargaining agreements Engagement on pressing social issues

Membership in Associations

[GRI 2-28] [RT-CH-530a.1]

Sustainable Development Associations

- Participant of the National ESG Alliance as part of Uralchem Group
- Member of the Green Brands League
- Participant of the Consortium for the Scientific and Methodological Support of the Transition to a Circular Economy

Industry Associations and Business Alliances

Russian

- Russian Chamber of Commerce and Industry (Perm Chamber of Commerce and Industry)
- Russian Union of Industrialists and Entrepreneurs (RSPP): Committee on Ecology and Natural Resources Management, Working Group on Climate Change and Greenhouse Gas Emissions Regulation, Committee on Corporate Social Responsibility and Sustainable Development
- Russian Chemists Union
- Non-Commercial Partnership 'Russian Mining Operators' Association

International and Overseas

- International Fertilizer Association (IFA)
- West African Fertilizer Association (WAFA), Bamako, Mali
- Fertilizer Association of South Africa (FERTASA), Pretoria, South Africa
- The Fertilizer Institute (TFI), United States
- National Fertilizer Distribution Association (ANDA), Brazil
- Arab Fertilizer Association (AFA), Cairo, Egypt
- Fertilizer Association of India (FAI), New Delhi, India

Uralkali reaffirmed its status of an industry leader, as recognised by the International Fertilizer Association (IFA), for its responsible approach to production

We earned a place among the industry's champions for responsible mineral fertiliser production under the IFA's Industry Stewardship Champions Global Initiative. This accolade recognises fertiliser producers who participate in the IFA's annual comprehensive industry studies and successfully achieve IFA Protect & Sustain certification or hold valid international certifications such as ISO or Responsible Care. In 2024, 66 fertiliser producers participated in the study, with 30 companies from 23 countries earning industry leader status.



Environmental Aspect

Environmental Protection	34
Climate Change	50



URALCHEM
URALKALI

Environmental Protection

Why This Is Important to Us

To ensure environmental safety in its regions of operation and minimise adverse impacts on the environment, Uralkali continuously enhances its environmental practices and maintains an open dialogue with local communities.

We adopt cutting-edge technologies and implement initiatives focused on sustainable water use, air quality protection, effective waste management, and biodiversity preservation.

ESG Strategy 2025 Goals	Our Progress in 2024	2025 Targets
Water		
Clean water in the host region Diagnose the current state and set goals	• Developed a programme to optimise water consumption and wastewater management at Solikamsk-1	• Develop a basic design for recycling wastewater into the production cycle at Berezniki-3
Air		
Clean air in the host region KPI: Reduce sulphur dioxide emissions by 25% 2020 value: **357 tonnes**	• Completed TS-4 furnace replacement to discontinue fuel oil use and reduce sulphur dioxide emissions • 2024 value: **197 tonnes**	• Prepare for the replacement of the second furnace at the TS-6 unit, currently operating on fuel oil
Waste		
Effective management of production waste KPI: Increase share of production waste utilised through backfilling by 10% 2020 value: **53%**	• Fully executed the planned backfilling of mined-out spaces • 2024 value: **80%**	• Continue the backfilling of mined-out spaces with production waste • Conduct the construction work to expand backfilling capacity at Berezniki-4
Biodiversity		
Preservation of biodiversity	• Implemented measures outlined in the Biodiversity Preservation Programme	• Continue the implementing measures under the Biodiversity Preservation Programme





2024 Progress

7.4
RUB billion
environmental costs

30.4
million tonnes
waste recycled or reused

9.5
million m^3
water consumption

27.8
million tonnes
waste utilised through backfilling

14
million m^3
water discharge

5.7
thousand tonnes
air emissions

34.2
million tonnes
total waste generated

Governance Approach

Senior Leadership and Management

The Sustainable Development Committee of the Board of Directors oversees environmental matters at Uralkali. The committee monitors the implementation of our ESG Strategy, evaluates key performance indicators (KPIs), and engages stakeholders on environmental priorities.

The CEO chairs annual meetings of the Health, Safety, Environmental, Corporate, and Social Responsibility Committee. In 2024, the committee reviewed plans for constructing an industrial waste landfill, advancing the Biodiversity Preservation Programme, and securing Comprehensive Environmental Permits.

We tasked the Health, Safety, and Environment Directorate (HSE Directorate) with managing environmental operations. In 2024, we established a new functional unit — the Industrial Environmental Monitoring Unit — within this Directorate to ensure compliance with environmental legislation across Berezniki-1, 2, 3, 4 and Solikamsk-1, 2, 3.

The Environmental Protection Department drives operational results.

We integrated ESG Strategy targets into the KPIs of the HSE Director and the Head of the Environmental Protection Department, influencing their remuneration and performance evaluations.

> For more details, please refer to Uralkali's website.

Key Governing Documents

- Environmental Policy[1]
- Several internal regulations, instructions, and guidelines addressing specific aspects of environmental protection

In 2024, Uralkali updated several internal regulations and instructions, including finalising revisions to the Waste Management Guidelines to align with legislative requirements.

[1] Endorsed by Uralkali's Board of Directors in 2021.

Environmental Management System

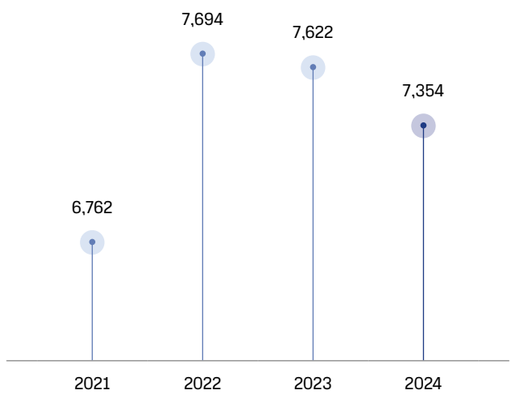
[GRI 2-27]

Uralkali operates an environmental management system that takes into account the requirements of ISO 14001 and covers all operations and production processes. We distribute responsibility for its effectiveness across all management levels, from senior leadership to operational units.

We set qualitative and quantitative environmental targets within our ESG Strategy. To achieve these, we develop an annual action plan and monitor its implementation.

In 2024, our total environmental protection spending and investment amounted to RUB 7.4 billion, with RUB 17.3 million paid for adverse environmental impacts.

Environmental costs, RUB million



We conduct environmental impact monitoring through programmes for facilities with an adverse environmental impact, implemented across all Category I–III facilities. In 2024, regulatory authorities recorded no non-compliance incidents or fines. Payments for excessive impacts accounted for 53% of total adverse environmental impact expenses.

Uralkali strictly adheres to environmental legislation, as evidenced by the Comprehensive Environmental Permits[1] obtained in 2024.

[1] Solikamsk-3: No. 189-24/P dated 28 December 2024; Solikamsk-2: No. 155-24/P dated 16 December 2024; Berezniki-2: No. 163-24/P dated 18 December 2024; Berezniki-3: No. 165-24/P dated 19 December 2024; Berezniki-4: No. 159-24/P dated 17 December 2024.

Water Resource Management

[GRI 3–3] [GRI 303-1] [GRI 303-2] [GRI 303-3] [GRI 303-4] [GRI 303-5] [RT-CH-140a.1] [RT-CH-140a.3] [MED 13]

Uralkali primarily sources water from the Kama River, Verkhne-Zyryanskoye Reservoir, underground sources[1], and third-party suppliers[2], and also collects storm water.

We prioritise water security in our operational regions, actively monitoring the risk of water scarcity. We currently assess this risk as low in the medium term. To ensure long-term water resource sustainability, we developed a preliminary plan for reconstructing the Kama water intake in Solikamsk, accounting for potential river degradation scenarios over the next decade.

To reduce water consumption, we implement closed-loop and recycled water systems.

In 2024, we completed installing such a system at Solikamsk-2, while similar installation at Solikamsk-1 remains in progress. Our recycled water system processed 112,490 thousand m^3 of water in 2024.

To minimise impacts on water resources, we treat wastewater using traditional methods, such as sedimentation ponds and biological treatment facilities for domestic sewage.

In 2024, Uralkali initiated a project to recycle wastewater into the production cycle at Berezniki-3. We procured treatment equipment in 2024, with design documentation planned for 2025 to advance the project.

[1] Uralkali extracts water from underground wells located at Berezniki-3, Solikamsk-1, Solikamsk-2, Solikamsk-3, and the health resort.

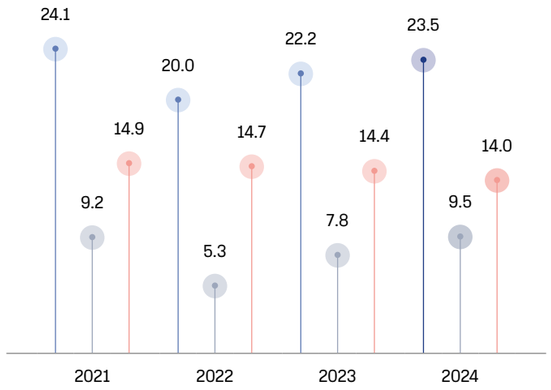
[2] Third-party water sources encompass municipal and other water supply systems, public and private utilities, and organisations engaged in the provision, transportation, treatment, disposal, and/or use of water and wastewater.

Water Reduction Programme at Solikamsk-1

In 2023, we conducted a water audit at Solikamsk-1, which resulted in a programme to optimise water consumption and wastewater management by 2027. The programme includes over 15 measures to reduce water use and industrial wastewater mineralisation.

In 2024, we began implementing these measures, installing additional flow meters, reusing power plant runoff in production, collecting mineralised wastewater from equipment cleaning at the carnallite processing plant, and switching reagent storage heating in the boiler-turbine shop from steam to network water.

Water withdrawal, consumption and discharge, million m^3



Air Protection

[GRI 3-3] [GRI 305-7] [RT-CH-120a.1] [MED 19]

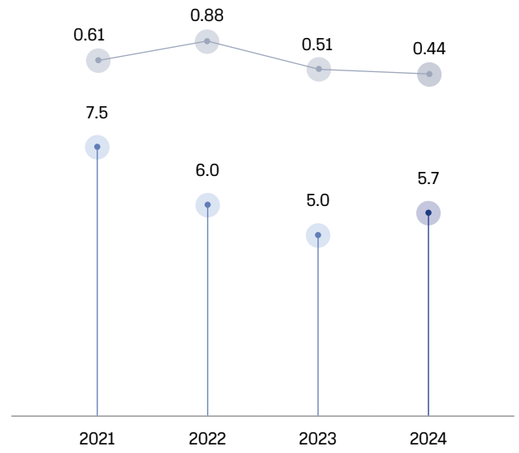
Uralkali's operations generate minimal air pollutant emissions, yet we rigorously monitor emission sources using both instrumental and computational methods. We equip all production facilities with advanced gas treatment systems and assess air quality in line with legally mandated schedules and internal standards.

Our ESG Strategy sets a target to reduce sulphur dioxide (SO_2) emissions by 25% by 2025 compared to 2020 levels. In 2024, we surpassed this goal, achieving a 45% reduction in sulphur dioxide emissions from 2020.

To further decrease pollutant emissions, we completed the basic design for replacing a second fuel oil furnace at the TS-6 unit in 2024, with construction and installation work scheduled for 2026. Additionally, we advanced the construction of a reserve fuel complex at the Solikamsk-1 boiler-turbine shop, transitioning from fuel oil to diesel, with completion planned for 2025.

In 2024, total air pollutant emissions rose by 14.5% from 2023, reaching 5.7 thousand tonnes, driven by a significant increase in production volumes. However, emission intensity continued to decline, falling to 0.44 kg/tonne of product, a 13.4% reduction from the previous year.

Air emissions



Waste Management

[GRI 3–3] [306-1] [306-2] [306-3] [306-4] [306-5] [RT-CH-150a.1] [MED 17] [MED 18]

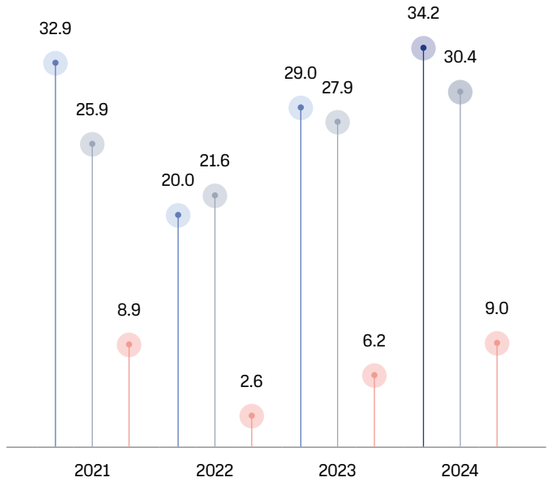
Potash fertiliser production generates low-hazard (Class V)[1] halite waste and clay-salt slurries. We process a portion of halite waste into marketable products (e.g., Grades A and B halite), while the remainder is either stored at designated facilities or recycled through backfilling, reducing the volume of surface-stored waste. We transfer high-hazard (Class I and II) waste to a Federal Environmental Operator in compliance with legislation.

To minimise the environmental impact of waste management, Uralkali implements the following measures:

- modernise and expand production capacity, focusing on extracting valuable ore components;
- store and recycle waste at facilities fully compliant with current sanitary and environmental regulations;
- conduct a programme of environmental monitoring, including regular assessments of environmental conditions at waste storage sites.

In 2024, total waste generation rose by 18% compared with the previous year, reaching 34.2 million tonnes. We recycled or reused 89% of generated waste (30.4 million tonnes), driven by active processing of legacy waste and the adoption of more efficient recycling technologies.

Waste management techniques[2], million tonnes



[1] Under waste management legislation, Class V waste is classified as 'practically non-hazardous'.

[2] Reuse, incineration, burial, transfer to third parties for processing, transfer to third parties for neutralisation and storage, and disposal in municipal landfills are excluded from the scope of reported activities. For a detailed breakdown, please refer to the GRI table.

Waste Utilisied through Backfilling[1]

[GRI 306-4] [GRI 306-5] [MED 18]

To reduce the volume of waste sent to surface storage sites, Uralkali disposes of clay-salt slurries and halite waste through backfilling. This process also significantly mitigates geological risks, providing additional protection against land deformation and preventing structural damage.

Our ESG Strategy aims to increase the share of backfilled waste by 10% by 2025 compared to 2020 levels. In 2024, we achieved the backfilling level of 28 million tonnes.

In 2024, Uralkali continued to expand its backfilling complexes. We completed construction work at the Berezniki-4 mine to expand the backfilling complex to 8.0 million tonnes, while the Solikamsk-3 mine achieved the backfilling level of 7.5 million tonnes. At certain mines, the demand for backfill material exceeds current waste generation, enabling us to recycle previously accumulated waste stored at surface sites.

We are also expanding the backfilling complex at Solikamsk-3 to 9.0 million tonnes, with completion planned for 2026.

80%[2]

share of production waste utilised through backfilling

Waste Recycling

[GRI 306-4] [MED 18]

Beyond backfilling production waste and processing halite waste into marketable products, Uralkali recycles paper, low-density polyethylene pipes, polypropylene, oils, and scrap metal.

We have implemented methods to recycle construction waste using circular economy principles. A mobile crushing unit processes concrete slabs from major repairs into gravel, which we use for internal roads and other company needs. In 2024, we recycled 16,680 tonnes of construction waste.

[1] For more details, please refer to the Safety chapter.

[2] The backfilling indicator is calculated as the ratio of (1) the volume of backfilling to (2) the volume of generated production waste, based on a five-year moving average. We use the average volumes of backfilling and waste over the past five years to ensure comparability between the numerator and denominator. This approach accounts for the lag between backfilling operations and production, as short-term production and waste-generation volumes do not directly correlate with backfill volumes.

Hydraulic Facilities

Safe operation of hydraulic facilities remains a priority for Uralkali. We manage nine hydraulic complexes, including seven slurry storage sites, a reservoir, and protective structures. Uralkali conducts regular monitoring of these facilities and assesses their operational reliability.

In compliance with environmental legislation, we systematically monitor all waste storage sites, including surface storage and slurry facilities, and compile annual reports on environmental quality within these sites. We submit monitoring results and reports to regulatory authorities regularly.

Biodiversity Preservation and Land Reclamation

[GRI 3-3] [GRI 101-2] [GRI 101-4] [GRI 101-5] [GRI 101-6]

Uralkali's operational sites are not located in specially protected natural areas, high-biodiversity zones outside such areas, or high-biodiversity zones adjacent to such areas. Nevertheless, we actively implement measures to preserve biodiversity in our regions of operation.

1,494
RUB thousand

biodiversity preservation expenses in 2024

In 2024, Uralkali launched its Biodiversity Preservation Programme[1], which includes a range of initiatives to prevent and reduce adverse impacts on biodiversity.

In 2024, we conducted the first phase of biodiversity monitoring under the Programme[2], involving surveys of terrestrial and aquatic ecosystems. The surveys covered nine key terrestrial sites[3] and four aquatic ecosystem sites, spanning a total route length of 16 km. The primary finding indicates that Uralkali's operations have no significant adverse impact on biodiversity in the vicinity of our facilities, with observed changes attributed mainly to natural processes.

Sterlet Fry Release

Under our biodiversity preservation commitments, Uralkali continues efforts to restore aquatic resources. In 2024, we released over 53 thousand sterlet fry, raised in a specialised fishery, into the Kama Reservoir. Sterlet, a sturgeon species listed in the Red Books of Russia and the Perm Region, supports the ecological balance of the Kama River.

The release process is overseen by a commission comprising representatives from the Perm Region's Ministry of Natural Resources, Forestry, and Ecology, Federal Fishery Agency, and aquaculture organisations. These initiatives significantly enhance the fish stocks in the Kama Reservoir contributing to the reservoir's ecological balance.

>53
thousand

sterlet fry released into the Kama Reservoir in 2024

Land Reclamation

No land reclamation was conducted in 2024, as no land was disturbed during Uralkali's operations in the reporting period. All mines remain active, precluding reclamation activities. The absence of reclaimed land in 2024 also stems from ongoing construction projects.

Employee Engagement in Environmental Initiatives

Uralkali's environmental efforts extend beyond compliance to include educational initiatives. We actively participate in national and city-level environmental campaigns, support employee and community-led environmental initiatives, and promote an environmental culture among staff and local residents.

Under the Biodiversity Preservation Programme, we delivered a series of popular science lectures on ornithology for Uralkali's employees and their families. We also organised educational talks on specially protected natural areas and biodiversity for schoolchildren in Berezniki and Solikamsk.

Our employees are members of numerous professional environmental and ecological expert communities, representing Uralkali at various events where they share expertise and learn best practices in environmental protection.

In 2024, Uralkali continued its work within the Perm Region Industrial Ecologists Council, actively collaborating with other members to address key regional environmental challenges.

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[1] Uralkali's 2023 Biodiversity Preservation Programme for the areas impacted by its operations was developed in collaboration with the Institute of Natural Sciences of the Federal State Autonomous Educational Institution of Higher Education 'Perm State National Research University' (Institute of Natural Sciences FGAOU VO PGNIU).

[2] We conducted all related activities in partnership with the Institute of Natural Sciences FGAOU VO PGNIU.

[3] The sites include several licensed plots (Polovodovsky, Novo-Solikamsky, Solikamsky, and Izversky) and specially protected natural areas (Marginskoye Bog, Borozdukhinskoye Bog, and Rodnikovskoye Bog).

Product Safety

Governance Approach

[GRI 3-3]

Uralkali entrusts product safety to our Technical Unit, led by the Deputy Technical Director for Processing Operations. The regulatory part of its activity is supported by the Company's senior governance bodies, which approve necessary internal documents and oversee their implementation.

In 2024, we delivered training programmes to enhance employees' expertise in product safety. These included 'Industrial Environmental Monitoring', 'Specifics of Production at Chemical, Oil and Gas Extraction and Processing Facilities: Development of Process Regulations', 'Technical Specifications and Organisational Standards: Recommendations for Development and Compliance Review'.

Key Governing Documents

Uralkali's objectives and principles for ensuring product competitiveness, quality, and safety reside in our Technical Policy.

We also maintain Process Regulations, Technical Specifications, and Safety Data Sheets to guide our product quality efforts.

State Certification

[GRI 416-1] [GRI 416-2] [RT-CH-410.b1]

Uralkali subjects all potash fertilisers to rigorous testing, including state environmental certification, registration, and compliance declarations with national mineral fertiliser standards. We assess 100% of significant product categories for their impacts on human health and safety.

In 2024, we recorded no instances of non-compliance with standards related to product health and safety impacts.

During the reporting period, we secured two declarations of conformity to GOST R 51520-99 'Mineral Fertilisers: General Technical Conditions' for potassium chloride brands Fine and Granular, as well as export brands Eurogran, G, N, and O.

Uralkali provides safety data sheets for all products, equipping customers with reliable information on safe use, transport, and storage. Our products contain no substances classified as Hazard Category 1–2 under the Globally Harmonized System (GHS)[1].

Industrial Radiation Monitoring

We produce potassium chloride from sylvinite, a natural mineral extracted at depths of approximately 400 metres. Due to the presence of natural radionuclides in the ore, Uralkali implements an Industrial Radiation Monitoring Programme, which provides for spectrometric analyses of raw materials and finished products, as well as dosimetric measurements at workplaces. We evaluate the specific activity of radionuclides for each product brand at least annually.

Heavy Metal Monitoring

Uralkali monitors levels of heavy metals — such as lead, cadmium, arsenic, mercury, chromium, and zinc — in our products to prevent adverse effects on plants and soils. Laboratory tests in 2024 confirmed that heavy metal content in our products was well below regulatory thresholds.

Organic Chloride Compound Monitoring

Uralkali annually tests products used in the oil and gas sector for organic chloride compounds (OCCs) and quaternary ammonium salts. Tests in 2024 detected no OCCs in our products. We obtained a certificate for the use of chemical products in oil extraction and transportation processes, alongside a certificate of compliance with technical specifications.

Veterinary and Phytosanitary Oversight

Uralkali's potassium products serve not only agriculture but also animal husbandry. Our potassium-containing feed additive, registered with the Federal Service for Veterinary and Phytosanitary Supervision, supports the production of premixes and compound feeds for broiler chickens, laying hens, and pets to address potassium deficiencies in livestock diets. We conduct annual tests in accredited laboratories to monitor toxic elements in the feed additive.

Use of Hazardous Substances

Uralkali employs limited quantities of hazardous substances, and adopts a comprehensive approach to ensure their safe handling across all production stages. Internal regulations on the storage, preparation, transport, and use of chemical substances and reagents mandate compliance for all managers, workers, and external organisations involved in handling these substances. All hazardous substances come with safety data sheets, which provide detailed instructions on handling, storage, transport, and disposal.

In 2024, Uralkali advanced its programme to curtail the use of hazardous substances and achieved notable reductions in the quantities of the following materials:

- industrial oil by 1.6%;
- hydrochloric acid by 4%;
- KS-MF carbamide-formaldehyde resin by 6.5%.

[1] Globally Harmonized System of Classification and Labelling of Chemicals (GHS).

Product Quality

[GRI 416-1]

Uralkali addresses product quality during weekly in-person leadership meetings. Our Quality Control Unit conducts analytical oversight to ensure compliance with process regulations at all production and shipping stages. Every product batch undergoes final testing to verify alignment with technical specifications and contract terms. Successful tests result in a quality certificate, confirming compliance with applicable standards.

Our Research and Product Quality Control Laboratories operate in accordance with ISO 17025:2019, setting global benchmarks for testing and calibration competence.

Key Governing Documents

Uralkali's commitment to product quality is anchored in our Quality Policy and Technical Policy. Additional internal documents guiding our quality efforts include:

- Quality Manual;
- Process Regulations;
- Regulations on Document Management for Finished Products;
- Regulations on Radiation Safety (updated in 2024);
- Instructions on Incoming Product Control (updated in 2024);
- Instructions on Management of Non-Conforming Products;
- Organisational Standard on Metrological Support of Operations (updated in 2024);
- Organisational Standard on Measurement Methodologies (updated in 2024).

During loading and unloading at port terminals, independent inspection companies conduct additional quality checks on our potash products, ensuring consistent characteristics throughout the supply chain. Uralkali engages specialists from VNII Galurgii]SC to perform comprehensive studies of potassium chloride's physical and mechanical characteristics.

Quality Management System

Uralkali integrates a robust Quality Management System (QMS) across all production processes. In 2024, we successfully passed the second surveillance audit of our QMS for compliance with ISO 9001:2015 in potassium chloride production. The audit, documented in Inspection Report No. 24.00244.026 dated 13 February 2024, confirmed the QMS's effectiveness and alignment with required standards.

We plan to undergo a QMS recertification audit in 2025.

Each year, we assess our QMS performance, evaluating quality objectives, process efficiency, customer feedback, and consumer satisfaction. This process drives continuous improvement and upholds our high product quality standards.

Certification of Enhanced Mineral Fertilisers

In 2024, Uralkali underwent an inspection of its production of agricultural products, raw materials, and food with improved characteristics, which ensured our compliance with Federal Law No. 159-FZ dated 11]une 2021 and GOST R 58658-2019 'Products and Food with Improved Characteristics: Mineral Fertilisers'. Following the inspection, Certificate of Conformity No. RSK-U.120011.00043 was issued to Uralkali on 19 September 2024.

The Russian Ministry of Agriculture's Green One trademark recognised four potassium chloride brands in 2024. This certification affirms Uralkali's rigorous management of production, storage, transport, and documentation processes.

In 2025, we plan to recertify our enhanced mineral fertiliser production for compliance with GOST R 58658-2019 'Products and Food with Improved Characteristics: Mineral Fertilisers'.

Climate Change

Why This is Important to Us

Climate change poses a significant challenge, reshaping global economies and demanding business adaptation. Embracing sustainable development, including reducing greenhouse gas emissions, ensures Uralkali's long-term resilience. We actively engage in the climate agenda, optimising production processes and advancing low-carbon technologies to curtail emissions.

ESG Strategy 2025 Goals

- Reduce GHG emission intensity (Scope 1 and 2) by 10% by 2025 and 20% by 2030 from 2020 levels
- Increase the share of green electricity in total consumption to 20% by 2025 and 45% by 2030 from 2020 levels
- Achieve carbon neutrality by 2050

Our Progress in 2024

- Updated methodology for assessing transition risks
- Developed a new five-year Energy Reduction Roadmap

2025 Targets

- Monitor and review the first phase of the 2025 Climate Strategy
- Further reduce intensity of GHG emissions and refine Scope 3 data
- Continue implementing energy-saving measures and phasing out the use of fuel oil

Key Achievements in 2024

1.7
million tonnes of CO_2e
GHG emissions (Scope 1 and 2)

0.134
tonnes of CO_2e/tonne of product
GHG emission intensity (Scope 1 and 2)

2.2
million tonnes of CO_2e
GHG emissions (Scope 3)

24,539
TJ
total energy consumption



13 CLIMATE ACTION

National Context

Climate change remains a cornerstone of Russia's national agenda. In 2024, Russia advanced its climate policy, which targets carbon neutrality by 2060. The Climate Doctrine[1] and the Low-Carbon Development Strategy until 2050[2] outline the nation's climate objectives and strategies.

The Federal Law on Limiting Greenhouse Gas Emissions provides the regulatory framework for emissions management[3].

Beyond emission reduction efforts, Russia prioritises adaptation to ongoing climate changes. In 2023, the government approved the second phase of the National Climate Adaptation Plan, which outlines measures until 2025.

Russia actively collaborates globally on climate issues. At COP29 in 2024, the Russian delegation advocated for national considerations in climate commitments, emphasising the role of developing nations in the global climate agenda. Russia also promoted climate cooperation within BRICS, fostering partnerships among developing countries to combat climate change.

Key Developments in 2024

Stress-Testing of Transition-Related Climate Risks

In 2024, the Central Bank of Russia conducted stress-testing of the nation's financial system to gauge the impact of climate risks. This exercise assessed the resilience of financial institutions to the potential economic fallout from climate change. The findings revealed that major companies in 'brown' industries could face deteriorating financial health, posing risks to the banking sector. In response, the Central Bank urged financial organisations to collaborate closely with the corporate sector to boost energy efficiency and reduce carbon intensity.

Development of Carbon Unit Regulations

In 2024, Russia introduced measures to bolster the carbon unit market. A federal law[4] amending the Russian Tax Code exempted carbon unit registry operators from VAT, reducing costs for climate project implementers and stimulating market growth.

Amendments to the Forest Code

In 2024, Russia enacted significant amendments to the Forest Code[1], enhancing the management of forest resources to tackle climate risks. These changes bolster the resilience of forest ecosystems, aiding efforts to combat climate change impacts such as wildfires and land degradation. They also integrate forestry into carbon market mechanisms, unlocking new opportunities for forests to serve as sources of carbon units.

Integration of Climate Risks in Regional Strategies

Order No. 397 of the Ministry of Economic Development dated 28 June 2024 updated guidelines for regional socio-economic strategies, incorporating climate risks and adaptation measures to ensure climate-aware regional planning.

Shift in Scientific, Technological, and Economic Priorities

A presidential decree[2] approved a Scientific and Technological Development Strategy focusing on eco-friendly, resource-efficient energy, nature-inspired technologies, and climate-active substance emissions assessments. A government resolution[3] prioritised projects in renewable, hydrogen, and nuclear energy, laying the foundation for a sustainable economy and technological leadership.

Uralkali closely tracks legislative changes, adapting strategies and processes to meet new requirements. Amid growing focus on climate risks and sustainability, we prioritise innovative environmental solutions to align with national climate policies and goals.

[1] Approved by Presidential Decree No. 812 dated 26 October 2023.
[2] Approved by Government Resolution No. 3052-r dated 29 October 2021.
[3] Federal Law No. 296-FZ dated 2 July 2021.
[4] Federal Law No. 37-FZ dated 26 February 2024.

[1] Federal Law No. 492-FZ dated 26 December 2024.
[2] Presidential Decree No. 145 dated 28 February 2024.
[3] Resolution of the Government of the Russian Federation No. 1492 dated 6 November, 2024.

Governance Approach

[GRI 3-3]

Senior Leadership and Management

At the highest level, Uralkali's Board of Directors and Sustainable Development Committee oversee climate change initiatives, steering all efforts to achieve the goals of our Climate Strategy.

At the executive level the Sustainable Development Directorate shoulders responsibility for managing climate change and greenhouse gas emissions, presenting biannual progress reports on the Climate Strategy to the Board's Sustainable Development Committee.

We integrate climate change considerations into our strategic business planning and project feasibility assessments, ensuring alignment with our sustainability objectives.

Key Governing Documents

- Environmental Policy (outlining our climate change commitments)
- Standard on Quantitative Assessment of Greenhouse Gas Emissions
- Standard on Quantitative Assessment of the Carbon Footprint of Products

Climate Strategy

[RT-CH-110a.2]

In 2024, Uralkali continued implementation of its Climate Strategy, which sets specific targets to reduce greenhouse gas emissions by 2025 and 2030 and achieve carbon neutrality by 2050. We scheduled an interim review of the Strategy's progress in 2025.

Climate Strategy Targets

2025	2030	2050
• 10% reduction in GHG emission intensity (Scope 1 and 2) from 2020 levels	• 20% reduction in GHG emission intensity (Scope 1 and 2) from 2020 levels	• achieve carbon neutrality
• up to 20% increase in the share of green electricity in total consumption	• up to 45% increase in the share of green electricity in total consumption	

Priority Areas for Achieving Climate Strategy Goals:

- enhance energy efficiency;
- procure green electricity;
- transition to low-carbon fuels (phasing out fuel oil);
- reduce fuel consumption and shift mobile equipment to alternative energy sources;
- collaborate with supply chain partners;
- assess and manage climate risks.
- implement carbon offset forestry projects;

Climate Risks

Uralkali identifies and evaluates key climate risks in line with recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) and IFRS S2 Climate-related Disclosures standard.

The Sustainable Development Directorate, supported by the Risk Directorate, conducts risk identification, quantification, and mitigation planning. The Risk Directorate provides methodological support, coordinating risk assessment and analysis.

In 2024, we adopted an annual climate risk assessment process, replacing a biennial cycle, to ensure data relevance and enhance decision-making. The assessment spans the entire value chain, from raw material extraction to product use, with risks evaluated to 2050 and detailed analysis to 2030, as shown in the table below.

We employ climate scenarios from the Intergovernmental Panel on Climate Change (IPCC) to account for varying global climate policy pathways and their business impacts.

SSP1-2.6 Scenario	SSP2-4.5 Scenario	SSP5-8.5 Scenario
1.8 °C	**2.7 °C**	**4.4 °C**
temperature rise by 2100	temperature rise by 2100	temperature rise by 2100
Reduction of GHG emissions and achievement of a net-zero position by 2055	Current emission growth rate is maintained, and carbon neutrality is achieved by 2100	Current GHG emissions double by 2050

We categorise climate risks as transition and physical. In 2024, Uralkali refined its methodology for assessing transition risks, incorporating updates in national and international climate regulations.

Our assessment of physical risks identified no significant threats likely to materially impact production or operations in the near term.

Transitional Risks

Regulatory Risks

1 2 3 Introduction of cross-border carbon regulation in key sales countries

1 2 3 Introduction of carbon regulation in Russia

Market Risks

1 2 3 Increase in electricity prices

1 2 3 Increase in heat energy prices

Reputation Risks

1 2 3 Change in access to financing

Technology Risks

1 2 3 Emergence of new low-carbon technologies in the KCl production market

Physical Risks

Severe Weather Events

1 2 3 Change in the frequency of hurricanes and tornadoes

1 2 3 Spread of wildfires

1 2 3 Change in the frequency of marine storms

Change in Air Temperature

1 2 3 Change in extreme high summer temperatures

1 2 3 Change in the number of freeze-thaw cycles

Change in Precipitation Patterns

1 2 3 Heavy summer precipitation

1 2 3 Change in the intensity of spring floods

Risk significance assessment scale

- Insignificant
- Moderate
- Significant
- Potentially critical
- Critical

Change by scenarios

1 2 3

1 — Scenario SSP1-2.6

2 — Scenario SSP2-4.5

3 — Scenario SSP5-8.5

Greenhouse Gas Emissions Metrics

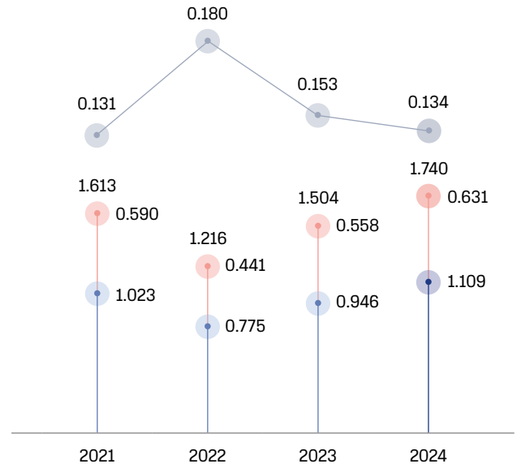
Scope 1 and 2

[GRI 305-1] [GRI 305-2] [GRI 305-4] [RT-CH-110a.1] [MED 20]

Uralkali inventories all greenhouse gas emission sources, assessing direct (Scope 1) and indirect energy-related (Scope 2) emissions in line with the GHG Protocol. For Scope 1, we apply coefficients from the 2006 IPCC Guidelines and, partially, Russia's Ministry of Natural Resources Order No. 371. For Scope 2, we use coefficients based on data from the International Energy Agency (IEA) and ATS]SC, reflecting regional energy system characteristics.

In 2024, Scopes 1 and 2 emissions rose by 17% and 13%, respectively, from the previous year due to increased production volumes. However, our emissions intensity continued to decline, reaching 0.134 tonnes of CO_2e/tonne of product, a 12% improvement from 2023.

GHG emissions (Scope 1 and 2)



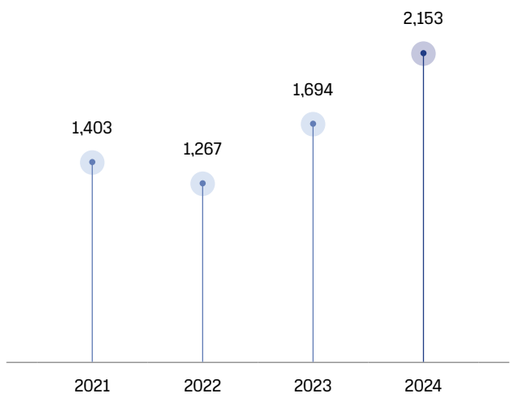
Scope 3

[GRI 305-3] [GRI 305-4]

Uralkali quantifies other indirect emissions (Scope 3), defined per the GHG Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard.[1] The largest contributors include emissions from product transport and distribution, raw material procurement, and fuel and energy production. In 2024, we significantly increased the use of supplier-provided emissions data for Scope 3, reaching 15% of total data. We plan to further expand data collection in 2025 for greater accuracy.

Scope 3 emissions grew by 27% in 2024 compared to 2023, driven by higher production volumes, with an emission intensity of 0.166 tonnes of CO_2e/tonne of product.

GHG emissions (Scope 3), thousand tonnes of CO_2e

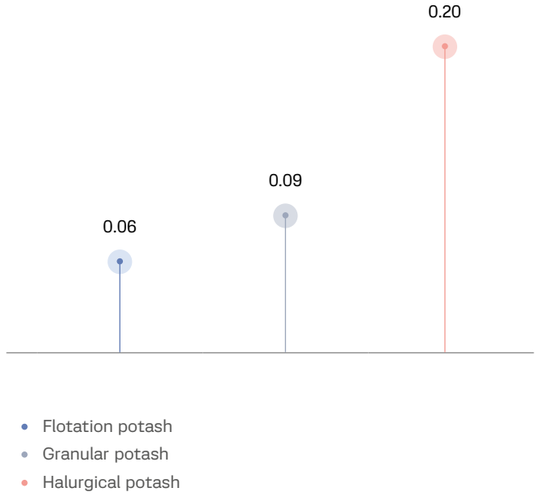


Carbon Footprint of Products

Uralkali assesses product carbon footprints using a Cradle-to-Gate approach, focusing on emissions from raw material extraction and production, as fertiliser use and disposal generate no significant greenhouse gas emissions. We conduct assessments in four stages, adhering to ISO 14067:2018. Our potash fertilisers exhibit a low carbon footprint compared to other fertilisers, owing to our production processes.

In 2024, we reduced our product carbon footprint by 14.5% from the previous year, achieving an average of 0.112 tonnes of CO_2e/tonne of product across all potash products. Optimised production, scaled energy-saving technologies, and increased output drove this improvement. Flotation potash recorded the lowest footprint at 0.06 tonnes of CO_2e/tonne of product.

Uralkali's product carbon footprint in 2024, tonne CO_2e/tonne of product



[1] Uralkali assesses Scope 3 emissions across seven categories: Purchased Goods and Services (Category 1), Capital Goods (Category 2), Fuel- and Energy-Related Activities (Category 3), Upstream Transportation and Distribution (Category 4), Waste Generated in Operations (Category 5), Upstream Leased Assets (Category 8), and Downstream Transportation and Distribution (Category 9). We consider our impact negligible in three categories: Business Travel (Category 6), Employee Commuting (Category 7), and End-of-Life Treatment of Sold Products (Category 12). We deem five categories inapplicable to our operations: Processing of Sold Products (Category 10), Use of Sold Products (Category 11), Downstream Leased Assets (Category 13), Franchises (Category 14), and Investments (Category 15).

Energy Efficiency

Governance Approach

[GRI 3-3]

Our Technical Director oversees energy efficiency and consumption, chairing the Energy Reduction Commission, which annually reviews performance reports and sets future plans. The Chief Power Engineer's Department, under the Deputy Technical Director, implements energy-saving initiatives.

In 2024, we strengthened collaboration with subsidiaries, enhancing data collection and analysis on energy consumption. We intensified oversight of subsidiaries' reporting to bolster energy efficiency monitoring. Monthly employee engagement activities raised awareness of energy conservation. Our Regulations on Rewarding Employees for Energy Savings[1] continued in 2024, incentivise energy reductions, with bonuses tied to annual savings against targets for specific mining operations.[2]

In 2024, Uralkali crafted comprehensive Regulations on Enhancing Operational Efficiency, designed to establish tools for managing initiatives that boost operational efficiency under our Cost Reduction Programme for finished products. These regulations incentivise employees to reduce energy consumption. In 2025, we plan to develop a programme of initiatives and a collaboration plan with business units based on these regulations.

[1] Regulations on Rewarding Employees for Energy Savings, approved by an internal order dated 6 October 2022.

[2] We incentivise employees who enhance energy efficiency with annual bonuses, contingent on their specific mining operation achieving energy consumption savings relative to the business plan's energy targets for the reporting year, adjusted for actual production volumes.

Single Heat Supply Organisation Status

In 2024, Uralkali secured a Single Heat Supply Organisation (SHSO) status in Berezniki, following the introduction of a single heat supply pricing zone. Resolution No. 01-02-1067 dated 8 July 2024 'On Approving the Heat Supply Scheme for Berezniki' designated Uralkali as the SHSO for Berezniki-2 and Berezniki-3. We commit to meeting disclosure deadlines and standards for SHSOs in pricing zones and will publish a Consumer Heat Energy Service Quality Standard on our website.

Key Governing Documents

- Five-Year Energy Reduction Roadmap (developed in 2024)
- Regulations on the Energy Reduction Commission
- Technical Policy on Energy Conservation

Energy Efficiency Initiatives

Following a 2023 energy audit, Uralkali devised a new five-year Energy Conservation Programme. In 2024, we implemented a series of pivotal initiatives under this programme to enhance energy efficiency and reduce energy consumption. We executed 130 energy-saving measures across our operations, achieving a reduction of 299 thousand GJ in energy use through these efforts.

Key Initiatives in 2024 under the Five-Year Energy Reduction Roadmap

Initiative	Description
Variable Frequency Drive for a Main Fan at Berezniki-4	Completed the installation of a variable-frequency drive on the main fan at Berezniki-4, which is a critical step in reducing electricity use as fans are major energy consumers. This initiative promises significant energy savings.
Digital Twin for the Closed-Loop Water Supply System at Berezniki-4	Deployed a digital twin for the closed-loop water supply system at Berezniki-4's processing plant. This technology optimises electricity use by guiding efficient water cooling for equipment with minimal energy costs.
Conversion of Solikamsk-1 Boilers to Diesel as Backup Fuel	Adjusted a boiler at Solikamsk-1 to use diesel fuel, thus enhancing operational efficiency and reliability of energy supply while reducing costs.
Connection of Berezniki-2 to a Different Main Step-Down Substation	Completed major construction of a power transmission line to connect Berezniki-2 to the Stroganovskaya main step-down substation to enjoy lower electricity transmission tariffs.

In 2025, Uralkali will continue implementing the Energy Reduction Roadmap, planning to install a second frequency-regulated main fan at Berezniki-4 to complete ventilation equipment modernisation.

Renewable Energy Sources

[GRI 302-1] [RT-CH-130a.1] [MED 22]

In 2024, Uralkali explored small-scale renewable energy sources. We continued operating a solar power station to supply a dam's signalling system and evaluated solar and other alternative energy options for broader application. We do not currently procure electricity from renewable energy facilities.

Energy Roadmap with PrimEnergo

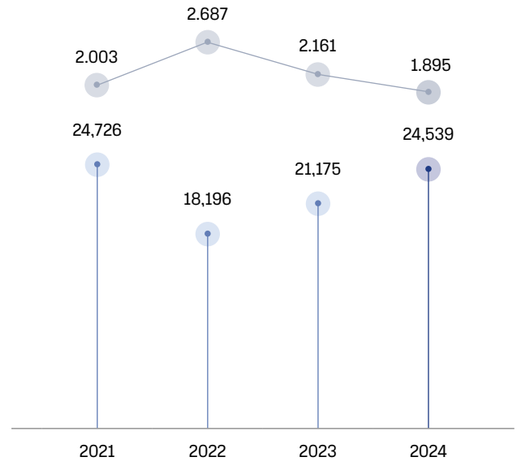
In 2024, Uralkali signed an Energy Roadmap with PrimEnergo LLC to enhance the reliability of electricity supply. This roadmap outlines measures to upgrade power line infrastructure, minimising risks of external supply disruptions. These efforts ensure operational stability and continuity amid evolving challenges, including climate risks.

Energy Consumption Metrics

[GRI 302-1] [GRI 302-3] [RT-CH-130a.1]

In 2024, Uralkali's total energy consumption rose to 24,539 T], driven by increased production volumes across our facilities. Conversely, our energy intensity decreased by 12% from 2023, reaching 1.895 G]/tonne of product.

Total energy consumption



Best Energy-Efficient Company of the Western Urals 2024

Uralkali secured the title of 'Best Energy-Efficient Company of the Western Urals 2024' in a competition organised by the Western Urals Energy Association in collaboration with the Perm Region's Ministry of Industry and Trade and the Sotrudnichestvo Perm Region Union of Industrialists and Entrepreneurs.

Social Aspect

Safety	68
Employee Well-Being	94
Human Rights	124
Local Communities	132
Sustainable Agriculture	148

URALCHEM
URALKALI



Safety

Why This is Important to Us

Safety forms the cornerstone of Uralkali's corporate culture and underpins our long-term success. Robust risk management reduces workplace injuries, prevents accidents, boosts productivity, and fosters trust among employees, contractors, clients, and stakeholders.

We take responsibility for the safety of communities in our regions of operation, prioritising emergency preparedness and mitigating mining and geological risks.

ESG Strategy 2025 Goals

- Reduction of the high-consequence work-related injuries rate by 10% (annually)
- Certifying 100% of production assets under ISO 45001

Our Progress in 2024

- Completed the first supervisory audit of the occupational health and safety management system, confirming compliance with ISO 45001
- Implemented measures under the 2024–2026 Health, Safety, and Environment Strategy
- Promoted the behavioural safety culture through targeted training programmes
- Developed internal documents for contractor management and introduced a Road Safety Standard

Key Achievements in 2024

0.514
LTIFR among employees[1]

0.464
LTIFR among contractors[1]

18
accidents among employees[2]

0.20
rate of high-consequence work-related injuries[1]

0
technical emergencies

1
occupational incident

1.8
RUB billion[3]
OHS costs and investments

2025 Targets

- Maintain ISO 45001 certification through annual supervisory audits
- Expand training programmes to strengthen the behavioural safety culture
- Roll out the Road Safety Standard
- Advance the contractor evaluation system

[1] Per one million hours worked.
[2] Total injuries, including fatalities. The scope of disclosure includes only work-related incidents.
[3] The amount excludes fire safety costs.

Governance Approach

[GRI 3-3] [GRI 403-1]

Senior Leadership and Management

Uralkali's senior leadership drives strategic oversight of occupational health and safety (OHS).

The Board of Directors' Sustainable Development Committee reviews OHS issues twice yearly.

Our CEO directly oversees three bodies: the Environmental, Health, Safety, and Corporate Social Responsibility Committee; the Employee Safety Committee; and the Emergency Response and Fire Safety Commission.

In 2024, the Environmental, Health, Safety, and Corporate Social Responsibility Committee convened four times, addressing employee training, updated personal protective equipment (PPE) issuance standards, expanded PPE vending machines, completion of ISO 45001 certification audits, adoption of advanced fire suppression tools, and certification of non-staff emergency response teams. The Committee consistently reviews investigations of severe incidents.

The Health, Safety, and Environment (HSE) Directorate ensures execution of the CEO Committees' decisions. Organisationally, the Directorate includes:

- Occupational Health and Safety Department;
- Fire Safety and Emergency Protection Department;
- Environmental Protection Department;
- Safety Culture Department.

The Safety Culture Department, established in July 2024, includes a department head, four senior trainers, and six internal trainers, who promote behavioural culture across the mines (including Solikamsk-1, 2, 3, and Berezniki-2, 3, 4, as well as all of Uralkali's subsidiaries.

All business unit heads bear responsibility for strict adherence to OHS regulations, cultivating a safety culture, and implementing decisions from higher bodies.

KPIs and Remuneration

Uraklaki has a KPIs' system related to OHS performance. Top management remuneration is directly depends on achieving injury reduction targets. In 2024, KPIs were applied to members of top management, including the CEO and Deputy CEOs including Technical Director, Production Director, and HSE Director.

Accident-related KPIs also affect the motivation of a number of key executives, including: HSE Director, Technical Director, Procurement Director, Production Director, and Capital Construction Director. In four subsidiaries, indicators related to accident rates are included in the incentive system for general directors.

The incentive system also applies to mid-level managers and specialists, with monthly performance bonuses for specialists and annual bonuses for managers.

In 2024, the Company decided to discontinue financial penalties for recurring minor accidents to prevent the concealment of minor accidents and strengthen the safety culture.

Management System

All of Uralkali's production assets meet ISO 45001:2018 standards. The Occupational Health and Safety Management System (OHSMS) operates under over 15 internal documents, including the OHSMS Regulations and the Professional Risk Assessment Procedure.

We conduct annual internal audits to verify OHSMS compliance with ISO 45001:2018 and local regulations. In 2024, the Company successfully completed recertification to ISO 45001:2018. The external recertification audit registered one non-conformity, for which responsible parties and timelines for corrective actions were defined.

Five regulatory inspections in 2024 assessed occupational health, safety, fire safety, and sanitary compliance.[1] Uralkali addressed all identified violations fully and on schedule.

[1] In accordance with the Federal Law No. 248-FZ of 31 July 2020 'On State Control (Supervision) and Municipal Control in the Russian Federation'.

Key Governing Documents

Uralkali's Occupational Health and Safety Policy serves as the cornerstone of the OHS framework. This policy outlines our core objectives: ensuring safe working conditions across all workplaces, preventing work-related injuries and illnesses, and avoiding accidents, fires, and other emergencies.

Other key documents:

- Industrial Safety Policy Statement;
- Occupational Health and Safety Management System standards;
- Regulations on the Labour Protection Management System;
- Regulations on the Industrial Safety Management System;
- Professional Risk Assessment Procedure.

In 2024, Uralkali updated some documents to align with Russian legislation. The Company revised the Procedure for Employee Training, First Aid Instructions, and seven standards within the OHSMS. Additionally, Uralkali enhanced contractor evaluation criteria by incorporating OHS requirements into competitive procurement processes.

Risk Management

[GRI 403-2]

Uralkali integrates OHS risk management into its comprehensive risk framework. The Board of Directors' Audit Committee regularly reviews the risk register, including OHS risks. The CEO's Risk Committee, comprising functional leaders, oversees risk management. The Corporate Standard 'OHSMS 15-2024: Management of OHS (Professional) Risks' outlines the main principles for the management of OHS risks.

The CEO's Environmental, Health, Safety, and Corporate Social Responsibility Committee evaluates high-priority risks and mitigation measures. In 2024, Uralkali approved a Consolidated Corrective Action Plan to address high-priority occupational risks.

We refine hazard identification and risk assessment processes, documenting outcomes in annually updated risk maps, high-priority risk registers, and a 54-hazard list that covers all subdivisions.

Key OHS Risks and 2024 Mitigation Measures

Hazard Description	Mitigation Measures
Rock collapse	Expanded fleet of roof support and anchoring machines at mines
Physical impacts from the use of tools, flying debris or equipment parts, elastic recoil, ejected components, moving machinery	Installed screens and zone dividers; vibration devices to prevent material blockages in hoppers
Entanglement of body parts, clothing or PPE in moving machinery	Non-contact sensors on equipment; conveyor belt cleaners to prevent spillage
Impact from high-pressure liquid jets, vessel ruptures, pipeline failures, failure of seals on hydraulic and fire-fighting equipment	Automated pipeline thickness measurement system

In 2024, Uralkali assessed hazards and risks for 358 workplaces.

We inform employees about occupational risks through briefings and training. New hires receive mandatory introductions to workplace hazard and risk assessment maps.

We engage employees in hazard identification and risk assessment through expert groups comprised of:

- heads of subdivisions;
- experienced production staff exposed to potential hazards;
- occupational health and safety specialists;
- representatives of the Kaliyshchik primary trade union.

Safety Culture

[GRI 403-2] [GRI 403-3] [GRI 403-4] [GRI 403-8]

Uralkali prioritises a safety culture, engaging all employees and contractors to ensure safe working conditions and achieve zero injuries.

Our Cardinal Rules form the foundation of this culture. Violations result in employee dismissal or a one-year ban for contractors from Uralkali sites. Employees who report violations receive financial rewards, with bonuses increased in 2024.

In 2024, we recorded 40 violations of Cardinal Rules: 29 by employees and 11 by contractors, with sanctions applied to all violators.

Uralkali holds regular Prevention Council meetings to address violations of OHS and environmental regulations. Our OHS Commission reviews Cardinal Rule breaches and related matters. Employees actively participate in working groups, contribute to OHS consultations, and assist in developing local regulations.

In 2024, our occupational health system covered 13,367 employees.

Every employee can halt work upon identifying a potential hazard, as stipulated in OHS documents, job descriptions, and business unit regulations. We promptly identify and address any adverse actions against employees.

Uralkali maintains a wide range of internal communication channels, accessible to all employees, including those without computerised workstations.

Internal Communication Channels

Personal Meetings	Employees can contact OHS units at mines, the OHS Commission, or the trade union.
RU.Da Newspaper	The newspaper features insights and opinions from employees and OHS experts, supporting a communication project aimed at reinforcing safety culture. It is delivered to the home mailboxes of all employees and former employees.
KALIdoscope Portal	Centralised information access for employees with computerised workstations.
Uralkali Mobile App	The app is available in authorised and partially authorised versions for employees, and an unauthorised version for the public. It delivers timely notifications regarding OHS requirements and features services such as Q&A, feedback, and risk and violation reporting, alongside informational and personal services.
Let's Dig In! Podcast	The podcast spans seven seasons, including one on occupational and behavioural safety.
Plasma Screens	Display the Uralkali-TV, PRO Uralchem, and safety videos at sites and canteens.
Information Boards	Display posters and instructions across all business units.
Information Kiosks	Provide reference information at mines and Uralkali-Med clinic.
Email Newsletters	Deliver urgent updates via the app and detailed guidance via email.
Safety Bulletin	Quarterly brochure distributed across business units, highlighting OHS goals, outcomes, and leadership messages.

The Risks and Safety Russian Conference

In May 2024, Uralkali hosted the second National OHS Conference, ‘Risks and Safety’, in Solikamsk, supported by the Perm Region’s Ministry of Labour and Social Development, Western Ural Department of Rostekhnadzor, the State Labour Inspectorate, and the Perm Regional Department of Rospotrebnadzor.

Approximately 100 participants, including OHS specialists, regional regulators, major Russian companies, academics, trade unions, and NGOs, shared insights on safety culture, injury prevention, and employee health preservation.

Uralkali emphasises PPE usage, providing mandatory training and releasing seven 2024 videos on head, respiratory, and hearing protection, broadcast via corporate media and public screens.

Safety Culture Initiatives

Safety Culture Competitions	We regularly host competitions to enhance workplace safety culture. The ‘Best Business Unit’ and ‘Best in Profession’ contests evaluate not only employees’ professional skills but also their adherence to OHS regulations. Quarterly production culture competitions assess workplace maintenance, cleanliness, organisation, compliance with OHS and fire safety regulations, and implementation of fire prevention measures.
‘Initiative’ Programme	Employees propose ideas, including those related to OHS. We select the best proposals monthly, rewarding the most impactful initiatives with financial incentives.
‘Report OHS Risks and Violations’ function	Since 2021, the Uralkali mobile app has featured ‘Report Safety Risks and Violations’ function, accessible to all employees. This service enables real-time reporting of OHS violations and potential risks to people or equipment, directly notifying OHS specialists and mine management.
Efficiency improvement activities	Uralkali actively encourages employees to participate in innovation proposals to continuously monitor and improve business processes. Employees can submit suggestions in any area, including those aimed at enhancing safety and improving working conditions.
Letters of gratitude and certificates of honour	We regularly honour outstanding employees with recognition awards, including the corporate accolade ‘Honorary Potash Worker’, the Board of Honour, and the Company’s Gratitude. Employees also frequently receive industry awards such as the ‘Honorary Miner’, ‘Honorary Chemist’, and ‘Certificate of Honour’ are also bestowed, alongside recognitions from the administrations of Berezniki and Solikamsk.
OHS Commissioners	OHS commissioners facilitate public oversight, fostering effective collaboration between Uralkali and the trade union’s committee to prevent accidents and reduce risks. Any employee can serve as an OHS commissioner. Those who excel in their duties may receive various forms of recognition.

Employee Training and Briefings

[GRI 403-5]

High-quality OHS training and skill development are central to our safety culture. We deliver regular, legally compliant training in:

- occupational health;
- industrial safety certification;
- fire safety;
- civil defence.

The Corporate University provides OHS training, professional education, and ISO 45001-compliant trainer courses. Uralkali offers on-the-job training, briefings, and single-portal testing for managers and specialists.

Employees receive training on isolating respiratory PPE, with new hires undergoing preliminary OHS training.

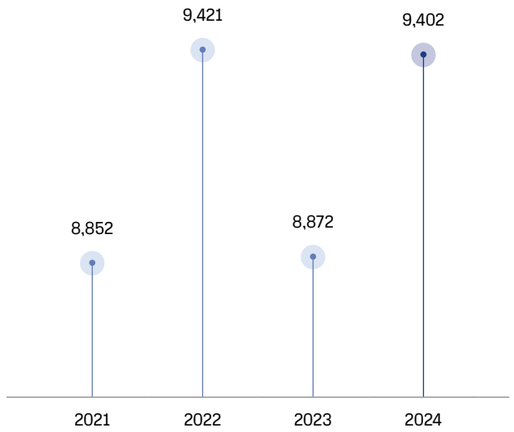
In 2024, Uralkali launched the 'Violations in Pictures' project, producing two employee-led videos on hearing and respiratory protection and safe movement on slippery surfaces to strengthen workplace safety culture.

9,402 employees[1] completed OHS training across various programmes in 2024.

11,425

person-courses in OHS were completed by Uralkali employees

Number of employees trained and certified in OHS in 2024, persons[1]



[1] Data covers Uralkali P]SC only.

Internal Trainers Institute

In 2023, Uralkali piloted an internal OHS trainer programme, recognised as successful in]uly 2024, prompting its expansion. A second recruitment round in August involved interviews and practical tasks. Selected trainers promote safety culture, training colleagues in mindful safety practices, and joined the Safety Culture Department. Trainers participate in conferences, forums, and Corporate University sessions to enhance audience engagement skills.

In 2024, internal trainers introduced the Enhancing Safety Through Mindset Transformation programme, with weekly sessions for all mine and subsidiary employees. 8,685 employees completed the programme.

Trainers also conduct weekly Dynamic Risk Assessment workplace sessions and practice engaging briefings with line managers.

Workplace Safety

Uralkali prioritises initiatives to reduce injuries, mitigate risks, and create a safe working environment for employees and contractors at production sites.

Injury Prevention Measures

[GRI 403-7] [MED 27]

We conduct regular OHS system inspections, ensuring compliance with Russian legislation on working conditions, equipment, and infrastructure. In 2024, Uralkali completed 146 inspections.

Unplanned inspections follow accidents, with routine operational OHS assessments at workplaces.

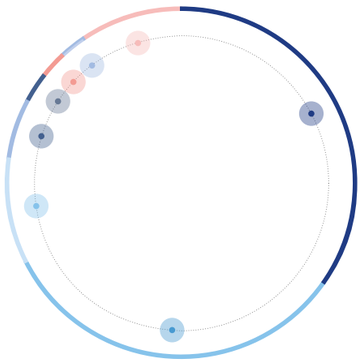
Our 2024 OHS costs reached RUB 1.8 billion, a 20%[1] increase from 2023, averaging nearly 190 thousand per employee in hazardous conditions.

Uralkali began revising PPE issuance standards in 2024[2], incorporating professional risk assessments and workplace condition evaluations, with the implementation planned for 2025.

[1] Excluding fire safety costs.

[2] In accordance with Order No. 767n of the Ministry of Labour of Russia dated 29 October 2021 'On the Approval of the Unified Standards for the Provision of Personal Protective Equipment and Cleansing Agents'.

Uralkali's OHS costs in 2024, RUB million



Protective clothing, PPE, hygiene, etc	631
Mine and plant ventilation	590
Health check-ups	173
Health posts	103
Safety audits	48
Nutritional supplements	47
Distribution and receipt of head lamps and self-rescuers	46
Other costs	160

In 2023, the Ust-Yayvinsky mine of Berezniki-3 introduced two PPE vending machines for items like gloves, socks, balaclavas, creams, earplugs, and goggles. In 2024, Uralkali acquired an additional machine due to workforce growth.

Injuries[1]

[GRI 403-9] [RT-CH-320a.1] [MED 29]

In 2024, Uralkali recorded 18 occupational accidents, including one fatal and seven severe. The employee LTIFR was 0.514. Primary causes included entrapment between objects, tripping or slipping, and falls from height.

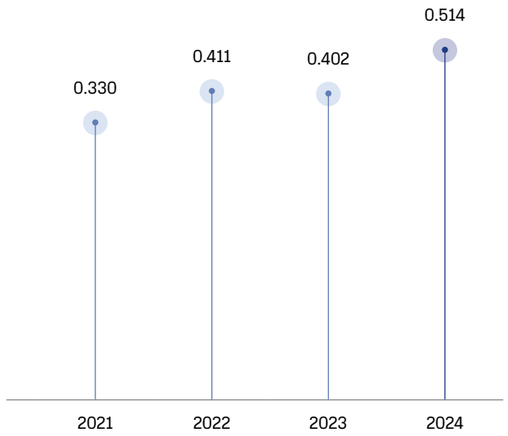
A group accident occurred at Solikamsk-3 due to a gas flare, resulting in one injury and one fatality. Investigations with expert organisations, examined:

- equipment condition: confirmed fully operational, with no issues in the mining complex or auxiliary equipment;
- gas source: identified as a gas release from a borehole;
- flare source: caused by open flame use.

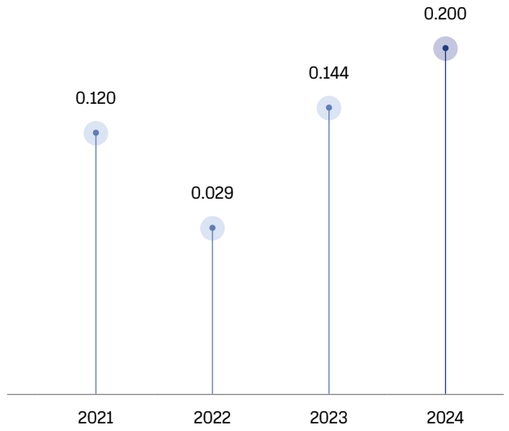
The incident stemmed from gas release combined with open flame use.

Following the investigation, we enhanced monitoring by relaying local ventilation fan and gas-air environment data to mine dispatchers, with measures planned for 2025. We strengthened controls on smoking and ignition materials and introduced initiatives to improve personal safety culture.

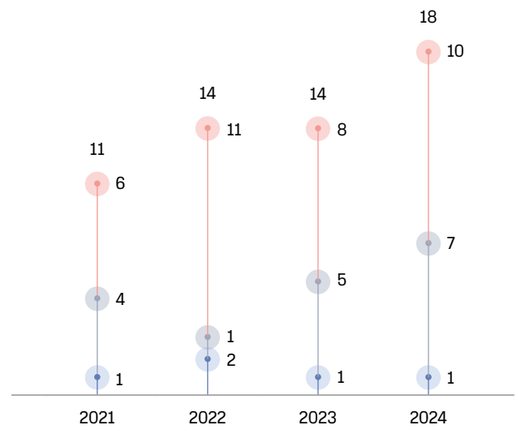
Employee lost time injury frequency rate (LTIFR)



Rate of high-consequence work-related injuries



Number of accidents among employees, instances



- Fatal
- Severe
- Mild

[1] Per one million hours worked.

Transport Safety

[RT-CH-540a.2]

Uralkali strives to reduce transport incidents involving both its employees and contractors. To enhance transport safety culture, the Company developed a Road Safety Standard in 2024, with implementation planned for 2025.

This standard outlines key requirements for road users, traffic organisation, and the transport of passengers and goods. It also specifies expectations for contractors providing transport services. Under the standard, we commit to recording road traffic incidents, conducting internal analyses to identify their causes, and developing corrective action plans.

In 2024, we recorded 120 road traffic incidents, primarily caused by inadequate side spacing, failure to maintain safe distances, failing to yield the right-of-way, and reversing. To reduce these incidents, we conducted briefings, provided road safety training, held quarterly driver meetings, inspected vehicles on the road, monitored speed via GPS navigation systems, and organised meetings with traffic police inspectors.

Industrial Safety

Uralkali maintains 73 hazardous production facilities registered in the state registry. We uphold a robust industrial safety system, regularly updating facility data, maintaining the registry, conducting safety audits within legal timelines, securing mandatory liability insurance for harm caused by accidents, and implementing other measures.

To ensure safety, we regularly develop Emergency Response Plans, train employees for emergencies, certify workers as rescuers, and contract professional emergency response teams.

All hydraulic facilities, including a reservoir dam, protective structures, and seven slurry storage sites, undergo regular industrial safety measures. Emergency Commission oversees flood prevention planning.

In 2024, Uralkali recorded one incident at the Solikamsk-3 underground mine.

Contractor Safety

[GRI 403-3] [GRI 403-9]

Uralkali ensures safe working conditions for both its employees and contractors, embedding mandatory OHS requirements into contracts. Contractors must verify worker qualifications, and we provide mandatory induction briefings for all contractor personnel before entering our sites.

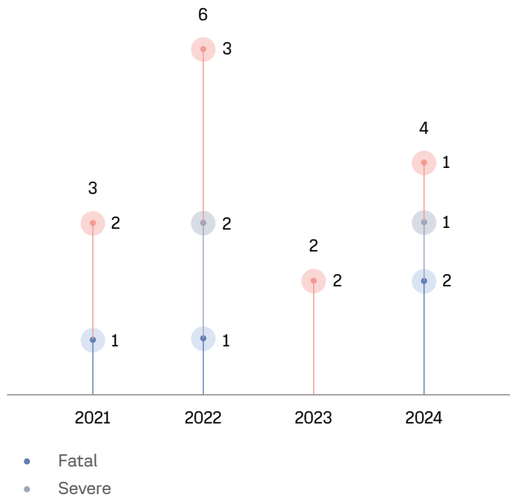
In late 2024, Uralkali launched a pilot project to assess contractors' employee knowledge before site entry. Most participants successfully completed the testing, confirming their declared competencies.

We also began implementing a contractor management system, engaging Perm National Research Polytechnic University to develop a framework and corporate safety requirements for contractor work at Uralkali's sites and facilities.

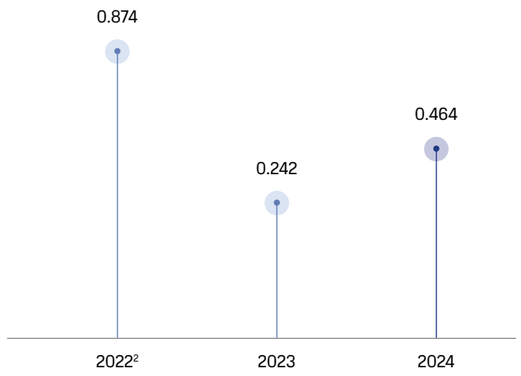
Contractors must comply with our Cardinal Rules. Violations result in a one-year site ban for the individual and a RUB 100 thousand fine for the contractor.

In 2024, contractors experienced four accidents, including two fatalities and one severe injury, with a Lost Time Injury Frequency Rate (LTIFR) of 0.464.[1]

Number of accidents among contractors, instances



Contractor lost time injury frequency rate (LTIFR)[1]



[1] Per one million hours worked.

[2] The indicator has been calculated since 2022.

Contractor Selection Criteria

Uralkali applies rigorous selection criteria to evaluate both existing and prospective contractors, ensuring alignment with its safety and environmental standards. These criteria cover three key areas: OHS, fire safety, and environmental protection. They include requirements for workers' education and competencies, equipment reliability, and the availability of fire suppression resources.

Contractors must provide us with data on accidents involving their workers and hours worked on Uralkali sites. Based on these criteria, we assess and rank contractors to prioritise contract awards. In 2024, Uralkali expanded the evaluation to include compliance with legal requirements. For 2025, the Company plans to further refine these criteria in collaboration with the Capital Construction Directorate.

Disease Prevention

[GRI 403-6] [GRI 403-10] [RT-CH-320a.2]

Uralkali strives to create safe working conditions and reduce occupational disease rates. Certain roles carry elevated risks of occupational illnesses due to exposure to hazards such as noise and vibration. Affected workers receive additional leave, wage supplements, and, for chemical exposure, milk or equivalent food products.

We implement ongoing measures to prevent occupational diseases and mitigate hazardous workplace factors:

- preliminary and periodic medical examinations and psychiatric evaluations for workers;
- monitoring of workplace hazards and development of mitigation measures;
- equipment modernisation;
- provision of certified personal protective equipment, including hearing protection (earmuffs, earplugs), respiratory protection (masks, respirators), vibration-dampening gloves, and other protective gear.

Uralkali has established a work-rest regime to reduce noise exposure, documented through laboratory measurements conducted during workplace monitoring.

The health retreat and prevention centre 'Ural Gems' offers a hearing loss rehabilitation programme and collective prevention initiatives for workers at medium, high, or very high risk of hypertension and diabetes.

In 2024, under our Risk Management Policy we developed a primary health prevention programme for underground potash miners, based on research conducted with the Federal Scientific Centre for Medical and Preventive Health Risk Management Technologies. The programme included the following:

- expanded health assessments and statistical analysis of worker data;
- mathematical modelling to predict disease onset timelines;
- identification of causal links between health issues and workplace factors;
- calculation of occupational health risks for underground potash miners;
- development of preventive programmes tailored to the pathogenesis of identified health issues.

Uralkali also introduced screening and early diagnosis methods for prevalent occupational and socially significant diseases, integrating these into preliminary and periodic medical examinations to preserve workers' health and support enterprise-wide health management programmes.

In 2024, we identified six cases of occupational diseases, primarily chronic sensorineural hearing loss, two of which involved former employees.

Emergency Preparedness

[GRI 3-3]

Uralkali prioritises comprehensive preparedness for emergencies. We regularly develop Emergency Response Plans for our mines to ensure swift and effective action.

Our four high-hazard hydraulic facilities, including a reservoir dam, protective structures, and slurry storage sites, feature local warning systems. Mine sites incorporate object warning systems. We maintain and, where necessary, repair all alert systems to ensure operational readiness.

Key Elements of Emergency Preparedness, Fire Safety, and Accident Prevention

Governing Documents	We maintain 38 internal documents governing emergency preparedness, fire safety, and accident prevention
Training and Certification	In 2024, 9,585 employees completed emergency response training All rescuers hold certifications as members of Auxiliary Mine Rescue Teams (AMRTs) or Non-Staff Emergency Rescue Teams (NERTs) In 2024, we installed new Smoky Training Tunnel mobile training complexes at Solikamsk-1 and Ust-Yayvinsky mine sites
Rescuers	First Response Line Over 200 AMRT rescuers address initial stage underground emergencies Over 50 NERT gas rescuers handle gas-related incidents Over 30 NERT oil spill responders manage oil and petroleum product spills Second Response Line 300 professional rescuers employed by the Paramilitary Mine Rescue Force of the Paramilitary Mine Rescue Unit of the Kama Region operate across six mines
Emergency Alert Systems	Four local warning systems and 19 object warning systems underwent routine maintenance and planned repairs In October 2024, all systems proved operational during the national civil defence drill
Material and Financial Reserves	RUB 1,255 million forms an emergency response financial reserve 200 critical technical resource stock items constitute an emergency inventory

In 2024, Uralkali completed major repairs to Solikamsk-1's protective structure and upgraded the object warning system, replacing two electric sirens at Solikamsk-1's and Solikamsk-3's sylvinite processing plants. For Solikamsk site workers, we acquired 500 chemical hazard personal protective equipment units to address potential releases of hazardous substances.

Emergency Response Training

[GRI 403-5]

Uralkali ensures employees regularly participate in emergency training, briefings, and drills, including municipal civil defence and emergency exercises.

Each mine conducted emergency drills using Emergency Response Plans, with AMRT members providing first aid and reconnaissance during simulated incidents.

New hires receive emergency response briefings alongside civil defence inductions. We conduct annual emergency response briefings via the OLIMPOKS: Enterprise system, with 9,564 employees trained in 2024.[1]

Fifteen employees trained at the Perm Region's Civil Defence and Emergency Centre[2], and 59 completed municipal civil defence and emergency courses.

Our Corporate University provides ongoing training on emergency behaviour.

Rescue Teams

We contract a professional emergency rescue service for mine rescue and firefighting, with 24/7 operational units from the Paramilitary Mine Rescue Force of the Paramilitary Mine Rescue Unit of the Kama Region branch stationed at each mine.

To perform gas rescue operations, an agreement was signed with the Paramilitary Mine Rescue Unit of Uralchem's Azot Branch in Berezniki. An agreement was signed with Pozhspas LLC in Perm to carry out work on the elimination of oil product spills.

Six AMRT units at underground mines, fully equipped with rescue gear, respond within 30 minutes to any mine location. In 2024, Ust-Yayvinsky mine added 11 rescue staff to enhance emergency response capacity.

[1] Data for Uralkali PJSC.

[2] Civil Defence and Emergency Training Centre of the Perm Region.

AMRT members undergo biannual training in near-real conditions and complete two-week rescue training every three years.

Surface NERT units manage gas-related incidents and oil spill responses.

In 2024, we recertified AMRT, NERToil, and NERTgas units through the Russian Ministry of Industry and Trade's Commission for Certification of Emergency Response Teams. We certified 226 employees as rescuers, including:

- 53 for gas rescue operations;
- 30 for oil and petroleum spill response;
- 27 for initial mine rescue certification;
- 116 for periodic mine rescue recertification.

In 2024, we installed new Smoky Training Tunnel mobile training complexes at Solikamsk-1 and Ust-Yayvinsky mine. These facilities support training for new hires and underground workers on self-rescue equipment usage. Over 95% of underground workers completed training on these simulators. Additionally, 214 AMRT members conducted breathing apparatus drills in the Smoky Training Tunnel complexes.

Fire Safety

Uralkali identifies hazardous fire work, other open-flame activities, and electrical equipment failures as primary sources of emergency risks.

Our Regulations on Hot Works Safety serve as the cornerstone document for fire safety. We also implement the 2021–2025 Uralkali Fire Safety Programme, which outlines key measures to prevent fires and enhance the effectiveness of fire response units in containing fires and incidents.

We maintain over 1.4 thousand fire automation, alert, and suppression systems across our sites, alongside more than 35 thousand fire extinguishers. During 2024, over 22 thousand units of primary fire extinguishing equipment were recharged and serviced.

Each year, we develop a Programme to Improve Safety and Reduce Flammability of Electrical Equipment. In 2024, we completed the following measures:

- replacement of oil-filled equipment;
- restoration of ventilation systems for electrical installations;
- installation of self-activating fire extinguishers in electrical panels;
- repair and restoration of electrical installation enclosures;
- replacement of incandescent and ballast lamps with LED lighting;
- application of thermal labels to cables.

In 2024, our expenditure on fire safety and emergency measures totalled approximately RUB 977 million.

Three fires occurred at contractor sites on Uralkali's industrial premises in 2024, caused by vehicle malfunctions, electrical wiring short-circuits, and fire work. Uralkali conducted investigations for each incident and developed corrective measures.

Mining and Geological Safety

[GRI 3-3]

Mining and Geological Risks

Potash mining carries risks such as surface deformation above mined areas and water ingress into mines. To mitigate these, Uralkali conducts geological studies of rock masses before mining, logging data in the Mining and Geological Information System (MGIS). Uralkali uses this data in mining development projects and plans to calculate safe mining parameters and predict rock mass deformation. After mining, Uralkali implements backfill operations, as specified in project designs, to protect water barriers and surface assets. The Company engages scientific organisations to monitor rock mass conditions, by comparing monitoring data to forecasts through geomechanical modelling and analysis. Where necessary, we apply additional backfilling measures based on monitoring outcomes.

The Technical Directorate, mine chief engineers, and department heads oversee mining and geological safety. The CEO's Mine Safety Committee and the Board's Sustainable Development Committee review related matters.

Mining and Geological Safety Measures

Geological Studies	Uralkali conducts hydrogeological, geophysical, and exploration studies, alongside mandatory seismic activity monitoring, to identify potential water ingress risks in mining areas. We perform geotechnical monitoring of mined-out areas and use satellite-based remote sensing to track surface movement in mine fields. We monitor former, current and future mining areas, and share results with scientific organisations. These findings inform technical projects and 2025 Mining Development Plans. In 2024, Uralkali adjusted flood protection measures and mining parameters in technical projects based on 2023 monitoring data. To enhance monitoring, the Company expanded its network of ground-based seismic pavilions and geotechnical survey lines. We completed all backfilling operations required by technical projects, totalling 26 million tonnes in 2024.
Backfilling of Cavities	Uralkali employs hydraulic backfilling to stabilise mined-out areas, preventing hazardous surface deformation and structural damage. In 2024, Berezniki-4 and Solikamsk-3 each achieved 7.5 million tonnes of backfill. We completed construction to increase Berezniki-4's backfilling complex capacity to 8 million tonnes. In 2025, we will continue construction to expand Solikamsk-3's backfilling complex, targeting 9 million tonnes by 2026.
Stakeholder Engagement	Uralkali communicates advancements in mining and geological safety and the expansion of backfill complexes through internal and external media channels. We coordinate all mining and geological safety matters with state regulators as part of mining projects and annual Mining Development Plans. In 2024, the Governmental Commission[1] addressing the consequences of a mine flooding at the Verkhnekamskoye salt deposit in the Perm Region was disbanded. However, Rostekhnadzor, alongside other state authorities and scientific organisations, continues quarterly monitoring of hazardous processes at Berezniki-1 and Solikamsk-2 and submits reports to the Russian Government. Uralkali provides quarterly monitoring data for the mine allotments of Berezniki-1 and Solikamsk-2 in response to regulatory requests.
Mining and Geological Information System	The MGIS enables safe mining through three-dimensional geological modelling with accurate and reliable data. In 2024, Uralkali launched the GeoSoft database and monitoring system, integrating it with scientific and design organisations[2]. This system synchronises with MGIS, the Unified LIMS System, and cartographic tools like ArcGIS, QGIS, and Leapfrog Geo for real-time geological data output. The GeoSoft system enhances the reliability of data used to calculate safe mining parameters and improves the timely detection of potential hydrogeological risks from mining activities.

[1] In accordance with the Resolution of the Government of the Russian Federation dated 27 November 2023.

[2] Vedeneev VNIIG]SC and the Mining Institute of the Ural Branch of the Russian Academy of Sciences.

In 2024, we updated high-risk zones for potential water barrier breaches across our mines and completed all required flood prevention work. Preparatory studies refined mining conditions, including:

- physical and mechanical characteristics of pillar-forming rocks;
- depth, thickness, and chemical composition of mined seams;
- structure and properties of water barriers.

Uralkali incorporated these characteristics and anomalies into safe mining parameter calculations for the 2025 Mining Development Plans. In 2025, we will continue comprehensive rock mass monitoring with scientific partners, calculate safe mining parameters, forecast rock mass deformation, backfill mined-out spaces, expand backfilling complexes, and further develop the MGIS. We have approved a 2025 research plan with scientific organisations, covering:

- advanced geological, geophysical, and geomechanical studies;
- water barrier condition monitoring;
- refinement of flood protection regulations;
- monitoring of emergency mines;
- improvement of mining efficiency and safety.

Our 2025 Mining Development Plans include exploration, geotechnical monitoring by our geological and surveying service, and sampling to determine safe mining parameters for 2026.

Automated Systems for Mining and Geological Safety

At Berezniki-4, Uralkali tests an automated system to control combine harvester direction, minimising deviation risks. The Company established stable communication between the operator's workstation and the surface geotechnical office, enabling real-time monitoring of the harvester's path.

We are developing an automated system to monitor convergence in mining chambers, exploring laser and ultrasonic methods, data transmission systems, and conducting laboratory and underground trials.

Accident Response

In 1995, an earthquake in Solikamsk triggered a roof collapse, destruction of safety pillars, and a water barrier breach at Solikamsk-2. Despite containment efforts, another water barrier breach in November 2014 allowed freshwater ingress, causing a rock collapse and forming a sinkhole measuring 173.5 by 141.3 metres.

Uralkali continuously addresses the accident's aftermath, collaborating with scientific and design organisations to develop and implement comprehensive recovery measures.

Key recovery measures include:

- Water Pumping

We operate a facility complex with 54 dewatering stations, a pumping station, and drainage pipelines to reduce water inflow and salt dissolution. The system currently pumps 3,400 m^3/hour. We also extract mineralised water from mine workings to a storage site, with 1.6 million m^3 pumped and stored in 2024.

- Plugging Curtain

To reduce groundwater inflow from the sinkhole's perimeter, we create a tamping barrier by injecting clay/loam and polymer-based materials through 170 wells, with 9.4 million m^3 of material injected to date.

- Backfilling

Uralkali backfills mined-out areas to mitigate risks from rock pressure, using waste rock from salt extraction as inert material, aligning with circular economy principles. In 2024, we backfilled 1.7 million tonnes of waste, completing cavity filling within the Solikamsk-2 minefield fully in line with technical project requirements.

We conduct ongoing seismic, hydrogeological, geophysical, geochemical, and geotechnical monitoring at the accident site. Low seismic activity indicates a stable situation.

These response measures stabilised the site, enabled full mining of the field, constructed a barrier between Solikamsk-2 and Solikamsk-1, and completed backfilling operations under environmentally and socially significant assets, as outlined in the Technical Project.

Employee Well-Being

Why This is Important to Us

Uralkali's sustainable human resource management prioritises employee well-being, equal opportunities, professional development, and work-life balance. We uphold workers' rights, provide competitive wages, and offer a comprehensive benefits package. These efforts enhance employee engagement, attract and retain talent, reduce turnover, and strengthen our reputation as a responsible employer.

8 DECENT WORK AND ECONOMIC GROWTH

ESG Strategy 2025 Goals

- Ensuring voluntary labour turnover does not exceed 6.5%
- Ensuring the level of absenteeism due to temporary disability does not exceed 7%

Our Progress in 2024

- Voluntary staff turnover reached 7.9%
- Absenteeism due to temporary disability stood at 6.2%
- Developed a new HR Strategy for 2025–2030
- Implemented measures under the Employee Well-Being Programme
- Conducted communication and training initiatives to foster an inclusive environment under the Diversity and Equality Programme, with 73% of employees perceiving the workplace as inclusive and equitable

Key Achievements in 2024

21,607
average headcount

75.4
annual training hours per employee

93.4%
share of employees covered by collective bargaining agreements

2.15
RUB billion
expenses on social programmes for employees

88%
share of senior management hired from local communities

11.1%
employee turnover[1]

2,374
employees in the succession pool

[1] Based on the average staff headcount.

2025 Targets

- Indexation of wage rates and salaries, alongside initiatives to engage and retain staff per the HR Strategy
- Improvement of medical service quality and accessibility, promotion of healthy lifestyles, and encouragement of employee participation in sports
- Continued implementation of the Employee Well-Being Programme

Governance Approach

[GRI 3-3]

Senior Leadership and Management

Uralkali addresses human resource matters at all levels, including the Board of Directors and its committees, notably the Appointments and Remuneration Committee.

The Compensation, Benefits and HR Policy Committee chaired by the CEO evaluates key projects and initiatives focused on employee engagement. In 2024, the Committee reviewed measures to attract and retain talent, provide financial support, strengthen safety culture, enhance employee incentives, and expand initiatives to boost productivity.

The HR and Communications Directorate led by the Deputy CEO — HR and Communications Director drives the implementation of Uralkali's HR Strategy.

The Structure of the HR and Communications Directorate

Department	Responsibilities
Labour and Payroll Department	Financial incentives, labour organisation
Recruitment and Development Department	Recruitment, onboarding, training, performance evaluation, and certification
Organisational Planning Department	Business processes, organisational structure, performance management, corporate culture
Social Department	Social programmes, employee insurance, provision of medical services
Administrative Department	Event organisation, employee leisure activities, museum and exhibition work, corporate transport, company housing, cleaning services, etc.
Internal Communications Department	Internal information dissemination, corporate culture development, employee feedback collection
Personnel Administration and Personal Data Processing Department	HR documentation, employee recognition Personal data processing

Key Governing Documents

Our HR Policy serves as the foundational document for employee engagement, aiming to attract and retain top talent while fostering an environment for professional growth.

Other key documents include:

- Human Rights Policy;
- Diversity and Inclusion Policy;
- Code of Corporate Culture;
- Collective Bargaining Agreement;
-]ob descriptions and regulations.

HR Strategy

In 2024, Uralkali developed a new HR Strategy for 2025–2030. This strategy aims to secure a sufficient pool of qualified talent through effective recruitment, retention, and engagement, while enhancing workforce efficiency.

Uralkali set quantitative targets for staff turnover, vacancy fill rates, and recruitment timelines. To support recruitment and retention, we defined metrics for the proportion of employees leaving within three months of hiring, workforce completion rates, turnover levels, and employee engagement. To measure efficiency, Uralkali established indicators for the speed of vacancy closure and the share of HR functions relative to total headcount.

Key performance indicators (KPIs) and metrics for implementing the Strategy's initiatives feature in the scorecards of responsible managers. By mid-2025, Uralkali will review progress and, if necessary, refine the Strategy.

Risk Management

Uralkali includes HR risks in its corporate risk register, notably the shortage of qualified labour in Russia and host regions, alongside the risk of losing key employees.

In 2024, we implemented the following measures to mitigate HR risks:

- expanded shift-based work in production units;
- increased meal and housing rental allowances;
- covered travel costs for employees in Aleksandrovsk and Yayva to and from work;
- developed the HR Strategy for 2025–2030;
- hired candidates with company-funded training and cross-skilling;
- strengthened partnerships with universities and colleges, alongside school career guidance.

In 2024, labour disputes and social conflicts decreased to 15 cases compared to the previous year.

To further manage HR risks, we plan to centralise and automate HR systems, establish a single HR enquiry portal, and launch a comprehensive programme to attract young professionals.

7th Place in RAEX Ranking for Staff Development Quality

Uralkali secured 7th place in the RAEX ranking for staff development quality, based on an assessment of HR practices across 160 Russian companies. Uralkali excelled in key areas, including health and safety programmes, human rights policies, talent attraction and retention initiatives, and fostering an inclusive workplace. The evaluation highlighted our diversity efforts and benefits exceeding legal requirements, alongside metrics on injury rates, staff turnover, and social benefits packages.

Staffing and Recruitment

[GRI 2-7] [GRI 202-2] [GRI 401-1] [GRI 405-1] [MED 33]

Personnel Structure

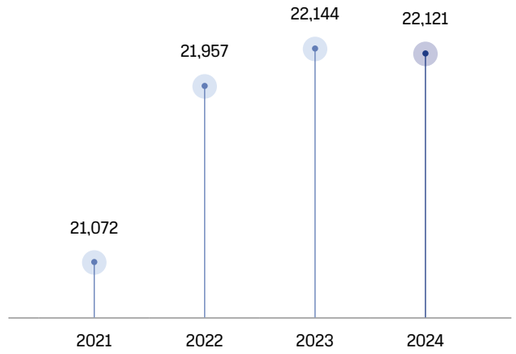
At the end of 2024, Uralkali's headcount totalled 22,121 employees. Nearly all (99.7%) work full-time, and 95.8% hold permanent contracts.

22,121

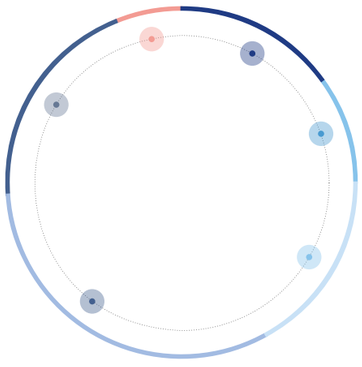
Uralkali's headcount at the end of 2024

In 2024, Uralkali's workforce comprised 30.1% women and 69.9% men. This gender balance reflects the typical profile of mining companies, driven by the physically demanding nature of the work and legislative restrictions on women performing underground tasks.

Headcount, employees

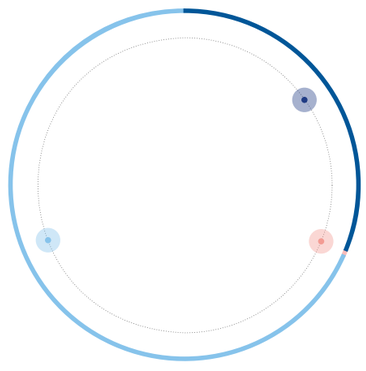


Employee structure by age group, %



18 to 30 years old	15
30 to 35 years old	10
35 to 40 years old	17
40 to 50 years old	32
50 to 60 years old	20
Over 60 years old	6

Employee structure by category, %



Managers, specialists	31.0
Clerks	0.6
Workers	68.4

Recruitment

Uralkali prohibits all forms of discrimination in hiring and ensures transparent recruitment based on professional competencies, regardless of gender, age, nationality, or religion. We consider candidates from across Russia but prioritise the labour markets of Berezniki and Solikamsk, our primary host cities.

Uralkali leverages diverse communication channels for recruitment:

- targeted advertising;
- job websites;
- career fairs;
- 'Refer a Friend' programme;
- social media;
- Uralkali's official website;
- outdoor advertising (promoters, information stands in shopping centres, billboards, media facades, cinema, elevator, transport, bus stop, gym, and service centre ads);
- mobile application;
- corporate, municipal, and regional media;
- employment agencies and the Work in Russia platform;
- live streams.

In 2024, the Company launched a pilot project to develop a new vacancy format — video vacancies — through which three job postings were published.

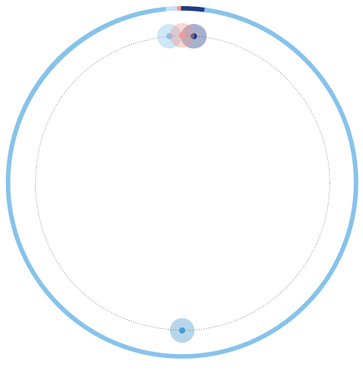
97.2%

of employees are residents of the Perm Region

88%

of senior managers are local residents[1]

Employee structure by region, %



Moscow	0.2
Saint Petersburg	2.1
Perm Region	97.2
Outside the Russian Federation	0.5

[1] Employees classified as local leadership are those with citizenship or permanent residency in the country where they work.

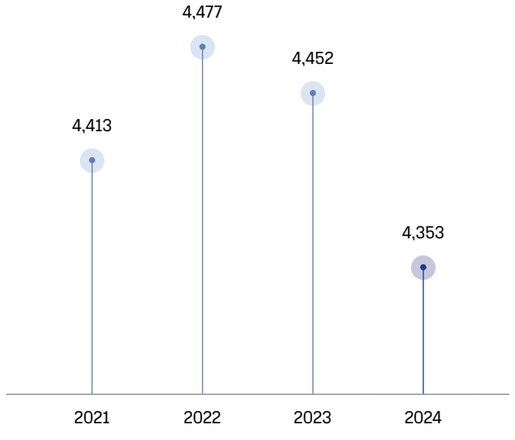
Uralkali opened a recruitment centre in Perm at the iMall Esplanada shopping centre in 2024. The centre focuses on attracting new employees, offering both shift-based work and relocation opportunities.

During 2024, Uralkali hired 4,353 new employees. To support the integration of non-local workers, we created the New Employee Guide, which helps Uralkali's new hires adapt quickly to the corporate environment and learn about host cities. The guide is available electronically on the company portal and mobile application. In 2024, we expanded the onboarding programme to include a mandatory occupational health and safety module.

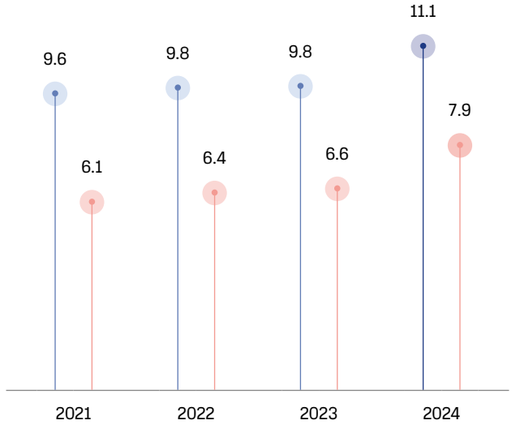
The voluntary staff turnover rate in 2024 exceeded the target, reaching 7.9%, primarily due to a higher number of employees retiring following pension reforms. The overall turnover rate also rose compared to the previous year, reaching 11.1%.[1] Key factors included the growth of direct competitors' operations, increased workforce mobility, and a market shift towards the service sector.

To attract and retain talent in 2024, Uralkali expanded shift-based work at production units, strengthened partnerships with universities and colleges, delivered training programmes for primary and related professions, and increased opportunities for women in roles such as welder and fitter. In addition to annual salary indexation, Uralkali implemented targeted pay rises for critical, high-demand roles.

Newly hired employees, persons



Employee turnover, %[1]



[1] Based on the average staff headcount.

Succession Pool and Personnel Rotation

Uralkali operates a succession pool programme to build both external and internal reserves. We assess dismissal risks using a skills shortage matrix to shape the succession pool. Employees can apply for the succession pool through the WebTutor online platform or by telephone. In 2024, the group-wide succession pool reached 2,374 individuals, a 15.5% increase from the previous year.

Uralkali maintains a staff rotation programme to enable horizontal mobility within the Company. We select candidates for open vacancies based on professional qualifications, applying the same process for both external and internal applicants.

Uralkali commits to securing employment for staff from closed production facilities. We prioritise hiring employees affected by redundancies for suitable vacancies.

2,374

employees in the group-wide succession pool in 2024

Youth Employment

Uralkali collaborates closely with educational institutions and delivers internship programmes to attract and nurture young professionals. We prioritise developing skills essential for the chemical industry, fostering socio-economic progress in host regions and strengthening our talent pipeline.

In 2024, Uralkali continued the Engineering Classes project. Five engineering classes, attended by 8th and 10th graders from schools in Berezniki and Solikamsk, offered career guidance activities. These included the TESTO Summer School under the federal ‘Success of Every Child’ project, ‘Profi-Smena’, and ‘First Profession’, featuring a foundational electrician training course. The ‘Potash]ourney’ career guidance project, hosted at Uralkali’s corporate children’s camp, secured third place in the National Best Practices in Youth Employment competition in the career guidance category.

Uralkali partners with universities and colleges in the Perm Region and beyond, steadily expanding its network. In 2024, we organised major career guidance events at Magnitogorsk State Technical University, Ural State University of Railway Transport, and Perm Chemical Technology College. We also launched digital engagement with students via the Russia’s Work platform.

Uralkali provides various practical training sessions for university and college students, with 1,344 sessions offered in 2024.

Targeted education forms a key part of attracting students to Uralkali. In 2024, we announced a new targeted recruitment drive for 9th and 11th grade graduates, focusing on high-demand specialisations. Targeted students can pursue higher or vocational education at institutions such as Perm State National Research University, Perm National Research Polytechnic University (PNRPU), Berezniki Branch of PNRPU, Saint Petersburg Mining University, Boris Yeltsin Ural Federal University, MISIS University of Science and Technology, Ural State University of Railway Transport, Berezniki Polytechnic College, Solikamsk Mining and Chemical College, and other educational establishments.

In 2024, Uralkali signed 58 contracts and employed 17 targeted students. Targeted students receive a corporate scholarship, undertake paid placements in Uralkali’s business units, and access methodological materials for coursework and dissertations. We guarantee graduates a job, relocation allowances, corporate housing, and clear career progression opportunities.

In 2024, Uralkali awarded named scholarships to 61 students at key educational institutions, studying high-demand specialisations. All recipients maintain high academic averages, actively participate in university life, and contribute to research activities.

In 2024, Uralkali developed the ‘Together with Uralkali’ Programme for engineering class students, targeted students, and young professionals. This initiative introduces participants to the Company and supports their adaptation process.

‘Perspektiva’ Internship Programme

In 2024, Uralkali continued the ‘Perspektiva’ Internship programme to help students gain practical experience while studying. Interns combine academic learning with production work, acquiring hands-on skills, work experience, and immersion in our corporate culture. In 2024, 98 students participated, all of whom secured employment with Uralkali upon completion.

100%

of programme participants employed in 2024

Uralkali's Museum and Exhibition Centre

Uralkali's corporate museum, the only facility in Russia dedicated to the history of the Verkhnekamskoye salt deposit and the potash industry, hosts regular educational and career guidance events for schoolchildren, including lectures, presentations, workshops, tours, quests, and games.

In 2024, we added a Museum section to our updated mobile application and provided information on our Berezniki and Solikamsk museums, contact details, booking options for guided or self-guided visits, event listings, insights into Uralkali's labour dynasties, and interactive quizzes and games. The app features a virtual reconstruction of a Palaeozoic lagoon and allows children to explore an animated environment, learn about ancient flora and fauna, and access historical and geological information.

Uralkali's museum won the 6th National Corporate Museum Award for Best Museum Internet Project and received a diploma for Regional Development. The award-winning 'Fertilisers' project, a science-based game, educates users about the Verkhnekamskoye deposit, the benefits of potash, and potash-related professions. Through such initiatives, Uralkali attracts young talent, promotes itself as an employer, and retains skilled professionals in the region.

In the Regional Development category, our 'Potash Sketches' project was recognised. In 2022, artists from Berezniki and Solikamsk visited our mine and industrial sites, capturing their impressions in paintings. In 2024, we extended the project by hosting painting workshops for young artists in Berezniki and Solikamsk and organising a drawing competition. The best works were displayed in our Berezniki and Solikamsk museum galleries and at the Nature and Human Museum in Khanty-Mansiysk.

Uralkali's corporate museum ranked

8th

(⇧1) in the National Corporate Museum Award for the 2018–2024 seasons

Equal Opportunities

[GRI 405-1]

Uralkali champions diversity and inclusion, ensuring equal opportunities for all employees regardless of race, gender, age, nationality, social status, appearance, financial situation, or religious, or political beliefs. We believe that recognising employees' unique attributes enhances their potential, strengthens teamwork, and improves corporate decision-making.

To foster an inclusive workplace and equal opportunities, we implement several initiatives:

- develop confidential channels for complaints and conflict resolution;
- train employees on diversity, equal opportunities, bias prevention, and zero tolerance for violence;
- conduct communication campaigns promoting gender equality, involving senior leadership;
- survey employees regularly to assess the inclusivity of the corporate environment.

Uralkali upholds equal pay for work of equal value, regardless of gender. Women enjoy equal opportunities for professional growth and career advancement, despite industry-specific challenges. We ensure equitable inclusion of men and women in the succession pool and adapt professional development programmes to accommodate maternity leave.

In 2024, women accounted for 20% of Uralkali's leadership roles. Pensioners comprised 5% of our workforce.

We strive to create job opportunities for people with disabilities, considering the chemical industry's workplace constraints. Employees with disabilities represent 0.7% of Uralkali's workforce. To promote inclusivity, the Company conducted training on interacting with people with disabilities and launched a diversity and inclusion course on its learning platform.

73%

of employees perceive the workplace as inclusive and equitable

Training and Development

[GRI 404-1] [GRI 404-2] [GRI 404-3] [MED 5] [MED 30] [MED 31]

Training System Effectiveness

Uralkali prioritises employee training, professional development, and career progression, allocating substantial resources to enhance workforce skills. We offer employees a range of educational programmes, including:

- professional training, retraining, and upskilling for workers;
- pre-certification preparation and certification;
- upskilling and professional retraining for managers and specialists;
- support for obtaining higher and vocational education;
- targeted initiatives to build and develop the talent pool;
- training in managerial and interpersonal skills;
- workshops on safe and mindful behaviour;
- participation in industry forums, conferences, exhibitions, and knowledge exchanges.

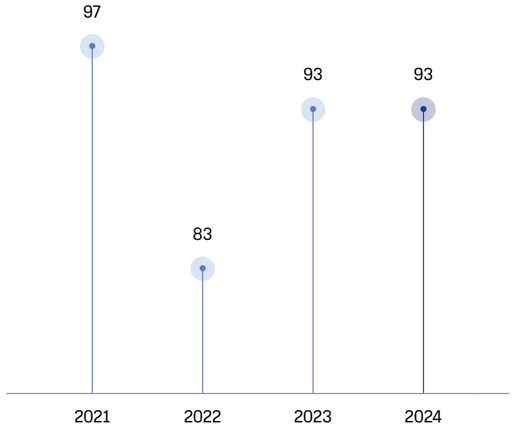
Uralkali utilises both internal and external resources for training. To enhance efficiency, the Company systematically develops internal training formats.

We employ innovative tools, such as VR simulators, to model emergency scenarios. These simulators, integrated into the WebTutor platform, assess employee knowledge.

We regularly evaluate the training system's effectiveness using comprehensive monitoring tools. Based on data analysis, the Company develops recommendations to refine educational programmes.

In 2024, Uralkali invested RUB 111.1 million in employee training. The share of employees who completed training reached 93%, while the share of employees undergoing periodic performance and career development assessments increased by 6% from the previous year, reaching 66.3%.

Share of employees with necessary training, %



Uralkali plans to further develop employees' managerial and interpersonal skills and conduct workshops on safe behaviour.

100%

completion of the 2024 training plan

94%

employee satisfaction with training

75.4

average training hours per employee

WebTutor

The WebTutor HR portal serves as a platform that integrates Uralkali's HR processes, including recruitment, onboarding, performance assessment, and employee training. We use the portal to build the succession pool and gather employee feedback. All employees, including those without computer-equipped workplaces, can access WebTutor via personal computers or mobile phones.

In 2024, Uralkali refined the platform and delivered training to employees on its use. Throughout 2024, we advanced the shift to remote training formats, fully automating the safe behaviour test, for example.

> 45

electronic courses available to employees on WebTutor

Training Programmes

Uralkali delivers employee training through the Corporate University platform. In 2024, we undertook extensive updates, refinements, and development of courses, workshops, and programmes:

- updated five electronic courses and developed five new courses to enhance professional competencies for key roles, such as mining machine operators;
- revised 11 training programmes and created five new professional training programmes;
- updated 19 and developed 20 new workshops on interpersonal growth and managerial skills;
- launched three new business simulations and delivered a training programme for young leaders in collaboration with Uralchem JSC.

Uralkali designs its training system, particularly workshops on interpersonal skills, to reflect employee feedback. We collect feedback both after training sessions and during Development and Career Weeks.

In 2024, Uralkali released a series of videos showcasing the career journeys and personal stories of ten employees. This project highlights workers who secured promotions through their professional skills and active involvement in Uralkali's initiatives, while emphasising career advancement opportunities within the Company.

We deliver programmes to support continuous professional development, enabling employees to pursue further employment and manage their careers, including during retirement or redundancy. We offer career counselling services to all employees, providing insights into professional growth and development opportunities at Uralkali.

Personnel Appraisal

Uralkali operates a comprehensive employee evaluation system to assess professional knowledge and performance. The system includes:

- weekly tests to verify professional knowledge;
- annual managerial assessments of business competencies;
- employee self-assessments of competencies;
- performance analysis based on SMART goal achievement;
- KPI evaluation.

Uralkali fully automates its performance assessment process, generating tailored recommendations for employee development and motivation based on the results. These insights enable managers to make informed decisions, plan training and development, and design motivational programmes.

To evaluate HR management effectiveness, Uralkali analyses labour productivity. In 2024, this metric rose by 33%, reaching 1,599 tonnes per person. The increase directly correlates with higher production volumes alongside a slight reduction in headcount (covering production mining units, excluding maintenance staff).

Mentoring

Uralkali successfully implements the 'Mentoring' project across its production sites to support and onboard new employees. Experienced mentors share knowledge and skills and help newcomers adapt quickly to their roles.

We select mentors based on criteria such as years of service, professional expertise, and managerial recommendations. Mentors train new employees and interns, guide staff through retraining or succession pool programmes, and foster their professional growth.

Uralkali's mentorship practices consistently earn high recognition. In 2024, an employee reached the finals of the National Mentorship Competition in the Production Mentor category.

Motivation and Reward

Uralkali offers competitive salaries and a comprehensive benefits package. Our transparent remuneration system applies to all staff categories. In 2024, the average annual salary reached nearly RUB 1.5 million, a 19% increase from the prior year. Fixed remuneration depends on an employee's grade, while variable pay reflects key performance indicator achievement. Uralkali indexed wage rates and salaries by 8% in 2024 and implemented targeted raises for production staff and specific roles. The entry-level wage rose to at least 1.2 times the Perm Region's living wage for the working population, and we introduced paid internships for managers. We began compensating travel costs for employees living in nearby towns and villages.

To boost production metrics and reward high-performing teams, Uralkali introduced the Team Incentive Regulations for workers in top-performing production shifts at processing plants and loading-unloading complexes of mining units. In 2024, we also approved the Additional Bonus Regulations to provide extra rewards for drill rig operators who enhance labour productivity.

Non-financial motivation includes corporate and industry awards:

- 'Honorary Potash Worker' corporate accolade;
- the Board of Honour;
- the Company's Gratitude;
- departmental awards, including 'Honorary Miner', 'Honorary Chemist', and 'Certificate of Honour';
- awards from Berezniki and Solikamsk city administrations.

In 2024, we recognised 2,374 employees with various awards.

We regularly host professional skills competitions, rewarding winners with diplomas, cash prizes, and salary bonuses. For example, ahead of Chemist's Day, we held a skills competition among workers from seven processing plants, selecting winners in three categories: Best Shift Supervisor, Best Operator, and Best Process Engineering Team.

For Miner's Day, Uralkali announced the results of a skills competition among miner crews, with 20 winners recognised in the Best Miner Crew category.

To enhance the prestige of working at Uralkali, we introduced a professional skills contest for welders in 2024 and launched an initiative to honour the Company's labour families.

'Person of the Year' and 'Top 100'

For the ninth consecutive year, Uralkali delivered the 'Person of the Year' project, recognising 12 outstanding employees who made the most significant contributions to the Company's development in 2024. Work teams nominate candidates based on criteria such as leadership potential, involvement in key projects, alignment with company values, and proactivity. A company-wide vote determines the winner, who receives a diploma, a statuette, and a Person of the Year almanac showcasing the success stories of all participants. Uralkali publishes articles and videos about the project in corporate media.

In 2024, we held the third season of the 'Top 100' project to promote critical shortage professions. Extensive media campaigns supported the initiative throughout the year. This season highlighted electric gas welders, culminating in a photo almanac and a video for corporate media. Participants received commemorative prizes and badges with the project logo.

Social Support

[GRI 2-30] [GRI 401-2] [GRI 403-6] [MED 28] [MED 32]

Uralkali provides employees with an extensive range of social benefits and guarantees, standardised across all subsidiaries. Benefits for temporary or part-time workers match those for full-time staff.

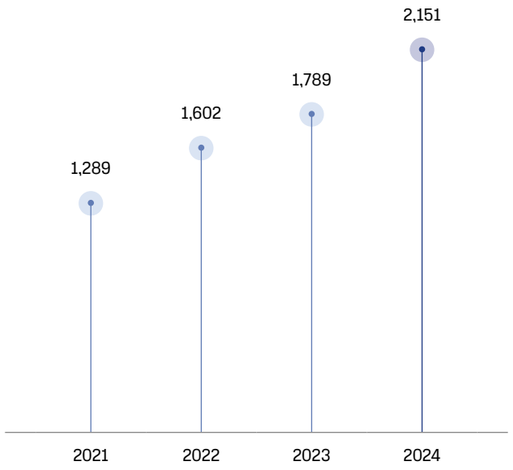
100%

of employees covered by social programmes

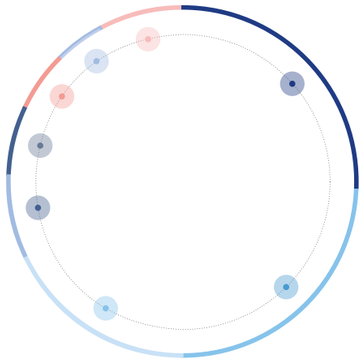
Social expenses in 2024 increased by 20% to RUB 2.15 billion, averaging RUB 97 thousand per employee, including RUB 17 thousand for medical initiatives. The largest investment growth occurred in catering for employees, transportation for commuters, and enhancement of living conditions.

In 2024, 878 employees accessed additional social benefits and compensation, including three who received support for family medical emergencies.

Expenses on social programmes for employees, RUB million



Elements of the social programmes, RUB million



Transportation for commuters	551
Catering for employees	527
Employee healthcare and wellness initiatives	382
Well-being and healthcare for employees' children	168
Maintenance of communal facilities	138
Enhancement of living conditions	117
Retirement payments	103
Other	165

A new collective bargaining agreement for 2024–2026 took effect in 2024, enshrining benefits such as:

- voluntary health insurance (VHI) programme;
- medical care in a corporate clinic;
- recreational recovery programmes;
- enhancement of living conditions;
- meal cost compensation;
- arranging transportation for commuters.

The agreement expanded compensation for moral damages from workplace accidents or occupational diseases and increased financial assistance amounts.

The collective bargaining agreement covers 93.4% of Uralkali employees, including subsidiaries, and extends to Company veterans and employees' families for specific benefits.

93.4%

of Uralkali employees covered by collective bargaining agreement

Enhancement of Living Conditions

Uralkali's housing programme supports employees in purchasing apartments in Berezniki and Solikamsk by covering monthly interest on targeted bank loans. In 2024, we assisted 867 employees with interest rate compensation.

Employees purchased 66 apartments in new residential buildings in Berezniki, 140 in Solikamsk, and seven on the secondary market.

213

apartments purchased under the housing programme in 2024

Employee Healthcare and Wellness

Uralkali takes responsibility for employee health and conducts regular medical check-ups to detect occupational diseases early and implement preventive measures. In 2024, 12,738 employees underwent periodic medical check-ups, and 6,246 completed pre-employment screenings.

We implement initiatives to mitigate workplace hazards:

- work and rest schedules to reduce noise exposure;
- wellness treatments at Uralkali's health resort;
- rehabilitation programmes for hypertension and hearing loss.[1]

Our subsidiary Uralkali-Med, a corporate clinic in Berezniki, serves all employees. In 2024, we introduced a programme for follow-up examinations, treatment, and monitoring of employees with hypertension or irregular heart rates identified during pre- and post-shift check-ups. We identified 397 employees across mines with consistently high blood pressure or heart rates; 270 normalised their blood pressure after treatment. To enhance examinations, we invested RUB 24.9 million in 26 pieces of equipment and RUB 1.7 million in a new ambulance. Uralkali also opened and licensed a new health post at the Ust-Yayvinsky mine.

26.6
RUB million

allocated to equip Uralkali's clinic in 2024

Clinic services are provided under the VHI agreement, allowing employees to access care at mine health posts and external medical facilities. In 2024, 22,121 employees (100% of staff) were enrolled in VHI. Clinic visits totalled 286 thousand, up 4.7% from 2023. Days of incapacity per 100 workers fell to 644.6, 12.4% below expectations. Additionally, 12,627 employees underwent preventive check-ups and advanced diagnostics, a 20% increase from the prior year.

In 2024, Uralkali reduced its absenteeism rate due to incapacity to 6.2%, down from the previous period. This achievement reflects our commitment to high-quality employee health initiatives.

To support health and recovery, we provide annual wellness vouchers, including Mother and Child packages. In 2024, 1,886 employees used these vouchers.

Well-Being and Healthcare for Employees' Children

Uralkali prioritises employee well-being and extends care to the health and leisure of their children. We organise children's rest programmes at our 'Ural Gems' country camp, as well as at external wellness centres and children's leisure centres. Employees pay up to 10% of voucher costs, with Uralkali covering the remainder. In 2024, we issued 1,972 vouchers for 'Ural Gems' and the National Children's Centre 'Smena' on the Black Sea coast.

1,886
employees

received wellness vouchers in 2024

> 1,900
children

received vouchers for 'Ural Gems' and 'Smena' in 2024

168
RUB million

allocated to children's rest and wellness

[1] For more details, please refer to the Safety chapter.

Sports Events

Uralkali prioritises sports development, recognising its vital role in enhancing employee health and quality of life. Uralkali's sports development initiatives not only align with the Company's priorities but also support the national goal of 'Preservation of the Population, the Health and Welfare of the People'. The key focus areas of our activities are:

- physical wellness activities to promote healthy lifestyles among non-sporting employees;
- mass sports events to engage active employees in corporate competitions;
- high-performance sports support for employee-athletes.

Key initiatives of the Company in this area include: establishing corporate sports sections based on employee preferences, creating opportunities for active leisure, promoting physical fitness among employees and their families, and fostering positive relationships between the Company's staff and partner organisations.

We invest continuously in social and sports facilities, including:

- Kaliyets Sports Centre;
- Kaliyets Ski Base;
- Dolphin Swimming Pool;
- cultural and leisure centre;
- multifunctional martial arts centre;
- multifunctional sports hall;
- health resort;
- children's health camp.

Employees access pools and ski bases in Berezniki and Solikamsk at discounted rates and rent equipment like skis and bicycles.

Our annual corporate games, a key event, featured 13 sports in 2024, with over 2,600 participants. Employees also excelled in city and regional competitions, including the games of the National Trade Union of the Chemical Industry, where the earned prizes in football, volleyball, running, and futsal.

To promote healthy lifestyles and regular sports activities, Uralkali launched the 'Month in Sport' challenge in 2024. Participants performed physical exercises, shared views on the importance of sports and completed surveys. Top performers received awards, and feedback was overwhelmingly positive.

Veteran Support

Uralkali's 'Attention and Care' Programme supports retired former employees. Pensioners receive quarterly financial assistance based on their continuous service. We provide regular aid for the Day of Older Persons, funeral expenses, and Victory Day for Great Patriotic War veterans. Those needing treatment receive partial reimbursement for medications and procedures.

In 2024, 8,600 pensioners were registered with Uralkali's Organisation of War and Labour Veterans, with 321 receiving wellness centre vouchers. We support leisure through 31 hobby clubs run by the Veterans' Council.

8,600

pensioners

registered with Uralkali's Organisation of War and Labour Veterans

Engagement with Trade Unions

Trade unions are key stakeholders in building effective partnerships and ensuring employee social support. In 2024, Uralkali negotiated with union representatives to amend the collective bargaining agreement.

All remuneration and bonus policies were approved with union consent. Union representatives regularly engaged with employees on OHS, inspecting workplaces and contributing to labour assessments. Unions also helped revise internal documents, such as the Internal Labour Regulations and shift schedules for expanded shift work, and supported sports and cultural events.

Personnel Communication

[GRI 2-26]

Uralkali maintains an extensive internal communications network to promptly inform employees about significant Company events. Communication channels enable staff to report issues or violations instantly and receive feedback.

All employee enquiries undergo thorough review and analysis, with on-site visits and urgent meetings organised as needed. Relevant organisational subdivisions' heads respond to submissions.

Key Employee Communication Channels

- Hotline and call centre for both external and internal audiences, handling complaints and reports of violations
- Mobile app and corporate portal with comment functions for news and the 'Report Labour Protection Risks and Violations' service in the app
- Q&A service on the internal portal, Uralkali's mobile application, and a dedicated section in the corporate newspaper
- Dedicated feedback email
- Direct appeals to the HR and Communications Director
- Ethical Commissioners
- Digital screens at mines and offices
- Publications including RU.DA, Safety Bulletin, and NastroyKa
- Mobile and email newsletters
- Information booths and kiosks
- Meetings with leadership
- Podcasts on topical issues featuring employees, leaders, and guest experts

In 2024, Uralkali updated its mobile application by introducing new features, including a Museum section and a Wiki corporate encyclopaedia. The encyclopaedia details key dates, a chronicle of Company events, informative articles, industry terms, and a family dynasty tree showcasing prominent figures in the potash sector. We also launched a dedicated service within the app for Avtotranskali dispatchers, providing real-time updates on transport schedule changes. Additionally, Uralkali rolled out the 'Father Frost Visits the Potash Mines' project to foster a festive spirit ahead of the family holiday and celebrate the contributions of employees across all roles. In 2024, Father Frost visited the surface complex at Berezniki-3, and the project culminated in a New Year's fairy-tale film featuring 20 Uralkali employees.

Throughout 2024, Uralkali continued producing podcasts on relevant topics. We are currently developing podcasts focused on ESG initiatives and materials promoting a culture of safe behaviour.

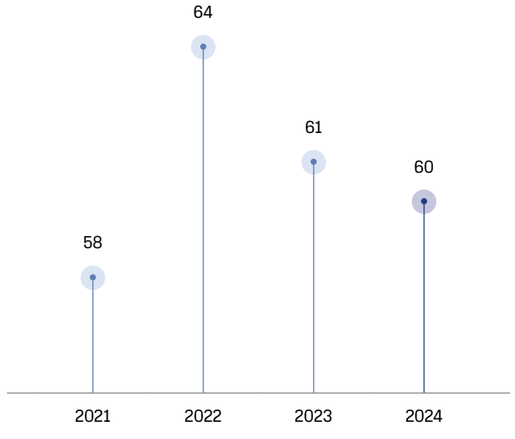
Employee Engagement

Uralkali conducts annual engagement surveys covering work conditions, remuneration, work-life balance, career opportunities, training, and social programmes.

In 2024, 55% of employees participated. Engagement rate reached 60%, and loyalty level hit 69%. Survey results inform initiatives under the Employee Well-Being Programme. We also regularly assess the quality of corporate clinic medical services to guide future improvements.

Since 2021, engagement surveys include a well-being assessment using a tailored methodology. In 2024, an indicator of well-being remained steady at 52%.

Total employee engagement, %



Electronic Personnel Document Management

In 2023, Uralkali completed a major project to implement Electronic Personnel Document Management. Since May 2024, this system has been fully operational, with employees gradually gaining access to personal accounts. The system allows digital submission of requests, remote ordering of certificates, and signing documents with electronic signatures.

69%

employee loyalty level

52%

employee well-being level

Volunteer Movement

Uralkali has fostered a corporate volunteering movement for over a decade, focusing on:

- creating opportunities for employee self-realisation;
- promoting corporate and universal values;
- supporting employee-led community initiatives.

Volunteering is governed by the Regulations on Volunteer and Youth Movements, outlining volunteer goals and tasks.

Any employee can join by contacting the youth and volunteering specialist or event leaders on VKontakte. Event announcements, reports, feedback, and photos appear on the corporate website and social media.

In 2024, Uralkali transferred its Sports and Youth Policy volunteering function to the HR and Communications Directorate. A youth and volunteering specialist, overseen by the Head of Sports and Youth Policy, manages the organisation of volunteer activities and the Youth Council. The Youth Council prioritises volunteering as a core focus of its work. The CEO and Board of Directors approve the volunteering budget and event schedule.

In 2025, Uralkali plans to finalise and adopt the Youth Council Formation Regulations. We support three key areas of volunteer movement: 'Children's Joy', 'Green Contour', and 'Help a Friend.' Uralkali actively hosts environmental education campaigns, competitions, challenges, and other initiatives. We maintain ongoing partnerships with charitable organisations, volunteer groups, and local authorities in host regions. In 2024, Uralkali expanded the number of institutions that receive charitable and volunteer support in Berezniki and Solikamsk. Each year, we organise a review event for all volunteers to summarise results, set objectives for the coming year, and plan future campaigns and activities.

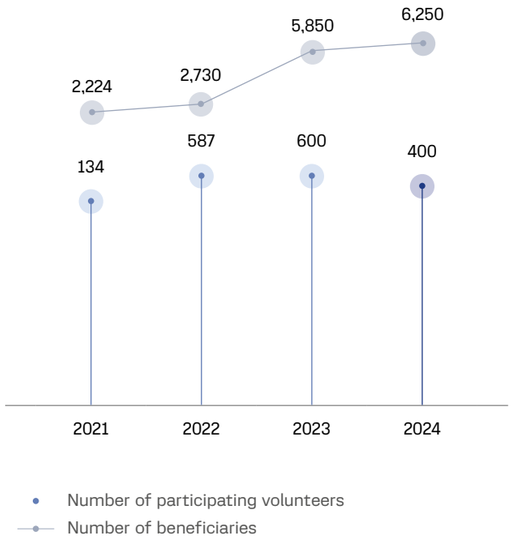
30
volunteering events
held in 2024

400
employees
participated in volunteering events in 2024

In 2024, Uralkali delivered 30 volunteer campaigns and engaged 400 employees (1.85% of the workforce). These efforts reached 6,250 beneficiaries. The decline in employee participation compared to previous years stems from the reorganisation of the volunteering programme, including the establishment of youth councils and the development of regulatory documents.

To further motivate and engage employees in volunteer activities, the Company gives corporate awards to activists. In 2024, 20 people received the relevant incentive.

Volunteer participation and beneficiaries, persons



Key Areas of Uralkali Volunteer Movement

‘Children’s Joy’	‘Green Contour’	‘Help a Friend’
Support for children with disabilities, at-risk families, and orphans; collaboration with Berezniki and Solikamsk Children’s Aid Centres, baby homes, kindergartens, and schools	Eco-actions and clean-ups: waste and leaf collection in cities, forests, and riverbanks; tree planting	Care for stray animals at the ‘Friend’ shelter and temporary shelters in Berezniki and Solikamsk
Key 2024 Projects: • organised charitable and leisure events • purchased gifts for Knowledge Day and New Year • collected aid for orphans • Participated in the National ‘Courage Box’ campaign • hosted eco-educational and sports events • raised funds for creative and educational supplies	Key 2024 Projects: • cleaned forest and coastal areas in Ogurdinsky forest • cleared abandoned urban areas, forests, and Klestovsky pond, and Redikor lake in Solikamsk • joined the city’s ‘Clean Games’ eco-quest • participated in the ‘Your Tree for the City’ campaign	Key 2024 Projects: • raised funds and food for the ‘Friend’ shelter • supported shelter maintenance, kennel upgrades, and equipment purchases
200 volunteers participated	**250** volunteers participated	**100** volunteers participated

Additionally, Uralkali volunteers actively engaged in the ‘Warm Care’ campaign, collecting warm clothing for elderly care home residents and organising leisure events and performances. In the ‘Do Good’ project, employees annually fund gifts from children with disabilities’ letters to Father Frost.

200
employees
participated in ‘Warm Care’

150
employees
participated in ‘Do Good project’

Uralkali’s young volunteers also supported corporate and city events, including Victory Day veteran tributes, Berezniki and Solikamsk City Days, Youth Day, and recognitions for Preschool and Teacher Days. They organised educational excursions for orphanage and boarding school children to introduce them to rescue services, traffic police, motorsport enthusiasts, and other professionals.

Key Volunteering Achievements

- Young employees joined the Uralchem Group’s Youth Council Leaders Summit, Regional Youth Forum ‘Permian Period’, National Working Youth Forum, and ‘Zavod’ Working Youth Forum
- Youth Council members attended a design school in Berezniki
- Young employees joined Berezniki and Perm Region Youth Parliaments, youth succession pools in Berezniki, Solikamsk, and Perm Region, and the Perm Region Working Youth Association
- The Youth Council deputy leader won a budgeting contest with the ‘Family Kitchen’ project
- Two young employees received commendations from Berezniki’s Youth Centre for contributions to youth policy

Human Rights

Why This is Important to Us

Upholding human rights underpins Uralkali's commitment to sustainable development and responsible business practices. We prioritise respect for the dignity, freedom, and equality of our employees, business partners, and local communities, fostering long-term, mutually beneficial relationships.

Ensuring human rights, providing equal pay for equal work, offering social guarantees, and respecting freedom of association not only create a fair and safe working environment but also enhance employee engagement, mitigate workforce risks, and build trust with stakeholders.

8 DECENT WORK AND ECONOMIC GROWTH

ESG Strategy 2025 Goals

- Covering human rights due diligence across 100% assets

Our Progress in 2024

- Assessed 100% of assets for human rights risks
- Launched the Diversity and Inclusion e-learning course
- Implemented diversity and inclusion initiatives under the Year of Family, Compliance, and Inclusion at Uralkali

Key Achievements in 2024

20%

share of women in leadership positions

3 out of 7

women

on the Board of Directors

73%

of employees viewed Uralkali's workplace as inclusive and offering equal opportunities

2.5%

of employees with disabilities among those in normal working conditions

100%

of security officers received human rights training

2025 Targets

- Reassess human rights risks for 2024
- Deliver educational, corporate, and communication initiatives under the Diversity and Equality Programme
- Monitor annual performance indicators for the Diversity and Equality Programme
- Train employees on ensuring equality and preventing bias and discrimination

Governance Approach

[GRI 3-3]

Senior Leadership and Management

Uralkali's senior leadership, through the Board of Directors' Appointments and Remuneration Committee and the Board of Directors, actively oversees human rights and equal opportunity matters.

The HR and Communications Directorate manages operational compliance with human rights policies. The Institute of Ethical Commissioners, operating under its internal regulations, monitors ethical violations, including human rights issues. The HR and Communications Directorate coordinates the Institute's activities, handles employee enquiries, and disseminates informational materials.

Key Governing Documents

[GRI 2-23]

The Human Rights Policy is a cornerstone of our commitment to ethics and the protection of human rights. Other important documents include:

- Code of Corporate Culture;
- Diversity and Inclusion Policy;
- Regulations on Ethical Commissioners;
- Human rights risk due diligence methodology.

Risk Management

Uralkali employs a human rights risk due diligence methodology to identify, analyse, and manage risks, integrating them into its comprehensive risk matrix. The Methodology addresses key areas, including:

- ensuring fair remuneration;
- providing social guarantees;
- preventing child and forced labour;
- maintaining safe working conditions;
- offering training and career development opportunities;
- fostering a healthy business culture;
- upholding freedom of association;
- promoting equal career opportunities;
- safeguarding personal data confidentiality.

In 2024, Uralkali reviewed the Methodology's relevance and found no need for updates. We conducted an annual reassessment of human rights risks, enabling timely identification and mitigation of potential threats. The Organisational Planning Department collects quantitative data, while the head of Risk Department calculates risk levels. No human rights risks materialised in 2024, with the next reassessment scheduled for early 2025.

We also evaluate potential financial and non-financial impacts of human rights violations, developing corrective measures for high-risk scenarios. The Deputy CEO — HR and Communications Director oversees the formulation and implementation of these measures.

In 2025, to mitigate human rights risks, Uralkali will continue training employees and contractors, alongside a communication campaign to promote human rights awareness in corporate media.

Feedback Mechanisms

[GRI 2-25] [GRI 2-26] [GRI 406-1] [MED 40]

Uralkali maintains a robust system to uphold human rights, supporting employees in challenging situations and providing multiple feedback channels. Employees can raise concerns about human rights or business ethics violations through:

- Hotline;
- Ethical Commissioners;
- Q&A service on the internal portal, Uralkali mobile app, and a dedicated column in the corporate newspaper.

Employees can also use the Hotline to seek guidance on implementing our responsible business policies and practices or express concerns about business conduct. We guarantee confidentiality for all enquiries submitted via the Hotline or the Ethical Commissioners, ensuring no repercussions regardless of the communication channel. No human rights violations occurred in 2024.

The Ethical Commissioners review reports of ethical violations, including potential human rights risks, during its meetings. Where necessary, we involve officials, experts, and specialists to analyse situations, propose solutions, and participate in discussions. The Ethical Commissioners provide feedback to the enquirer, address violation impacts, and develop preventive measures. All decisions are binding for responsible officials and relevant departments.

Under its Human Rights Policy, Uralkali commits to respecting the rights, cultural identities, and traditions of local communities, including those of indigenous minorities. We take responsibility for mitigating adverse impacts on local community rights if such cases arise. Over the past three years, no incidents affected local community rights.

Diversity and Equality Programme

[GRI 405-1]

Since 2022, Uralkali has implemented a comprehensive Diversity and Equality Programme, fostering a supportive and inclusive workplace where every employee can thrive. Aligned with our Diversity and Inclusion Policy, the programme runs through 2025 and focuses on strategy, recruitment, development and career growth, remuneration, and corporate culture. These initiatives cultivate an inclusive environment that values diverse perspectives, recognises talent, and ensures equal opportunities for all.

Key Performance Metrics for the Diversity and Equality Programme

Programme Performance Metrics	2021	2022	2023	2024
Confirmed cases of discrimination (by gender, reported via feedback channels)	0	0	0	0
Confirmed cases of workplace violence (by gender, reported via feedback channels)	0	0	0	0
Share of women in leadership positions (target: at least 20%)	20%	20%	21%	20%
Employee engagement level	58%	64%	61%	60%
Employees perceiving the workplace as inclusive and offering equal opportunities	71%	75%	73%	73%

Programme Focus Areas and Initiatives

Focus Area	Initiative
Strategy	Develop channels for handling complaints and resolving conflicts
	Publicly endorse gender equality through senior leadership
	Train employees on non-discrimination, equal opportunities, and unconscious bias
Recruitment	Integrate diversity and inclusion into the recruitment process
	Provide equal opportunities to all applicants regardless of gender, age, nationality, or other characteristics
Development and Career	Ensure equal inclusion of women and men in the talent pool (except for employees in underground mining roles)
	Adjust professional development timelines for women, accounting for maternity leave
Remuneration	Offer equal pay for work of equal value
	Conduct regular audits and benchmarks for gender pay equality
Corporate Culture	Maintain confidential complaint mechanisms, including for violence-related issues
	Survey employee perceptions of workplace inclusivity
	Train employees on diversity and inclusion
	Promote gender equality through a communication programme
	Provide psychological support via the ‘I Understand’ hotline.

2024 – Year of Family, Compliance, and Inclusion

In 2024, Uralkali embraced family values, diversity, and inclusion under the theme ‘Compliance 2024 – You Can Do Anything! Become a Champion of Inclusivity’. We organised several initiatives to advance this focus.

Interviews with Senior Leaders and the Compliance Week

Throughout the year, we shared interviews with senior leaders, highlighting Uralkali’s approach to sustainable development, with a particular emphasis on fostering an inclusive workplace and equal opportunities. During the Compliance Week, Uralkali conducted an online training session, Understanding People with Disabilities, targeting managers with inclusive employees. Sixty participants joined the session.

Special Edition of NastroyKa Almanac

Uralkali publishes a quarterly employee magazine, NastroyKa, aligned with its HR priorities. In December 2024, a special edition focused on the Year of the Family, featuring articles on family traditions, values, and workplace dynasties.

Inclusion Through Children’s Eyes Project

In 2024, Uralkali partnered with a kindergarten and School No. 1 in Solikamsk to launch the Inclusion Through Children’s Eyes project. This initiative aimed to foster children’s understanding of individual differences and develop skills for inclusive communication. Participants visited public institutions and city spaces with accessible environments. The project concluded with a career orientation event, where 132 children and seven invited educators engaged in interactive games, learned about Uralkali’s history, and received gifts.

Human Rights Training

[GRI 410-1]

Uralkali mandates human rights training for all employees, assigning it to new hires during onboarding. The course outlines key human rights principles, Company’s commitments, employee expectations, feedback mechanisms, and effective communication strategies.

1,044 employees completed training on our Human Rights Policy in 2024. Employees can access the course via the HR portal or request it through the Corporate University.

Uralkali also provided online human rights training for newly hired security contractors. In 2024, 100% of new security personnel completed this training. Contracts with security providers include human rights compliance requirements.

Uralkali seeks partners who share its commitment to sustainable development and responsible business practices. Under our Code of Business Ethics for Suppliers, we expect suppliers to respect human rights and freedoms per the UN Universal Declaration of Human Rights and comply with labour laws. Suppliers must maintain workplaces free from violence, insults, threats, or harassment and eliminate all forms of discrimination, forced labour, and child labour.

Uralkali introduced a new Diversity and Inclusion e-course in 2024 to prevent workplace discrimination. The course covers diversity principles, methods to identify and address unconscious bias, and strategies for creating an inclusive workplace. Available to employees and contractors, it is mandatory for new hires.

Local Communities

Why This is Important to Us

As a leading enterprise in the Perm Region, Uralkali plays a pivotal role in the economic and social development of its host cities. We engage in open dialogue with local communities, deliver charitable and infrastructure projects, and support sports, cultural, and educational initiatives. These efforts reinforce our reputation as a socially responsible employer and a trusted partner in advancing the Perm Region's prosperity.

ESG Strategy 2025 Goals

- Implementing programmes for developing host cities

Our Progress in 2024

- Developed the Comprehensive City Development Programme for 2025–2029

Key Achievements in 2024

1,568
RUB million

charitable contributions

2025 Targets

- Implement initiatives under the Comprehensive City Development Programme

Governance Approach

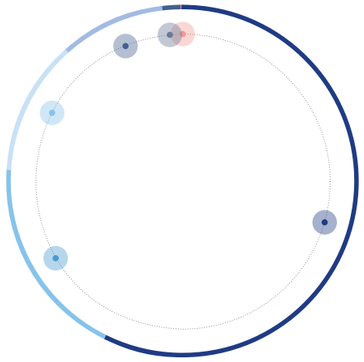
Senior Leadership and Management

[GRI 3-3] [GRI 203-1] [GRI 413-1] [RT-CH-210a.1]

Uralkali's senior leadership actively shapes its approach to supporting local communities and fostering regional development. The Government Relations Directorate and the HR and Communications Directorate lead the delivery of socially significant initiatives and maintain constructive dialogue with host regions.

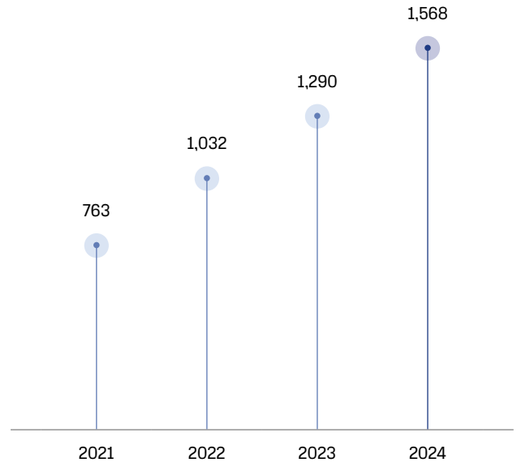
In 2024, Uralkali integrated the Sports and Youth Policy Directorate into the HR and Communications Directorate.

Charitable expenditure by key focus area in 2024, RUB million



Uralchem for the Regions	901
Uralchem for Cultural Traditions	294
Uralchem for Sports	192
Uralchem for Education and Science	153
Uralchem for Children	28
Uralchem for Veterans	2

Charitable contributions, RUB million



Key Governing Documents

- Corporate Social Responsibility Policy
- Charity and Sponsorship Policy
- Local Community Engagement Policy

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

Risk Management

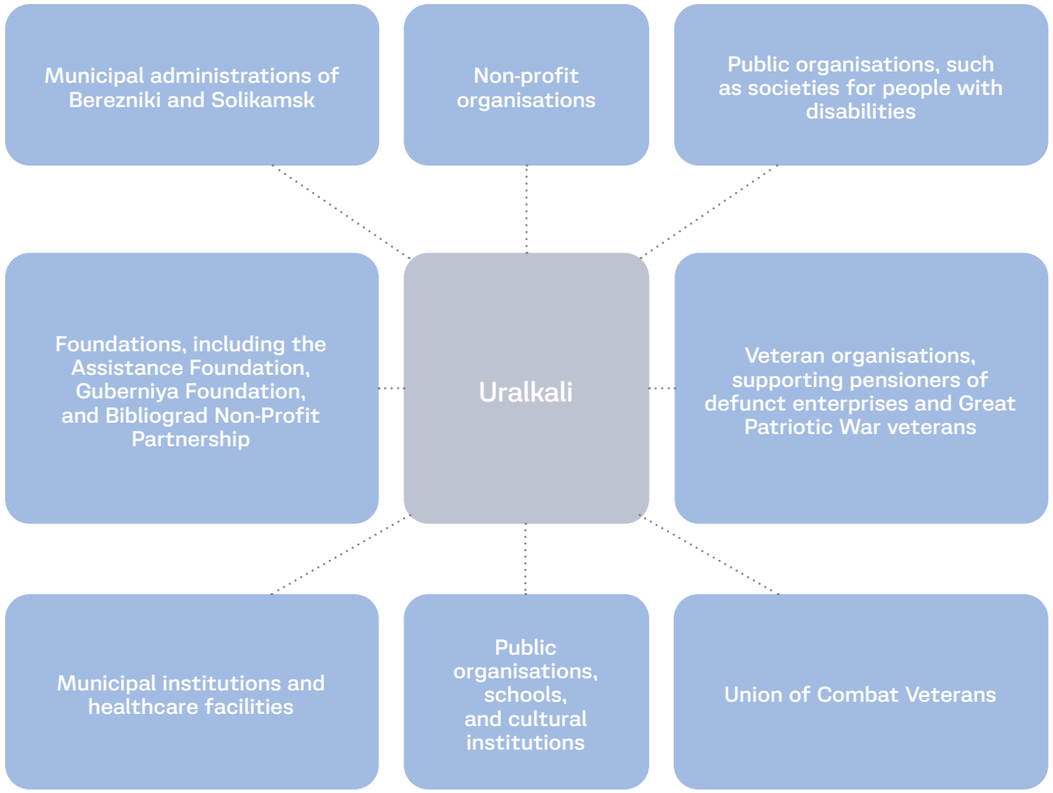
Uralkali integrates risk assessments for socially significant projects into its broader risk management framework. We rigorously vet contractors for integrity, review cost estimates and project implementation methods, and evaluate the appropriateness of requested support.

In 2024, no risks related to local community engagement materialised.

Participation in Regional Development

[GRI 203-1] [GRI 413-1]

Uralkali actively contributes to the vitality of its host cities through impactful projects that enhance education, healthcare, sports, culture, and urban infrastructure.



We gather regular feedback from residents on completed initiatives through municipal authorities, social media, and direct engagement. Community input shapes our future programmes, targeted projects, and funding or co-funding of initiatives, often in partnership with city administrations.

Uralkali collaborates with a diverse range of stakeholders.

We administer charitable support through a formal application process that requires applicants to specify the purpose and amount of requested funding. In Berezniki and Solikamsk, councils of major company directors, chaired by city leaders, evaluate charitable and community project proposals.

Agreements with Local Authorities

To build enduring, mutually beneficial relationships with authorities, Uralkali has formalised several agreements and memoranda, including:

- cooperation agreement with Berezniki Administration;
- cooperation agreement with Solikamsk Administration;
- trilateral agreement between Perm Regional Government, the Administration, and Uralkali;
- memorandum between Uralkali and Berezniki Administration on Assistance in the City Development;
- agreement with the Federal Agency for Youth Affairs on coordinating approaches of industrial companies to youth policy development;
- agreement between Uralkali and Perm Regional Government on the funding of a polytechnic college and a dormitory in Berezniki.

Urban Development in Host Cities

[GRI 203-1] [GRI 413-1] [MED 34]

Uralkali prioritises the creation of vibrant, comfortable living environments in Berezniki and Solikamsk. We work closely with local administrations to support public and community initiatives that enhance residents' quality of life, with a focus on improving public and residential spaces, transport accessibility, and urban safety. In 2024, Uralkali's initiatives, 'From Posadskaya Sloboda to the Lower Salt Fields' and 'Berezniki — Vanguard City', triumphed at the National Competition for Best Projects titled 'Creating Comfortable Urban Environments in Small Towns'.

Key Initiatives	Funding
Purchased 23 passenger buses for Berezniki under an agreement with the Perm Region	**RUB 300 million**
Acquired a new road-marking machine for Berezniki	**RUB 13 million**
Procured composite decking to replace worn sections of the pedestrian zone at Solyanaya Versta in Solikamsk[1]	**RUB 8.5 million**
Surfaced over 20 road sections (6 km) with inert materials in the single-family parts of Solikamsk	**RUB 6.8 million**
Developed two children's playgrounds in Berezniki and a sports playground in the historic Usolye Stroganovskoye area	**RUB 6.3 million**
Cleared deadwood and hazardous trees in Dubravsky forest, Solikamsk, and developed a landscaping design project	**RUB 5.9 million**
Installed lighting at the Demidov Memorial Botanical Garden in Solikamsk, fully electrified the excursion route, and set up 160 lamps and lanterns to highlight key areas	**RUB 4.3 million**
Prepared design and cost estimates for repairing facades and roofs of historic buildings on Solikamsk's guest route	**RUB 2.4 million**
Purchased gas equipment to restore heating in the sports hall of Berezniki Construction College	**RUB 2.4 million**
Developed design and cost estimates for landscaping near the Zvyozdny Youth and Children's Creativity Centre in Solikamsk	**RUB 1.7 million**
Supported resident initiatives under Solikamsk Territorial Public Self-Government municipal contest, including outdoor lighting in the Third Potash Workers' Microdistrict, playground and CCTV installation in Preobrazhensky Square, a library pavement, and road repairs in Syola village	**RUB 1.2 million**
Funded participatory budgeting projects for public space improvements	**RUB 0.64 million**

[1] Replacement work is scheduled for 2025.

'From Posadskaya Sloboda to the Lower Salt Fields'

In 2024, Uralkali continued to support the 'From Posadskaya Sloboda to Lower Salt Fields' project, enhancing the Usolye Stroganovskoye museum area in Berezniki. We co-funded the development of a design project, competitive bidding, and cost estimates.

161
RUB million

total project cost

8.5
RUB million

co-funded by Uralkali in 2024

'Berezniki – Vanguard City'

In 2025, Uralkali will collaborate on a project to landscape and green a public space in Berezniki's historic central area near the Ice Palace. We will co-fund the development of a design project, competitive bidding, and cost estimates.

157.3
RUB million

total project funding from the federal budget

8.2
RUB million

Uralkali's co-funding for design, bidding, and cost estimates

2.2
RUB million

allocated by Uralkali in 2024

‘Salt Makers’ Settlement’

The ‘Salt Makers’ Settlement’ project, enhancing the Borovaya river embankment, secured victory in the National Contest for Best Urban Environment Projects in Small Cities and Historic Settlements. We plan to implement the project in 2025, with funding from federal and regional budgets under the national ‘Infrastructure for Living’ project.

220
RUB million

total project cost

6
RUB million

Uralkali’s partner contribution to design and cost estimates

‘Solikamsk — Russia’s Salt Capital’

In 2024, the ‘Solikamsk – Russia’s Salt Capital’ (Tourism Code of the City Centre) project won the federal Tourism Infrastructure Development initiative under the state ‘Tourism and Hospitality Industry’ project. The project will create a cohesive, visually appealing tourist centre with artistic lighting, navigation, a tourist information centre, and art installations.

60
RUB million

total project cost

5.2
RUB million

Uralkali’s partner contribution to technical documentation for artistic lighting in the city centre and art installations

Support and Development of Sports

[GRI 203-1] [GRI 413-1]

Supporting sports initiatives forms a vital part of Uralkali’s corporate social responsibility. Sports unite communities, promote healthy lifestyles, and unlock the potential of young people by offering opportunities for personal growth and self-realisation.

Uralkali implements a unified Strategy for the Development of Sports and Youth Policy through 2025. This Strategy aligns with our priorities and supports the national goal of ‘Preservation of the Population, the Health and Welfare of the People.’

In 2024, Uralkali collaborated with the following sports federations:

- National Sports Programming Federation;
- National Sambo Federation;
- Arm Wrestling Federation;
- Perm Region Kickboxing Federation;
- MMA (Mixed Martial Arts) Federation;
- National Swimming Federation;
- Water Sports Federation;
- Sambo Federation;
- Judo Federation;
- Kaliningrad Region Sambo and Judo Federation;
- Triathlon Federation;
- Solikamsk Greco-Roman Wrestling Federation.

We also supported the development of boxing, basketball, hockey, and judo, partnering with the Olympia Sports Club Association, NPO Territory of Martial Arts, and socially oriented non-profits focused on youth hockey development.

[1] For more details, please refer to the Employee Well-Being section.

Key Initiatives	Funding
Supported sports facilities in Solikamsk: Kaliyets Sports Centre, Kaliyets Ski Base, Dolphin Swimming Pool	**RUB 54.7 million**
Supported the Territory of Martial Arts Non-Profit Organisation in Berezniki	**RUB 37.3 million**
Supported children's sports under the 'Uralkali for Children' programme	**RUB 28 million**
Funded athletes and coaches, sponsored competition travel, and purchased sports equipment	**RUB 12.5 million**
Supported sports tournaments and children's sports clubs in Solikamsk	**RUB 5.8 million**
Supported sports complexes in Berezniki	**RUB 3.3 million**
Organised the Stroganov Regatta 2024 sailing races at the Usolye Stroganovskoye Historical and Architectural Complex	**RUB 0.7 million**

'Basket Street 2024'

In 2024, Uralkali served as the general sponsor of the Basket Street 2024 open basketball championship in Berezniki, organised by the Kali Basket Club, to promote healthy lifestyles among children and teenagers.

Over 110 teams from Moscow, Perm Region, Tyumen Region, Republic of Bashkortostan, and Udmurt Republic competed. We awarded winners in three age groups.

Beyond matches, attendees enjoyed performances by creative groups and exhibition games by professional basketball players. Since 2013, Uralkali has championed the Kaliy-Basket project, promoting basketball as an accessible sport for children and teenagers in Berezniki and Solikamsk.

'Stroganov Mile 2024'

In March 2024, Uralkali acted as the general sponsor of the 15th Stroganov Mile 2024 snowkiting competition, hosting the final stage of the Russian Cup in the Course-Race discipline and the Russian Championship in Freestyle.

Approximately 80 athletes from across Russia participated. Guests explored exhibitions at the Stroganov Chambers, Bragin House, and Golitsyn Estate, joined animation programmes, and attended free kite-flying workshops.

Cultural Support

[GRI 203-1] [GRI 413-1] [MED 34]

Uralkali champions cultural support as a core aspect of its corporate social responsibility and a vital part of engaging with local communities. By investing in cultural initiatives, we preserve and promote national and regional heritage, strengthen the social fabric in host regions, enhance the quality of life for residents, and make these regions more attractive for living, working, and investment.

In 2024, we supported major cultural events in Solikamsk, including Solikamsk City Day, Miners' Day, Demidov Flower Festival, 9th Friday After Easter, Lada Family Eco-Festival, Spring and Labour Day, Victory Day, New Year and Christmas celebrations, and Maslenitsa festivities.

Uralkali placed special emphasis on New Year celebrations. In Berezniki, we purchased decorations for the city Christmas tree, installed illuminated figures, and organised courtyard festivities. In Solikamsk, we created a New Year village at Voskresenskaya Square and adorned 20th Anniversary of Victory and Revolution Streets with LED consoles. We supported events such as decorating the main city tree, Demidov Christmas Tree, a family celebration before New Year's at Voskresenskaya Square, and festivities at rural cultural centres. We also provided gifts for children at the social Christmas tree and rural communities.

In Berezniki, Uralkali contributed to City Day, the Easter Festival, the national Tatar and Bashkir celebration Sabantui of Verkhnekamye 2024 (Plough Festival in the Upper Kama Region), and a festive event marking Children's Day. Additionally, Uralkali spearheaded cultural initiatives, including the 'Reading Lyubimov' project — an open-air summer reading room — and 'Musical Wednesday' project, which featured six musical evenings across various city locations.

At Solikamsk's Usolka river embankment, Solyanaya Versta, we backed the 'Musical Thursday' summer project, which included performances by local musicians and regional ensembles. Uralkali also supported the 'Journey Through Solikamsk' tourism contest, which allowed residents to submit projects aimed at increasing the city's tourism appeal.

Key Initiatives	Funding
Organised city festivals in Solikamsk	**RUB 7 million**
Supported Polovodovsky Rural Cultural Centre in Solikamsk: renovated the dance hall and facade wall	**RUB 4 million**
Supported New Year celebrations in Berezniki and Solikamsk	**RUB 6.8 million**
Supported City Day celebrations in Berezniki and Solikamsk	**RUB 6.5 million**
Purchased sound equipment for the Berezniki Drama Theatre	**RUB 0.95 million**
Implemented the 'Musical Wednesday' project in Berezniki: six musical evenings of various genres at different city locations	**RUB 0.5 million**

'Rings of Russia'

In August 2024, Uralkali served as the general partner of the 18th International Festival of Bell Ringing and Sacred Music, 'Rings of Russia', held at the Usolye Stroganovskoye Historical and Architectural Complex. The festival, supported by the Perm Region Governor's Grant Fund and the Perm Metropolis Cultural and Educational Programmes Centre under the Bridges: Connecting Shores project, featured a gala concert with top bell-ringing masters from Russia and Belarus, workshops on bell-ringing, guided tours of the complex, interactive and educational platforms, an art space, and a fair.

Healthcare Support

[GRI 203-1] [GRI 413-1] [MED 34]

Investing in healthcare infrastructure, disease prevention, and access to quality medical care enables Uralkali to strengthen healthcare systems and contribute to the long-term socio-economic development of our host regions. A robust healthcare system reduces illness rates, boosts workforce productivity, and supports healthier future generations.

Key Initiatives	Funding
Paved the grounds of the Wagner Regional Hospital in Berezniki and installed benches, bins, and lawn barriers	**RUB 11 million**
Renovated the bacteriological laboratory at the Wagner Regional Hospital in Berezniki	**RUB 8 million**
Purchased new medical equipment for Solikamsk City Hospital[1]	**RUB 6 million**
Implemented a programme to attract medical professionals, allocating funds to the Solikamsk City District budget for one-time payments of RUB 1.5 million to recruited doctors	**RUB 4.6 million**
We supported the Regional Development project to improve medical staff qualifications and offer incentives. Funds were allocated to the Wagner Regional Hospital in Berezniki for grants to adopt new treatment technologies, mortgage interest subsidies, wellness centre vouchers for staff, and summer camp vouchers for their children	**RUB 2.4 million**
Purchased furniture for the Berezniki Children's City Hospital	**RUB 0.5 million**
Installed heat energy meters at Solikamsk City Hospital	**RUB 1.48 million**

[1] The State Budgetary Healthcare Institution of the Perm Region 'Solikamsk City Hospital'.

Educational Support

[GRI 203-1] [GRI 413-1] [MED 34]

Supporting education is a strategic priority for Uralkali's social policy. Investments in educational initiatives prepare skilled professionals, enhance youth knowledge and skills, and foster sustainable development in our host regions.

Key Initiatives	Funding
Supported the Berezniki Branch of Perm National Research Polytechnic University	**RUB 8.4 million**
Organised campaigns and projects for preschoolers, schoolchildren, and educators in Solikamsk and Berezniki	**RUB 7 million**
Invested in the renovation of the city's Multifunctional Youth Centre, purchased equipment for a youth media studio, and co-financed the Rosmolodezh project in Berezniki	**RUB 5.7 million**
Purchased 12 interactive kiosks for patriotic education in Berezniki school museums	**RUB 4 million**
Implemented summer youth employment projects	**RUB 3.5 million**
Expanded the 'Engineering Class' project, opening four new classes in two Berezniki schools	**RUB 3.4 million**
Subsidised travel for schoolchildren and students from rural areas to Solikamsk educational institutions	**RUB 0.3 million**

We regularly organise events for students and educators in Berezniki's educational institutions, including Teachers' Day, the 'Checkmate' city chess contest for preschoolers, the 'IT-Idea' contest for preschool educators, Maslenitsa celebrations, and more. In partnership with the national 'Streets of Russia' organisation, we supported the 'PROMolodezh' street art festival in Berezniki.

In 2024, we launched the pilot 'SOLidolki' project in kindergartens in Solikamsk's Third Potash Workers' Microdistrict, engaging preschoolers in environmental education and early career guidance.

Uralkali allocated funds to reward gifted schoolchildren excelling in academics, creativity, intellectual pursuits, arts, and sports, celebrated at the 'Solikamsk City District Young Talent' and 'Perm Region Pride' ceremonies.

We continued summer youth engagement projects. The 'Rural Holidays' project organised meaningful summer activities for 4,500 children in Berezniki, Solikamsk, and Alexandrovsk districts.

The 'SOLid People' project formed labour squads at schools and youth centres during summer holidays, engaging approximately 300 participants in Solikamsk and Berezniki. We also provided 700 branded clothing sets for Berezniki's youth labour squads.

The 'SOLid People. Press' young journalists' school taught journalism basics to about 70 children during the summer.

The 'Active Childhood' and 'Summer to StartGo!' projects in Solikamsk and Berezniki offered summer sports competitions, including at kindergarten playgrounds installed by Uralkali, engaging over 3 thousand preschoolers. In the Year of the Family, family teams participated in these events.

Initiatives to Support Specific Population Categories

[GRI 203-1] [GRI 413-1]

Caring for individuals facing challenging circumstances strengthens societal stability, reduces inequality, and enhances quality of life in our host regions. Uralkali embraces its role in fostering an inclusive society where everyone, regardless of age, health, or social status, can live with dignity and pursue self-realisation.

Supporting Veterans

We provide ongoing financial support to the Berezniki City Council of Veterans and organise regional excursions, celebrations, tea gatherings, and theatre visits for veterans. In 2024, Uralkali supported the Council's 50th anniversary celebration, which featured the Perm ensemble 'Voskresenie.' We deliver annual personalised greetings and gifts to Great Patriotic War veterans, home front workers, and former concentration camp prisoners, and arrange excursions for veterans of defunct enterprises.

The 'SOLid Age' project, launched in Solikamsk in 2023, continued in 2024, engaging over 100 seniors in meaningful activities across five city-wide sessions.

Through the 'Thank You for the Victory!' campaign, Uralkali and potash worker deputies congratulated over 300 Great Patriotic War veterans, former concentration camp prisoners, and home front workers on Victory Day.

We funded repairs to the entrance of the Solikamsk City Organisation of Veterans.

Supporting People with Disabilities

We support the Berezniki City Society of People with Disabilities, the Deaf Society, and the Visually Impaired Society. Each year, we fund their participation in the regional tourism rally, purchase New Year gifts, and provide equipment such as billiard and board game tables. In Solikamsk, Uralkali financed repairs to the premises of the Society of People with Disabilities. We also provide support to the Berezniki branch of the Chernobyl Union public organisation.

'SOLikamsk Hundred'

In 2024, during Russia's Year of the Family, Uralkali supported the 'SOLikamsk Hundred' family marathon, launched in Solikamsk on International Day of Persons with Disabilities. 24-person teams covered a 100-kilometre route over ten days to support families raising children with disabilities. Volunteer mentors assisted each team, and GPS trackers recorded progress.

Comprehensive City Development Programme

[GRI 203-1] [GRI 413-1]

In 2024, Uralchem Group developed a Comprehensive City Development Programme, which guides Uralkali's community engagement efforts from 2025 to 2029. The Programme is based on sociological research, primarily the 2023 Quality of Life Index for Corporate Host Territories prepared by the National ESG Alliance, with analytics provided by VEB.RF.

We also considered comprehensive development plans for Perm Region municipalities until 2030, demographic forecasts highlighting labour shortage risks, and resident feedback from the Regional Management Centre, social media, and meetings with deputies and authorities. This inclusive approach ensured broad stakeholder input and strengthened our collaboration with city and regional authorities.

Our comprehensive analysis identified key priorities and goals for the Programme:

- enhance the urban environment quality index;
- increase the number of young workers (aged 18–35) employed at Uralkali;
- improve resident satisfaction with the accessibility and quality of education, healthcare, sports, and cultural services;
- boost resident satisfaction with quality of life and confidence in the future, based on the Quality of Life Index.

The Director for External Social Policy and Sports of Uralchem JSC oversees overall implementation of the Programme. In Uralkali, the Government Relations Director and the Head of Social Department coordinate organisational matters with municipal and regional authorities. Our senior corporate governance bodies annually approve the Programme's initiatives.

Sustainable Agriculture

Why This is Important to Us

As a leading producer of potash fertilisers, Uralkali plays a pivotal role in ensuring global food security. Our commitment to sustainable agricultural practices, scientific research, and humanitarian fertiliser supplies forms a cornerstone of our strategy. We actively promote the development of agricultural technologies, encourage efficient fertiliser application methods, and foster knowledge sharing to empower farmers to use resources wisely and boost crop yields. Our humanitarian fertiliser deliveries to countries that face food shortages underscore Uralkali's social responsibility and dedication to supporting global food security and eradicating hunger.

ESG Strategy 2025 Goals

- Covering over 20,000 farmers with agronomic literacy programmes

Our Progress in 2024

- Launched the Digital Agronomical Twin
- Hosted 26 Agri-Consulting Weeks
- Expanded international partnerships with scientific institutes to conduct joint trials and assess product efficacy

Key Achievements in 2024

8,384
participants

in agronomic literacy improvement programmes

130
educational events

held to improve agronomic literacy

105
thousand tonnes

of potash fertilisers supplied to developing nations

2025 Targets

- Increase participation in educational events for the agricultural sector
- Enhance the functionality of the Digital Agronomical Twin
- Extend Agri-Consulting Weeks to CIS countries
- Introduce a new field-based Agri-Consulting Week format
- Develop digital communication channels to promote sustainable agriculture



Governance Approach

[GRI 3-3]

Senior Leadership and Management

Uralchem's Marketing Directorate oversees the implementation of Uralkali's ESG Strategy in sustainable agriculture. To strengthen engagement with external stakeholders and elevate agronomic literacy among agribusiness professionals, a Product Marketing Department was created within the directorate. In 2024, a dedicated agri-consulting workstream was established within this department to provide expert support to clients, improve their agronomic knowledge, and promote modern plant nutrition practices.

Our agronomic service collaborates with internal specialists and external partners to develop innovative solutions tailored to the needs of agricultural producers. We also conduct trials to evaluate fertiliser efficacy.

Promoting Sustainable Agricultural Practices

Uralkali views partnerships and knowledge exchange with the professional community as critical to disseminating sustainable agriculture principles. We actively promote potash fertilisers, as their use remains limited among Russian farmers, including those in the Perm Region. This constraint not only hampers crop yield and quality potential but also exacerbates the long-standing potassium deficiency in soils.

To address this, we employ diverse communication channels, including conferences, exhibitions, roundtables, field events, and direct engagement with both Russian and international agribusiness stakeholders from Latin America, South-East Asia, and CIS countries. In 2024, Uralkali conducted 130 events to enhance agronomic literacy, including 23 seminars by its agronomic service and 55 client meetings with Russian partners, attended by 840 participants.

We also expanded our digital tools. In 2024, Uralkali introduced an 'Ask the Expert' section on social media to reach a broader audience and share agronomic expertise. Our online platforms, including VKontakte communities, Rutube and YouTube channels, and engagement with digital agronomic platforms like Direct.Farm, reached over 20 thousand farmers in Russia and CIS countries.

26 Agri-Consulting Weeks

Agri-Consulting Weeks comprise a series of field events designed to enhance agronomic literacy and foster direct engagement with farmers and distributors. In 2024, Uralchem Group organised 26 Agri-Consulting Weeks with trade representatives, distributors, clients, farmers, and industry experts. These events facilitated dialogue and consultations on specific agronomic challenges, with a focus on Uralchem Group's product portfolio, fertiliser application schemes for various crops, and methods to optimise farming operations. In 2025, we plan to extend this initiative to CIS countries and introduce a field-based Agri-Consulting Week format.

476

participants

attended seminars and Agri-Consulting Weeks in 2024

Digital Agronomical Twin

In 2024, at the Digital Industry of Industrial Russia conference in Nizhny Novgorod, Uralchem Group unveiled an innovative project: the Agronomist Digital Twin Ivan Polevoy. Built on artificial intelligence, 'Ivan Polevoy' serves as a virtual counterpart to a real agronomist, capable of answering a wide range of questions, engaging in dialogue, posing clarifying questions, processing texts, recognising images, and diagnosing plant nutrient deficiencies. The system draws on a verified knowledge base from Uralchem Group experts and public sources.

Currently available as a desktop version, we plan to launch a mobile version to expand its use beyond Russia. This innovation was showcased at the Artificial Intelligence in Agribusiness industry club meeting under the Artificial Intelligence Alliance as a leading solution for sustainable agriculture. General users tested Ivan Polevoy's capabilities at industry exhibitions, including YugAgro in Russia and Agro Food Expo in Georgia.

Research and Development

To promote sustainable agriculture, Uralkali collaborates with leading agrochemical experts, research institutes, and conducts field trials. In 2024, we completed 157 trials to validate the efficacy of Uralchem Group's fertilisers.

In partnership with Brazilian and Indonesian analytical agencies, we developed and delivered a lecture series on the history of agricultural development, cultivated crops, and farming practices in Brazil and Indonesia, engaging key international clients. We also initiated collaboration with Indonesian research organisations.

To foster global cooperation, Uralchem Group applied for grants in Vietnam, Indonesia, Mexico, Brazil, and Ghana to support joint research on the applicability of potash and other mineral fertilisers across diverse regions. Uralkali publishes select research findings and digital versions of educational materials on our official website in the Agrotheque section.

Improving Agronomic Literacy

Uralkali actively disseminates knowledge about potash fertilisers to support sustainable agriculture. We organise webinars, seminars, and other educational events where our specialists highlight the benefits and proper application methods of potash fertilisers. Participants include farmers, agronomists, distributors, scientists, and students of relevant disciplines.

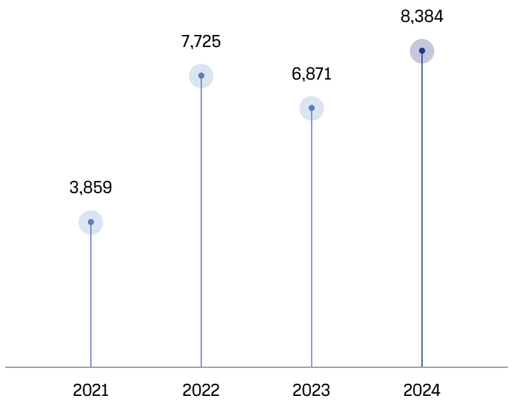
We prioritise regions with low potash fertiliser use, where significant potential exists for broader adoption. In these areas, farmers often favour nitrogen fertilisers, overlooking potassium's critical role in crop growth and quality, largely due to limited agronomic literacy.

In 2024, we conducted 130 educational events, 121 of which targeted Russian partners. Nine events engaged participants from Brazil, Indonesia, India, and Africa. Our programmes focus on agronomic fundamentals and introduce Uralkali's product portfolio. For Indonesian and Brazilian farmers, we also held client meetings, agronomic literacy seminars, and online training on local agricultural practices.

8,384
participants

attended agronomic literacy educational events in 2024

Number of participants in agronomic literacy activities, persons



Farmer Hotline

Uralkali and Uralchem JSC operate a unified hotline accessible to employees, contractors, and Russian farmers. This service provides information on product availability and range across regions, as well as prompt consultations with agronomists and specialists on various topics. The hotline also coordinates fertiliser volumes and pricing during Autumn field campaigns.

Humanitarian Fertiliser Supplies

[GRI 203-1]

Uralchem Group recognises its responsibility to support food security, particularly in countries at risk of food shortages. In 2024, we donated 112 thousand tonnes of mineral fertilisers to developing countries, including 105 thousand tonnes of potash. Since late 2022, Uralchem Group has supplied approximately 190 thousand tonnes of fertilisers free of charge, with over 166 thousand tonnes delivered to Malawi, Kenya, Nigeria, Zimbabwe, and Sri Lanka in collaboration with the UN World Food Programme.

This initiative aligns with UN SDG 2 'End hunger, achieve food security and improved nutrition and promote sustainable agriculture.' Under specific agreements with recipient countries, Uralchem Group also covers sea freight and transportation costs for these fertilisers.

112
thousand tonnes

of fertilisers donated by Uralchem Group to developing countries in 2024,

including

105
thousand tonnes

of potash

~190
thousand tonnes

of fertilisers supplied by Uralchem Group to developing countries since late 2022

Humanitarian Fertiliser Supplies in 2024

Nigeria

January 2024

34
thousand tonnes

of potash

A humanitarian shipment of 34 thousand tonnes of potash arrived at Nigeria's Onne port in January 2024.

Zimbabwe

March 2024

23
thousand tonnes

of fertilisers, including

16
thousand tonnes

of potash

Delivered in March 2024 with support from the UN World Food Programme, this shipment comprised potash and complex fertilisers. The cargo travelled from Europe to Beira port in Mozambique, then overland to Zimbabwe.

Sri Lanka

October 2024

55
thousand tonnes

of potash

Uralchem Group provided 55 thousand tonnes of potash as charitable aid to Sri Lanka. The official handover ceremony took place on 12 December 2024 in Colombo.

Uralchem Group remains committed to close collaboration with the UN and coordinated efforts at all levels to continue humanitarian fertiliser supplies to developing countries.

Governance Aspect

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URALCHEM
URALKALI



Corporate Governance

Why This is Important to Us

At Uralkali, a robust corporate governance system forms the foundation of responsible business practices. It builds trust among shareholders, investors, and other stakeholders, ensures transparency across our operations, and upholds the highest standards of business ethics.

In a rapidly evolving external environment with rising demands for non-financial disclosure, corporate governance plays a crucial role in helping us achieve strategic objectives, improve risk management, comply with legal requirements, and adopt leading international practices.

ESG Strategy 2025 Goals

- Enhance the internal regulatory framework for corporate governance

Our Progress in 2024

- In 2024, Uralkali continued to maintain a corporate governance system that supports effective and prudent management. We, alongside our Board of Directors, placed significant emphasis on ensuring compliance with Russian legislation, best practices, and the Bank of Russia's Corporate Governance Code dated 21 March 2014

Key Achievements in 2024

16
meetings

of the Board of Directors

4
meetings

of the Sustainable Development Committee

9
meetings

of the Management Board

3 out of 7
women

on the Board of Directors

3 out of 7
women

on the Management Board

7 out of 7
members

of the Board of Directors have expertise in sustainable development

2025 Targets

- Following recent amendments to Russian legislation, specifically Federal Law No. 208-FZ 'On Joint-Stock Companies' dated 26 December 1995 (as amended on 30 November 2024 and with changes effective from 1 March 2025), Uralkali plans to update its internal corporate governance documents to align internal documents with current legislation and further refine the corporate governance system

8 DECENT WORK AND ECONOMIC GROWTH

Governance Approach

[GRI 3-3] [GRI 2-10] [GRI 2-12]

Uralkali operates an effective corporate governance system that safeguards the rights of shareholders and investors, while enhancing transparency and investment appeal.

Corporate Governance Performance Assessment

Uralkali regularly conducts an internal assessment to ensure alignment with established requirements and best practices in corporate governance. As part of this process, it undertakes an annual review of compliance with the principles and recommendations of the Corporate Governance Code of the Bank of Russia.

In line with the Bank of Russia's directives, it also conducts an internal audit to independently evaluate the effectiveness of our risk management, internal control systems, and corporate governance practices. For this purpose, Uralkali has established an Internal Audit Policy.

Regulatory Framework

The cornerstone of our corporate governance framework is Uralkali's Code of Corporate Governance, developed in alignment with the Bank of Russia's directives to protect the rights and interests of our shareholders. This document outlines key principles of corporate governance, including adherence to international standards of sustainable development.

Other key documents include:

- Charter;
- Regulations on Remuneration and Reimbursement of Directors;
- Regulations on the General Meeting;
- Regulations on the Board of Directors;
- Regulations on the Management Board;
- Corporate Governance Policy;
- Code of Corporate Culture;
- Regulations on the Revision Commission;
- Regulations on Committees of the Board of Directors;
- Anti-Corruption Policy;
- Director Induction Regulations;
- Regulations on Information Policy;
- Procurement Policy;
- Risk Management and Internal Control Policy;
- Dividend Policy Statement.

In 2024, Uralkali made no amendments to the corporate governance regulatory documents. Uralkali's key corporate governance documents remain accessible to a wide range of stakeholders on its official website.

Corporate Governance Structure

[GRI 2-9] [GRI 2-11] [GRI 2-16] [GRI 2-17] [GRI 2-18] [MED 36] [MED 37] [MED 38]

Governing Bodies

Uralkali's governance bodies comprise the General Meeting of Shareholders, the Board of Directors, the Management Board, and the CEO. These bodies operate in accordance with their designated roles and responsibilities, as outlined in the Charter and relevant internal regulatory documents.

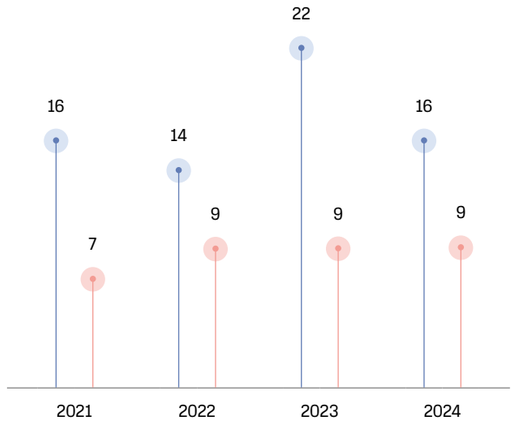
The Board of Directors and its committees receive timely and comprehensive updates on key aspects of our operations and actively engage in discussing and approving all major projects and initiatives. We ensure the Board remains well-informed about industry developments, financial performance, sustainable development matters, and other critical areas through regular management reports. This process facilitates discussions on interim results, oversight of key projects, and timely updates to Uralkali's short-term development goals.

Governing and advisory bodies	Functions	2024 Performance
General Meeting	The highest governing body	3 meetings: 1 annual and 2 extraordinary 9 matters addressed: • profit distribution; • dividend payments; • participation in associations; • appointment of the audit organisation; • election of Board of Directors and Revision Commission members; • approval of major transactions.
Board of Directors	The Board of Directors ensures the protection of shareholder rights and interests, oversees the overall management of the Company's business, establishes its development strategy, and monitors the execution of this strategy	16 meetings of the Board of Directors, including 1 in-person
Board Committees	The Committees of the Board of Directors aim to improve the Board's performance, acting as advisory bodies to support its functions	9 meetings of the Audit Committee 6 meetings of the Appointments and Remuneration Committee 10 meetings of the Strategy and Investment Committee 4 meetings of the Sustainable Development Committee
CEO and Management Board	Implement decisions of the General Meeting and the Board of Directors, execute Uralkali's strategy; the CEO chairs the Management Board	9 meetings of the Board 12 matters addressed
Committees under the CEO	12 specialised committees and working groups monitor and analyse information within their respective areas, including associated risks, and overseeing the implementation of necessary actions	82 meetings of the CEO Committees
Corporate Secretary	The Corporate Secretary is responsible for maintaining continuous communication with shareholders, coordinating actions to safeguard their rights and interests, ensuring adherence to corporate procedures by the Board of Directors, and facilitating collaboration between the Board and the management team	

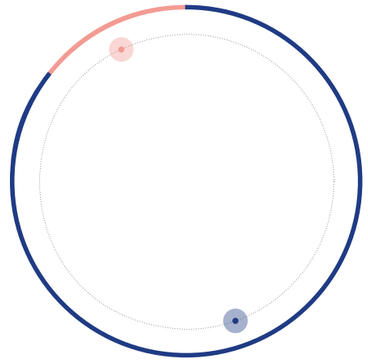
In 2024, the Board of Directors comprised one executive director and six non-executive directors. The Chair of the Board of Directors is not an independent director. The Board of Directors did not conduct a self-assessment of Board members in 2024. However, during a Board meeting, members reviewed a report on the activities of the Board and its committees, positively evaluating their effectiveness for the reporting year. Uralkali did not undertake an external assessment of the Board's performance in 2024.

In the reporting period, we welcomed three new members to the Board of Directors. As a result, the tenure of Board members is as follows: less than 1 year — 3 members; 1–3 years — 2 members; over 3 years — 2 members.

Meetings of the Board of Directors and the Management Board



Composition of the Board of Directors, persons



Non-executive Directors	6
Executive Directors	1
Independent Directors	0

Induction Programme for Newly Elected Board Members

Uralkali operates an induction programme for newly elected members of the Board of Directors. This programme enables new directors to quickly familiarise themselves with key aspects of corporate governance and internal processes to ensure their effective contribution to the Board's work.

The programme includes:

- review of Uralkali's internal documents;
- meetings with management and the CEO;
- consulting with the Corporate Secretary;
- visits to production facilities.

We implement the programme over three months after the election of the new Board at the General Meeting, and the Corporate Secretary supervises its execution.

Involving the Board of Directors in the ESG Agenda

The Board of Directors and its Sustainable Development Committee actively oversee sustainability matters at Uralkali. Members regularly review management reports, discuss the implementation of Uralkali's ESG Strategy, and propose updates as needed.

In 2024, the Board of Directors addressed the status of ESG Strategy and Climate Strategy initiatives for 2023 and approved the 2023 Sustainability Report.

Board members did not undergo specific training on sustainable development in the reporting period, as all seven members already possess relevant expertise in this area.

13.5%

share of sustainability-related matters in the total agenda items considered by the Board of Directors in 2024

Sustainability Management

The Board of Directors and the Sustainable Development Committee manage sustainable development matters at Uralkali. To execute their decisions, Uralkali established a Sustainable Development Directorate.

Our approach to managing sustainable development is reflected in our ESG policies and codes, which are available on our official website. We also provide an ESG Data Pack on the website, which contains up-to-date information on Uralkali's sustainable development activities. Relevant directorates handle engagement with stakeholders on ESG matters.

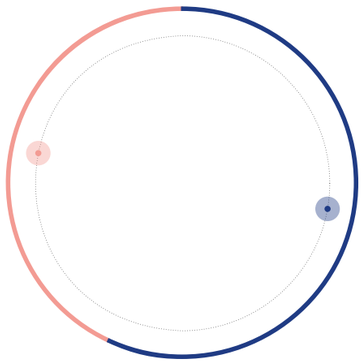
In 2024, the Sustainable Development Committee held four meetings to address the implementation of the ESG and Climate Strategies, plans and outcomes related to occupational health and safety, environmental protection, and mine safety, including the execution of backfilling operations.

Diversity in Composition of the Governing Bodies

[GRI 2-9] [GRI 2-23] [MED 37] [MED 44]

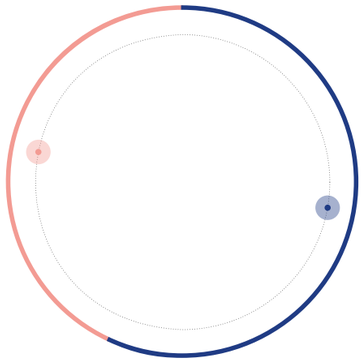
Uralkali views diversity in governance bodies as a key strength that ensures objectivity and effectiveness among members. We strive to form governance bodies that are balanced in terms of age, experience, and expertise, including knowledge of sustainable development.

Composition of the Board of Directors at the end of 2024, persons



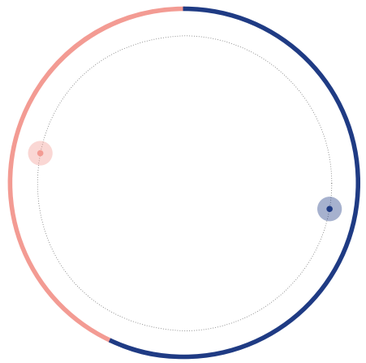
Number of men	4
Number of women	3

Age distribution of the Board of Directors at the end of 2024, persons



40 to 50 years old	4
50 to 60 years old	3

Gender distribution of the Management Board at the end of 2024, persons



Number of men	4
Number of women	3

All seven members of the Board of Directors possess expertise in relevant areas:

- mineral fertiliser production — 6 out of 7 members;
- finance, investments, and banking — 6 out of 7 members;
- law and corporate governance — 4 out of 7 members;
- sustainable development (ESG) — 7 out of 7 members.

Our Diversity and Inclusion Policy establishes principles of diversity at the Board of Directors level. Uralkali appoints individuals to all positions based on merit, experience, knowledge, and expertise, fostering a balanced management team. Uralkali also ensures adequate representation of women on the Board of Directors, its committees, and the Management Board. In 2024, the proportion of women on the Board of Directors and Management Board increased compared to the previous period, reaching 43% of the leadership team.

43%

share of women

on Uralkali's Board of Directors and Management Board in 2024

Under its Human Rights Policy, Uralkali prohibits discrimination in governance bodies based on any characteristics unrelated to professional competencies, including gender, nationality, age, race, or other factors.

Remuneration of the Governing Bodies

[GRI 2-19] [GRI 2-20]

Uralkali maintains a fair remuneration system for members of governance bodies, governed by its internal documents.

Remuneration of the Board of Directors

The Regulations on Remuneration and Expenses outline the amount and process for payments to Board members. Remuneration includes:

- payments for participation in Board meetings;
- additional payments for serving as Chair of the Board or its committees.

Independent and non-executive directors qualify for remuneration. Uralkali considers directors independent if they have no affiliations with Uralkali, its major shareholders, counterparties, competitors, or state and municipal entities.

Uralkali also reimburses Board members for expenses related to their duties, including travel and accommodation costs for attending meetings. All Board members qualify for compensation and insurance of their property interests.

Remuneration of Management Board

The Regulations on Bonuses for Senior Executives govern the remuneration of the CEO and Management Board members. The payment structure includes:

- a fixed salary as stipulated in the employment contract;
- an annual bonus determined based on key performance indicators (KPIs) outlined in managers' performance scorecards.

Additionally, we reimburse the Management Board members and CEO for expenses incurred while performing professional duties, including representing Uralkali in business communities and other organisations.

Linking the ESG Strategy to Management's Remuneration

In addition to core performance metrics, we set ESG-related KPIs for Management Board members and key employees to support the achievement of ESG Strategy goals. In 2024, Uralkali considered several key initiatives and metrics when determining employee compensation. We factored in the development and approval of the Comprehensive City Development Programme, the enhancement of our safety culture, and the implementation of activities outlined in the 2024–2026 Health, Safety, and Environment Strategy. Additionally, we took into account the occurrence of fatal incidents and lost time injury frequency rate.

Prevention of Conflicts of Interest

[GRI 2-15]

Uralkali prioritises the prevention and resolution of corporate conflicts by promptly and thoroughly identifying any conflicts and ensuring seamless coordination among all its governance bodies. In line with the Regulations on Corporate Conflict Resolution, Uralkali sets out clear procedures to detect and manage conflicts of interest among members of the Board of Directors. The Corporate Secretary plays a pivotal role in fostering transparent communication among stakeholders.

To minimise the risk of conflicts of interest, Uralkali implements a comprehensive set of preventive measures fully aligned with national legislation. These measures include:

- regular updates to the list of Uralkali's related parties;
- a ban on votes involving related party transactions;
- a requirement for members of the Board of Directors, the Management Board, and the CEO to disclose individuals under their control as well as their direct affiliations and roles in other companies.

The Board of Directors oversees compliance with corporate governance standards and the resolution of conflicts of interest.
If a conflict of interest arises, members must notify Uralkali and abstain from voting on the relevant matter.

Additionally, the Board's Audit Committee assesses the independence of external auditors.

Anti-Corruption and Ethics

Why This is Important to Us

Uralkali's commitment to sustainable development rests on strong ethics and zero tolerance for corruption. Our robust anti-corruption framework fosters a transparent business environment and strengthens trust among employees, partners, investors, and the wider community.

By upholding rigorous ethical principles, we reduce reputational and regulatory risks and promote a resilient corporate culture. Uralkali remains committed to conducting business with integrity, transparency, and accountability, as shown by our compliance with anti-corruption laws, the improvement of internal controls, and thorough employee education.

8 DECENT WORK AND ECONOMIC GROWTH

ESG Strategy 2025 Goals

- Ensure regular employee awareness of anti-corruption and anti-fraud measures

Our Progress in 2024

- Updated the Business Gift Regulations, the Regulations on Conflict of Interest, and the Call Centre Regulations
- Developed guidelines on the use of Corporate Portal and Mobile Application[2]
- Held a Compliance Week for Uralkali employees
- Integrated subsidiaries into anti-corruption and ethics training programmes

2025 Targets

- Filing a declaration regarding the implementation of the Anti-Corruption Charter provisions
- Train employees on updated approaches outlined in 2024 regulatory revisions
- Revise the Anti-Fraud and Anti-Corruption Programme and implement the 2025 Action Plan, which prioritises the detection of commercial bribery cases
- Restructure the hotline section on Uralkali's website

Key Achievements in 2024

567
calls
received via the hotline

100%
of employees
informed about corruption and fraud prevention

60
anti-fraud and anti-corruption initiatives conducted

0
fines
were paid by Uralkali due to corruption violations

Governance Approach

[GRI 3-3]

Senior Leadership and Management

Uralkali's senior leadership oversees ethical conduct and ensures robust control procedures. The Board of Directors and its committees address business ethics matters. In 2024, senior management reviewed the hotline's operations and updated internal regulations.

Responsibility for anti-corruption and ethics initiatives rests with the following directorates:

- HR and Communications Directorate;
- Internal Audit Directorate;
- Security Directorate;
- Legal and Corporate Affairs Directorate.

These directorates' roles in anti-corruption efforts are enshrined in the Anti-Corruption Policy. In 2024, they focused on holding the Compliance Week, revising regulations on business gifts and conflicts of interest, and raising employee awareness through guidance and training.

Uralkali's Institute of Ethical Commissioners addresses complex ethical issues, including conflicts, breaches of business ethics, or human rights concerns. Performance in anti-corruption activities informs the remuneration system for company leaders.

> For more details, please refer to Uralkali's website.

Key Governing Documents

[GRI 2-23]

- Code of Corporate Culture
- Risk Management and Internal Control Policy
- Regulations on Ethical Commissioners
- Main Principles of Global Antitrust Compliance Policy
- Charity and Sponsorship Policy
- Supplier Code of Ethics
- Anti-Fraud and Anti-Corruption Programme
- Regulations on Entertainment Expenses
- Diversity and Inclusion Policy
- Human Rights Policy

Updated in 2024:

- Anti-Corruption Policy[1]
- Regulations on the Conflict of Interest
- Regulations on the Call Centre
- Regulations on Giving and Receiving Business Gifts

In 2024, we revised the Business Gift Regulations, the Regulations on Conflict of Interest, and the Call Centre Regulations. We also updated the Anti-Corruption Policy, expanded feedback channels by introducing a website form, a second email address, and direct contact options for the compliance manager and security team. In addition, we clarified the responsibilities of the business units in charge of anti-corruption and anti-fraud initiatives.

Risk Management

Uralkali firmly rejects corrupt behaviour and breaches of business ethics. Our zero-tolerance stance extends beyond employees to include contractors and partners. To promptly identify and prevent risks of non-compliance with ethical standards and business conduct principles, we implement a comprehensive set of mitigating measures.

We conduct thorough analyses of corruption and fraud risks across all key business processes, including procurement, sales, charitable and sponsorship activities, investment projects, financial operations, HR processes, and payroll calculations. Our Anti-Corruption Policy clearly outlines employees' duties and responsibilities in minimising corruption risks.

We rely on employees' integrity to detect and prevent violations of ethical principles and ensure compliance with legislation. To encourage proactive engagement, we maintain Regulations on Additional Bonuses for Employees, designed to reward timely reporting of theft, corrupt practices, or fraudulent activities.

[1] Document is in the approval process.

Hotline

[GRI 2-16] [GRI 2-25] [GRI 2-26]

Any Uralkali employee can report violations of legislation or our corporate principles through various communication channels, with guaranteed confidentiality and anonymity. One key tool is our hotline, accessible by phone and email in both Russian and English. The Hotline operates under the Call Centre Regulations, which we updated in 2024 without altering the enquiry submission process for employees.

We also developed Guidelines on the Use of the Corporate Portal and Mobile Application to support employees in accessing these platforms. In the next reporting period, Uralkali plans to enhance the hotline's functionality and relocate it to a different section of our website to improve user convenience and align the process across Uralchem Group.

For more details, please refer to Uralkali's website.

Grievance Mechanism

The hotline team processes all enquiries and directs them to relevant business unit heads based on their subject matter. If an enquiry warrants investigation, we conduct an internal review. Should the investigation confirm negative impacts caused by employee or contractor actions or inaction, Uralkali implements corrective measures that address consequences, revise procedures, and inform responsible business units and officials. Where necessary, we apply disciplinary actions, terminate contracts with violators, or refer cases to competent authorities.

Consideration of an appeal is carried out within 14 working days. In cases requiring additional verification, the term of consideration may be extended up to 30 working days. All investigations follow a formal Internal Review Procedure.

within
3
working days,

submitters are notified of the enquiry status

within
14
working days,

consideration of an appeal is carried out

within
30
working days,

the applicant is informed of the measures taken in relation to the information received, including the results of an internal investigation

For non-anonymous enquiries, we notify the submitter of the outcome, actions taken, or reasons for dismissal within three working days. We communicate investigation results or measures within 30 working days of the decision.

Informational or clarification enquiries unrelated to fraud or corruption may be published in the media without disclosing the submitter's identity, and status updates are provided within three working days.

Uralkali guarantees thorough, objective, and competent handling of all enquiries. We implement safeguards to protect transmitted information and keep submitters' personal data confidential. We process and delete data in accordance with the Personal Data Regulations.

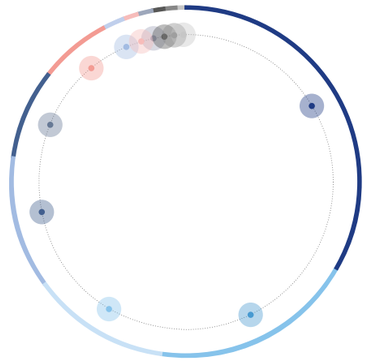
We protect employees who report violations from any repercussions, as such actions violate the Code of Corporate Culture.

In 2024, the hotline received 567 calls, six of which related to theft or corruption in business units. We conducted investigations for all cases and implemented corrective measures as needed. Enquiries covered topics such as procurement, recruitment, training, information technology, sales, and general matters[1].

567
calls

received via the hotline in 2024

Number of hotline calls in 2024 by topic



General	189
Procurement	108
Recruitment and training	72
IT	70
Sales	47
Logistics	37
Social policy	12
Labour relations	8
Safety	7
Occupational and industrial safety	7
Embezzlement and corruption in divisions	6
Illiquid assets	4

[1] General enquiries include invitations to conferences and competitions, promotional mailings, requests to be connected with other departments, questions about the mobile application, and others.

Business Ethics

[GRI 2-23] [GRI 2-24]

Open and trusting relationships with stakeholders represent a core value for Uralkali. To sustain these, we uphold rigorous standards of business ethics and anti-corruption.

Our foundational document in this area is the Code of Corporate Culture, with its rules and principles applying to all employees. New hires must review the Code during onboarding. We ensure ongoing awareness through publications in the corporate newspaper, updates via our mobile application, and regular distribution of printed copies across departments. Additionally, we conduct in-person training sessions on implementing the Code and organise an annual Compliance Week. Stakeholders can access the Code on Uralkali's official website.

The HR and Communications Directorate oversees compliance with the Code. In 2024, we recorded four violations of internal business conduct codes, reported through the hotline and the Institute of Ethical Commissioners. We addressed all identified violations with appropriate measures.

100%

of employees

are informed about the Code of Corporate Culture

Supporting Employees on Ethical Issues

Uralkali supports employees who face complex personal or professional situations. Those involved in conflicts can seek advice from Ethical Commissioners or contact the hotline.

Ethical Commissioners review employee enquiries regarding breaches of business ethics or human rights and provide tailored resolutions for each case. The Commissioners include three Deputy CEOs: HR and Communications Director, Legal and Corporate Affairs Director, and the Technical Director, and operate under the Regulations on Ethical Commissioners. The HR and Communications Director coordinates their work. When handling enquiries that involve personal data, we comply with the Personal Data Regulations.

Institute of Ethical Commissioners

Who can contact?	Where to write?	What to report?
Uralkali employees and other stakeholders	ethics@uralkali.com	Matters related to violations of corporate culture and business ethics, conflict situations, and difficulties in relationships within the team, or human rights violations

Key Aspects of Business Ethics

[GRI 2-15]

Charity and Sponsorship

Uralkali's internal regulations govern charitable and sponsorship activities, as well as the giving and receiving of business gifts. These documents set clear requirements for organising events with potential contractors, media representatives, and other stakeholders.

We do not support political parties or fund political activities. Uralkali avoids charitable projects aimed at influencing decisions by state or local authorities that could benefit the company.

For more details on engagement with authorities, please refer to the Local Communities section.

Preventing Conflicts of Interest

The Regulations on Conflicts of Interest and the Anti-Corruption Policy guide the identification and resolution of conflicts of interest. Employees must report any conflicts, and resolutions balance the interests of both the employee and Uralkali. Employees must adhere to principles of legality, morality, and ethics, and prioritise Uralkali's interests in business decisions.

Handling Confidential Information

Internal regulations define the procedures for handling insider and confidential information and ensure a balance between transparency, commercial interests, and the prevention of misuse. All employees complete mandatory training on the Information Security Policy.

For more details, please refer to Cybersecurity and Personal Data Protection section.

Anti-corruption

[GRI 2-23] [GRI 2-25] [GRI 205-1] [GRI 205-3] [MED 43]

Uralkali upholds a zero-tolerance stance on corruption and views it as a fundamental pillar of ethical business conduct. Bribery, extortion, abuse of authority, commercial bribery, and all forms of corruption or fraud are unacceptable.

Our Anti-Corruption Policy promotes compliance with anti-corruption laws, fosters ethical norms, and minimises corruption risks. Mandatory for all employees and recommended for contractors, the Policy aligns with ISO 37001 and outlines key principles and components of our Anti-Corruption Compliance System. We regularly update regulations and procedures to enhance anti-corruption mechanisms, including revisions to the Anti-Corruption Policy, Regulations on the Conflict of Interest, Regulations on Giving and Receiving Business Gifts in 2024.

We follow the Methodological Guidelines for Developing and Implementing Anti-Corruption Measures developed by the Russian Ministry of Labour and Social Protection. For over a decade, Uralkali has participated in the Anti-Corruption Charter of the Russian Business to support voluntary adoption of anti-corruption programmes. In 2025, we plan to file a declaration regarding the implementation of the Anti-Corruption Charter provisions.

RSPP Anti-Corruption Rating

In 2024, Uralkali took part in RSPP's Anti-Corruption Rating of Russian Businesses for the first time and received an AA rating, indicating a very high level of anti-corruption performance. The rating prioritised transparency in anti-corruption policies as a key factor in sustainable development.

AA

'a company with a very high level of anti-corruption efforts' – Uralkali's RSPP Anti-Corruption Rating

We exercise due diligence when initiating or continuing business relationships, hiring staff, or engaging with legal entities. When working with contractors and stakeholders, we verify their reliability, check for conflicts of interest or ties to public officials, and assess their business reputation.

The Security Directorate monitors compliance with anti-corruption standards and investigates potential cases of corruption or fraud. In 2024, we confirmed 12 violations, resulting in four criminal cases, disciplinary action or dismissal of 27 employees, and termination of partnerships with five business entities.

During the reporting period, authorities did not impose any fines on Uralkali for corruption offences, and we did not pay any fines. Uralkali also did not face administrative liability for corruption-related violations.

0

fines

paid by Uralkali due to corruption violations

0

instances

of administrative liability for corruption offences

Anti-Corruption Compliance System

Key Principles	Key Elements
• Demonstrate role-modeling behavior by senior management • Apply proper procedures • Assess risks on a regular and timely basis • Conduct due diligence when selecting employees and counterparties • Inform all stakeholders • Provide employee training • Maintain continuous monitoring and control • Hold individuals accountable for corrupt actions • No retaliation policy[1]	• Stakeholder engagement • GR and PR • Collaboration with regulatory and law enforcement agencies • Information disclosure to stakeholders • Conflict of interest resolution • Management of representational expenses and gifts • Ban on unlawful remuneration • Charity and sponsorship activities

[1] Uralkali guarantees that no sanctions will be applied to employees who refuse to engage in any unlawful actions, including acts of corruption, even if such refusal results in Uralkali foregoing additional tangible or intangible benefits or incurring losses. Uralkali considers any retaliatory measures against employees who have in good faith reported suspected corruption to be unacceptable and seeks to promptly identify and prevent such measures, even if the suspicion is ultimately not confirmed.

Anti-Fraud and Anti-Corruption Programme

Uralkali maintains a comprehensive Anti-Fraud and Anti-Corruption Programme, supported by an annual Action Plan. This plan encompasses initiatives such as employee awareness campaigns, information monitoring, and on-site activities at subsidiaries.

In 2024, we conducted 60 anti-fraud and anti-corruption initiatives to address the following areas:

- procurement procedures and inventory accounting;
- detection, prevention, and mitigation of commercial bribery;
- product transportation and construction processes;
- training for employees in charge of security systems;
- addressing identified irregularities through internal media coverage;
- protection of critical infrastructure and corporate security;
- enhancement of access control and on-site security protocols;
- assessing the reliability of employees and counterparties, and identifying potential conflicts of interest.

Additionally, we trained and informed employees of subsidiaries, who participated in online anti-corruption and ethics training during the Compliance Week.

60

anti-fraud and anti-corruption initiatives conducted in 2024

Awareness and Training

[GRI 2-24] [GRI 205-2]

All new Uralkali employees must familiarise themselves with the Anti-Corruption Policy. We conduct regular training and awareness sessions on anti-corruption principles, including in the course of the Compliance Week and through corporate communication channels such as the corporate portal, official website, mobile application, and compliance-focused articles in the RU.DA corporate newspaper.

We offer e-learning courses on anti-corruption and corporate ethics, accessible via the corporate HR portal. In 2024, we updated the corporate ethics course. Employees of subsidiaries also joined anti-corruption and ethics training this year.

100%

of employees

studied the Anti-Corruption Policy

Compliance Week

Uralkali periodically hosts the Compliance Week to enhance employee awareness of anti-corruption and business ethics. In 2024, we significantly expanded the scope of the Compliance Week and incorporated events for subsidiaries through online training sessions on anti-corruption and ethics.

We also informed employees about ethical communication with diverse social groups. Uralkali and its subsidiaries participated in diversity and inclusion training delivered by an external contractor. Following the training, we developed guidelines on communication with individuals with disabilities, aligned with ethical standards.

Antitrust Compliance

[GRI 2-27] [GRI 206-1]

Uralkali adheres to antitrust legislation and promotes fair competition in the market. The Main Principles of the Global Antitrust Compliance Policy outline 12 key principles, including fair and open competition, strict compliance with antitrust laws, zero tolerance for violations, and mandatory employee training on antitrust requirements.

Over the past five financial years, Uralkali has incurred no fines for antitrust violations. In 2024, no legal actions or lawsuits were filed or reviewed against Uralkali for obstructing competition or breaching antitrust regulations.

0

legal actions

against Uralkali for obstructing competition

0

fines

incurred for antitrust violations

Supply Chain

Why This is Important to Us

Uralkali prioritises building long-term relationships with partners who demonstrate commitment to leading practices in sustainable development and responsible business conduct. This approach ensures supply chain stability, minimises risks, enhances product quality, and enables us to adapt to global challenges.

We recognise the importance of high levels of social and environmental responsibility among our contractors. To this end, we plan to assess the maximum number of suppliers against ESG requirements, and we strengthen our commitment to sustainable procurement.

ESG Strategy 2025 Goals

- Ensuring that our suppliers and contractors are assessed against ESG criteria (over 50% procurement by value)

Our Progress in 2024

- 40.5% of Uralkali's suppliers have undergone the ESG assessment
- Standardised supplier engagement approaches across all Uralchem Group companies
- Automated supplier evaluations on the B2B electronic platform
- Hosted a Supplier Day with representatives from Business Russia
- Participated in the 14th Global Forum Germes

Key Achievements in 2024

1,445
suppliers

of equipment and materials

98%

share of local suppliers[1]

81%

share of SMBs

2025 Targets

- Further increase the proportion of suppliers that have undergone the ESG assessment

[1] Local suppliers are defined as Russian suppliers.

Governance Approach

[GRI 3-3]

Senior Leadership and Management

Uralkali's supply chain management system encompasses procurement organisation and effective customer engagement. The procurement process is overseen by the Deputy CEO – Procurement Director.

The Sustainable Development Directorate and Procurement Directorate collaborate to establish a system for assessing supplier compliance with ESG requirements, including through automated processes.

Key Governing Documents

[GRI 2-23]

The Procurement Policy and the Supplier Code of Business Ethics form the foundation of our approach to building a sustainable supply chain.

Stakeholders can access the Supplier Code of Business Ethics on Uralkali's website. Suppliers that participate in our procurement processes confirm their adherence to these ethical principles on the electronic trading platform.

Risk Management

We integrate supplier-related risks into Uralkali's comprehensive risk management system. Key risks include delayed deliveries, substandard goods or services, and inflated prices.

No significant changes occurred in supply chain risk management compared to the previous reporting period. We conduct regular risk assessments and define mitigation plans during the formulation and approval of category strategies, which set out approaches to procuring specific items. During strategy development, we evaluate risks within the current process, and during implementation, we execute planned measures.

Uralkali expects suppliers to uphold sustainable development principles and seeks to partner with companies that demonstrate responsibility in key areas, including:

Supplier Code of Business Ethics

- Compliance with legislation
- Environmental protection
- Climate change
- Employee well-being and human rights
- Occupational health and safety
- Corporate governance
- Local communities

Supply Chain

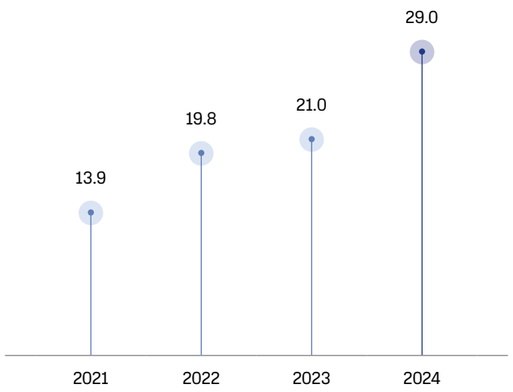
[GRI 2-6]

Uralkali strives to build transparent, mutually beneficial, and long-term relationships with suppliers and customers. To enhance procurement efficiency, Uralkali introduced key performance indicators such as the timely fulfilment of purchase requests and economic efficiency.

In 2024, our total procurement volume reached RUB 29 billion.

Suppliers	Uralkali	Customers
Manufacturers and vendors	One of the leading global potash producers	• Fertiliser manufacturers • Industrial consumers • Agricultural producers
Objective: Establish long-term partnerships with contractors who align with Uralkali's Supplier Code of Ethics and sustainability principles	**Objective:** Maintain high product quality and continuous production	**Objective:** Uphold a consistently high level of customer satisfaction
Products: • Mining equipment • Conveyors • Conveyor belts • Chemicals • Power equipment • Fuel and lubricants	**Products:** • Standard pink MOP • Granular pink MOP • White MOP • Enriched carnallite • Halite	**Products:** • Potash fertilisers • Complex mineral fertilisers • Agricultural products

Total procurement volume, RUB billion

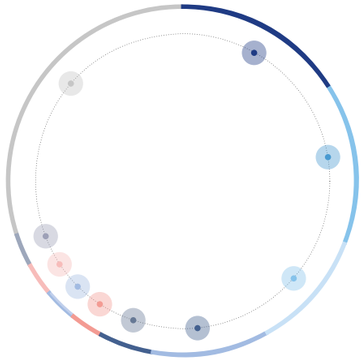


Procurement from Local Suppliers

[GRI 204-1] [MED 8] [MED 9]

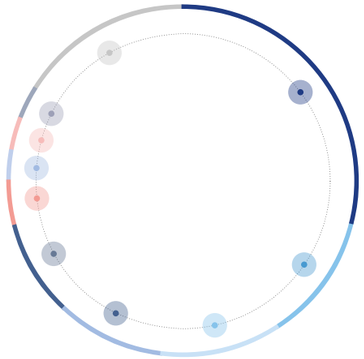
By giving priority to local suppliers, Uralkali stimulates economic growth in our host regions. In 2024, 98% of our suppliers were local. Additionally, 81% of total procurement (by number of contracts) involved small and medium-sized enterprises, supported job creation, and accelerated regional economic development.

Main procurement categories in 2024,[1] %



Mining equipment and spare parts	16
Wagons	15
Conveyors and spare parts	11
Chemicals	11
Oils and lubricants	5
High voltage equipment	3
Conveyor belts	3
Control and automation systems	3
Pumps and compressors	3
Other	30

Procurement structure from domestic suppliers by region in 2024,[1] %



Moscow and Moscow Region	29
Kemerovo Region	12
Chelyabinsk Region	11
Perm Region	10
Republic of Mordovia	9
Saint Petersburg and Leningrad Region	4
Sverdlovsk Region	3
Vologda Region	3
Rostov Region	3
Other	16

[1] By procurement volume.

Supplier Interaction

Uralkali builds long-term relationships and maintains open dialogue with suppliers. We hold annual supplier meetings to strengthen collaboration.

Supplier Day with Business Russia

In March 2024, Uralkali, alongside Uralchem Group, held a meeting with entrepreneurs from Business Russia to discuss collaboration opportunities. Representatives from Business Russia showcased their capabilities in supplying pipes, electrical products, boilers, pumps, treatment facilities, metal structures, engineering services, IT infrastructure, and business process automation. Uralkali representatives outlined our procurement procedures, collaboration terms, and participation requirements. All proposals from the meeting were forwarded for further consideration.

XIV Global Forum Germes

Uralkali participated in the 14th Global Forum Germes, a platform for dialogue between procurers and suppliers, including electronic trading platform representatives. We presented our procurement principles, the Supplier Code of Ethics, and detailed the procedures, methods, and conditions for participation in our procurement processes.

Responsible Procurement

[GRI 308-1] [GRI 308-2] [GRI 414-1] [GRI 414-2]

Uralkali aims to assess 50% of suppliers (by procurement value) against ESG criteria by 2025. In 2024, we achieved 40.5% coverage. The assessment process requires suppliers to complete a 26-question survey covering environmental, social, and governance aspects, supported by relevant documentation. We made significant progress in automating this process and integrated it into the B2B system. The survey now allows us to evaluate key suppliers' compliance with sustainable development principles and encourages our business partners to adopt sustainability.

In 2025, we plan to expand ESG assessment coverage, refine automation processes, explore using assessment results in decision-making, and enhance supplier awareness through training and communication.

40.5%

of suppliers have undergone the ESG assessment

Customer Interaction

[GRI 3-3] [GRI 2-29]

Building a robust two-way dialogue with customers is a strategic priority for Uralkali. We provide comprehensive information on our website, including details on production methods, product types, certifications, logistics, and contact information for Russian and international clients.

We collect feedback not only from customers but also from other supply chain stakeholders, such as terminals, warehouses, and inspection companies. Our enquiry management system aligns with the ISO 10002:2018 standard, Guidelines for Complaint Handling in Organisations and ensures compliance with international best practices. We process enquiries electronically in accordance with our Product Message Management Policy, which is based on the following principles:

- focus on customer needs through regular analysis of their requirements and expectations;
- openness to feedback and a commitment to resolving enquiries effectively;
- allocation of resources to ensure efficient and effective enquiry resolution;
- ongoing improvement of the enquiry process through regular analysis.

Uralkali commits to impartial and thorough analysis of all enquiries, timely responses, and the development of effective corrective actions.

Customers can submit product quality enquiries to quality@uralkali.com

We annually assess customer satisfaction with our products and collaboration with Uralchem Group. In 2024, 9.2% of customers from Russia and the CIS and 32% from international markets participated in the survey. The Net Promoter Score (NPS) reached 84%, with customers rating service quality and client support particularly highly.

Russia and CIS

84%

customer loyalty

81%

customer satisfaction

International Markets

81%

customer loyalty

87%

customer satisfaction

Cybersecurity and Personal Data Protection

Why This is Important to Us

At Uralkali, cybersecurity and personal data protection form a critical pillar of sustainable development. We prioritise robust safeguards for our information assets to minimise risks of data breaches, cyberattacks, and other threats. This commitment ensures uninterrupted business operations and fosters trust among stakeholders. By adhering to stringent cybersecurity standards, Uralkali secures long-term stability amid ongoing digital transformation.

ESG Strategy 2025 Goals

- Enhance systems for incident detection and response
- Reduce incidents that involve internal violations
- Minimise risks of personal data compromise and leaks

Key Achievements in 2024

0

successful cyberattacks

Our Progress in 2024

- Conducted an information security audit with the involvement of a third-party organisation to ensure compliance with legal requirements
- Updated and developed new internal regulations on information security and personal data protection
- Raised employee awareness of cybersecurity and personal data protection

2025 Targets

- Increase the number of corporate devices connected to the MDM system
- Expand the use of multi-factor authentication across information systems
- Obtain licences from the Federal Service for Technical and Export Control of Russia for providing technical protection of confidential information and from the Federal Security Service of Russia for cryptographic information protection services



Governance Approach

[GRI 3-3]

Senior Leadership and Management

Uralkali's senior governance bodies actively oversee cybersecurity and personal data protection. Pursuant to a presidential decree[1], the Company's CEO bears personal responsibility for information security and approves quarterly reports on the state of information security.

The Information Security Directorate manages these efforts and performs the following functions:

- plans, organises, and coordinates information security activities, while monitoring their status;
- detects, prevents, and mitigates the consequences of cyberattacks, and responds to incidents;
- develops and implements the Information Security Policy;
- advances the information security system and enhances employee competencies in this area;
- co-operates with government authorities on information security matters.

The Information Security Director reports on progress at least twice annually to the Board of Directors. Employees within the Information Security Directorate contribute to strategic objectives through internal control systems and KPIs.

Key Governing Documents

- Information Security Policy
- Regulations on Personal Data Confidentiality
- Regulations on the Information Security Management System
- Regulation on Backup Procedures
- Regulations on Data Backup at Uralkali
  Regulations on Information Security Requirements for Users Working in a Corporate Data Network (updated in 2024)
- Regulations on Cryptographic Protection of Information
- Information Security Development Strategy for 2023–2025 (updated in 2024)
- Regulations on the Commission for Categorisation of Critical Information Infrastructure Facilities
- Information System Access Management Regulations (updated in 2024)
- Personal Data Security in Information Systems Regulations (developed in 2024)
- Personal Data Incident Management Regulations (developed in 2024)

Risk Management

Uralkali adopts a risk-based approach to information security. Decisions on securing information and resources not subject to legal requirements depend on risk assessments and evaluations of potential threat impacts. We integrate information security risk assessments into the Company's broader risk management framework. Key risks include:

- threats to the corporate data network;
- threats to the automated process control system (critical information infrastructure objects);
- risks associated with personal data leaks.

Our risk management process aims to maintain stable and efficient operations by minimising information security threats and mitigating adverse impacts that could harm Uralkali's interests. We conduct risk assessments annually and in response to internal or external developments that indicate changes in threat levels. These developments include updates to technologies and business processes, monitoring results, audit findings, performance reviews, legislative amendments, and other external events.

In 2024, no information security or personal data protection risks materialised.

[1] Decree of the President of the Russian Federation No. 250 dated 1 May 2022 'On Additional Measures to Ensure the Information Security of the Russian Federation'.

Information Security

Information Security Management System

Uralkali implemented its Information Security Management System (ISMS) in 2021, governed by the Regulations on the Information Security Management System (ISMS). To ensure effective management, the Company employs responsibility allocation matrices and performance evaluation metrics.

In developing the ISMS, Uralkali aligns with international standards under ISO/IEC 27000 and sets objectives in accordance with ISO 27001. To monitor and assess the maturity of information security processes, Uralkali applies metrics from the Capability Maturity Model Integration (CMMI) with the aim to achieve Level 4 maturity. We evaluate the effectiveness of cybersecurity and data protection measures monthly through reports on the state of information security at Uralkali.

In 2025, following a process maturity assessment, we plan to explore incorporating requirements from GOST R 71753-2024 (Information Protection: Automated Account and Access Rights Management Systems) and GOST R 56939-2024 (Information Protection: Secure Software Development) into the ISMS.

Information Security Development Strategy

In 2024, Uralkali updated its Information Security Development Strategy by removing irrelevant projects and revising the budget. Key strategic initiatives implemented during the reporting period include:

- conducted an information security audit with an external contractor;
- performed penetration testing on the corporate information environment;
- implemented the Attack Surface Management service and Mobile Device Management (MDM) solution;
- replaced the information security awareness platform for users;
- extended the use of tools and technologies, including Brand Protection, Next Generation Firewall, Web Application Firewall, Security Operation Centre, multi-factor authentication, and vulnerability detection and analysis systems;
- extended technical support and increased licences for the Privileged Access Management (PAM) system;
- continued support for the antivirus and targeted attack prevention system at the host level (AV + EDR).

Information Security Incident Management

Specialists in analytics and internal incident investigation within the Information Security Directorate handle information security incident investigations. Their responsibilities include:

- identification, prevention, and resolution of leaks of confidential information, including personal data, through technical communication channels;
- recording, retrospective analysis, and interpretation of information security incidents;
- investigation of incidents;
- access control and oversight of privileged user activities.

Uralkali regularly analyses vulnerabilities using automated tools and simulated hacking techniques. We have developed a recovery plan for critical business applications post-incident, and we conduct annual testing of IT services to prevent incidents.

Cybersecurity

Uralkali continuously enhances its cybersecurity framework in response to the rising number of cyberattacks driven by external uncertainties.

In 2024, the Company implemented the following solutions:

Mobile Device Management

A system that provides centralised control and protection of smartphones, tablets, and laptops used for work purposes

Attack Surface Management

A service that monitors vulnerabilities in the Company assets in real time

MaxPatrol VM

A solution that facilitates comprehensive vulnerability management and IT infrastructure security monitoring

Increased licences for the two-factor authentication system

Increased licences for the Privileged Access Management system

To strengthen comprehensive information security protection, we regularly update policies to prevent the compromise of confidential information.

In 2024, Uralkali repelled over 260 thousand cyberattacks on its infrastructure, with none successful. No instances of personal data leaks, theft, or loss were recorded.

0

successful cyberattacks in 2024

0

instances of personal data leaks, theft, or loss in 2024

> 260

thousand

attacks on company infrastructure repelled in 2024

In 2024, Uralkali, in collaboration with an external contractor, conducted comprehensive penetration testing of the corporate information environment. Based on the results, we developed and approved a plan to address identified vulnerabilities.

Employee Digital Competence

Uralkali maintains a robust training system to enhance employee awareness of cybersecurity and personal data protection. Upon joining, each employee is assigned courses that cover three key areas:

- basic security principles;
- safe handling of personal data;
- secure use of websites and email.

We ensure employees are familiar with the Information Security Policy in accordance with their job descriptions and departmental regulations. In 2024, over 50% of employees with automated workplaces completed training on the policy.

Uralkali employees regularly undergo information security training and receive a certificate valid for one year. Upon certificate expiry, employees must retake the course. The training process is automated, with real-time tracking of completion rates included in monthly reports.

Specialised staff participates in relevant training at the Corporate University. Employees in overseas offices have access to training in English.

Uralkali conducts regular simulated phishing attacks by sending test emails to employees. Those who fail the tests must complete additional training. In 2024, 92% of employees passed the tests successfully, and 22% reported suspicious emails to the Information Security Directorate.

92%

of employees

successfully passed simulated information attacks in 2024

Throughout 2024, Uralkali distributed newsletters and published articles in corporate media addressing current cyber threats and prevention recommendations. We developed video materials on information security fundamentals and countering fraud in digital spaces. We also adapted, updated, and created new training courses on information security, personal data protection, and critical information infrastructure.

Innovation and Digitalisation[1]

Uralkali manages innovation and digital transformation through Uralchem Group's subsidiaries, enabling the Company to address a broad range of technological challenges in agrobiotechnology and implement projects that digitalise production and business processes.

In 2024, representatives from Uralkali's Technical Directorate and production sites joined the Technological Solutions Council of Uralchem Innovation LLC[2]. The Council held three meetings during the reporting period to consider innovative ideas in waste processing and the development of new chemical products.

A key priority in 2024 was the unification of best practices and data services across Uralchem JSC and Uralkali to ensure digital tools support all business processes.

Uralkali and Uralchem successfully implemented a unified procurement system based on the B2B Altis solution in 2024. This automated system streamlined procurement procedures, supplier selection, and introduced features for supplier management.

Uralkali also completed the following digital transformation projects in 2024:

- implemented financial and HR document management based on Directum RX;
- introduced budgeting in 1C for subsidiaries;
- launched the SAID system into full operation;
- enhanced production management systems;
- accelerated Oracle R12 performance;
- implemented the Multibank system using Host-to-Host technology.

In 2025, Uralkali plans to expand the functionality of the B2B Altis system, reengineer procurement activities, modernise the corporate catering system, and introduce HR analytics dashboards based on Power BI. Additionally, we aim to launch the second phase of the automated intelligent diagnostics system, migrate subsidiary HR systems to Oracle HRMS, and update the WebTutor and Directum RX information systems.

8

digital transformation projects

completed in 2024

Digital Industry of Industrial Russia (CIPR — 2024)

In 2024, Uralkali and Uralchem joined the Digital Industry of Industrial Russia (CIPR — 2024) conference in Nizhny Novgorod to showcase advancements in the digitalisation of mineral fertiliser production and agronomic expertise.

At the conference, we presented our proprietary Mining and Geological Information System (MGIS)[1] to the Russian Prime Minister. The MGIS acts as a digital twin of a mining enterprise, mitigates risks of operational disruptions, and enables precise plans and management of production processes.

[1] For more information on the digital transformation and innovation management system, please refer to the 2024 Sustainability Report of Uralchem JSC.

[2] Uralchem Innovation LLC is a subsidiary of Uralchem Group.

[1] For more details on the MGIS, please refer to the Safety section

Personal Data Protection

ESG Strategy 2025 Goals

- Enhance procedures and regulatory documents for personal data processing in line with legal requirements and best practices
- Ensure 100% of employees involved in processing or accessing personal data are informed about personal data handling

Key Achievements in 2024

0

fines

imposed on Uralkali for breaches of personal data legislation

0

complaints

received regarding violations of personal data subjects' rights

2025 Targets

- Conduct training and awareness sessions for employees on personal data processing
- Perform internal audits to ensure compliance with personal data processing regulations and internal policies
- Update local regulations on personal data processing
- Assess and improve the effectiveness of the personal data management system

Personal Data Management System

Since 2023, Uralkali has operated a personal data management system to uphold high safety standards, promote transparency in personal data processing, and strengthen trust among stakeholders.

Key measures implemented within the personal data management system include:

- updated all internal regulatory documents;
- established a dedicated competency centre for personal data processing and protection within the HR and Communications Directorate;
- developed a process to monitor legislative changes, assess their impact on personal data processing and protection, and adapt processes promptly;
- appointed a person responsible for organising personal data processing;
- appointed a person responsible for ensuring personal data security;
- created a register of personal data processing activities and automated its updates;
- prepared all internal regulations and consent forms for personal data processing;
- updated and submitted a personal data processing notification to Roskomnadzor;
- signed agreements with contractors to ensure the security of personal data entrusted for processing;
- aligned Uralkali's external resources with Russian personal data legislation requirements;
- raised employee awareness of personal data protection.

Every Uralkali's employee contributes to the personal data management system.

Key Governing Documents

- Personal Data Processing Policy
- Personal Data Processing and Protection Regulations
- Personal Data Processing Register
- Regulations on Responding to Requests from Personal Data Subjects (or Their Representatives) and Roskomnadzor Enquiries
- Cross-Border Personal Data Transfer Regulations
- Personal Data Destruction Regulations
- Methodology for Assessing Harm to Personal Data Subjects Processed by Uralkali

Personal Data Management System

Organisation and Management of Personal Data

CEO			
Level 1	**Level 2**	**Level 3**	**Level 4**
Provides overall leadership of the personal data management system	Oversees and provides methodological guidance for the personal data management system	Provides operational leadership and coordination of activities across production and functional subdivisions	Conducts ongoing (operational) monitoring to ensure compliance with personal data processing and protection requirements
		Exercises overall control and management of personal data processing and protection processes in production and functional subdivisions	Process owners Information system owners Responsible persons Personal data users
DPO/CISO	Legal	HR/Deputy CISO	

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URALCHEM
URALKALI

Appendix 1:
About the Report

[GRI 2-3] [GRI 2-14]

Reporting Approach

This 2024 Sustainability Report (hereinafter, the Report) outlines key sustainable development practices and performance outcomes of Uralkali P]SC and its subsidiaries from 1]anuary to 31 December 2024. The Report highlights progress in implementing the ESG Strategy until 2025, significant achievements in environmental, social, and governance areas, and sets out short- and medium-term plans for the future.

Uralkali publishes the Report in two languages — Russian and English. Electronic versions of previous reports are available on the official website under the Reports and Presentations section.

Since 2012, Uralkali has disclosed non-financial information within integrated reports. From 2020, we began to share this information with all stakeholders through standalone Sustainability Reports.

The Sustainable Development Working Group contributed to the preparation of the Report. The Sustainable Development Committee of the Board of Directors reviewed the Report, followed by its approval by the Board of Directors.

In preparing the Report, we aligned with the following standards and guidelines:

Global:

- GRI (Global Reporting Initiative) Sustainability Reporting Standards;
- TCFD (Task Force on Climate-related Financial Disclosures) recommendations;
- IFRS S2 Climate-Related Disclosures standards;
- SASB (Sustainability Accounting Standards Board) standards.

National:

- Guidelines for preparing sustainability reporting;
- Indicators provided by the Interfax Group and National ESG Alliance (ESG-disclosure.ru);
- Baseline performance indicators as recommended by the Russian Union of Industrialists and Entrepreneurs (RSPP) for management practices and corporate non-financial reporting.

Reporting Scope

[GRI 2-2]

The report presents the operational results of Uralkali P]SC and its subsidiaries operating in trade, transportation and transshipment, repairs and maintenance, construction, and scientific research. Trading subsidiaries are registered in foreign jurisdictions (UAE, USA, Mauritius, Latvia), while the remaining subsidiaries are based in the Russian Federation.

Identification of Material Topics

[GRI 3-1]

In the previous reporting period, Uralkali conducted its first materiality assessment in line with the updated GRI 2021 Standards. We also followed the recommendations of the Russian Union of Industrialists and Entrepreneurs (RSPP) in identifying material topics.

The primary goal of identifying and prioritising material topics is to pinpoint the most significant impacts on stakeholders for disclosure in the Report. We conducted the materiality assessment and prioritisation process in three steps.

Material Topic Identification Stages



Materiality Matrix

[GRI 3-2]

Based on the conducted analysis of materiality for disclosure in the Report, a list of 21 topics was determined, ranked by priority for Uralkali.

Topics of the first and second levels received detailed disclosure in the Report. Compared to 2023, the list of topics has not changed.

Priority Level	E	S	G
Level 1	Waste management Climate change Energy consumption and efficiency Water management	Occupational health and safety Food security Geological safety Human capital Local communities	Corporate governance Anti-corruption and ethics Customer engagement
Level 2	Product safety and quality	Emergency preparedness Sustainable agriculture Human rights compliance	Sustainable supply chain Cybersecurity
Level 3	Air emissions Biodiversity	Diversity and equal opportunity	

Appendix 2: Independent Practitioner's Assurance Report

ДРТ
ДЕЛОВЫЕ РЕШЕНИЯ И ТЕХНОЛОГИИ
BUSINESS SOLUTIONS AND TECHNOLOGIES

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To the Board of Directors of P]SC Uralkali

Scope of limited assurance engagement

We performed an assurance engagement in accordance with International Standard on Assurance Engagements (ISAE) 3000 (revised) to provide limited assurance of the Selected data prepared with reference to the Global Reporting Initiatives Standards (the "GRI Standards") presented in the Sustainability Report of P]SC Uralkali (the "Company") for the year ended 31 December 2024 (the "Report").

Selected Data

We carried out limited assurance procedures on accuracy of the following data for 2024 and included into the Report:

1. of the Selected key performance indicators specified below in the section 'Selected non-financial performance data for limited assurance', related to 2024 and included into the Report;

2. Company's self-declaration of preparing its Report with reference to the GRI Standards as stated in section 'Appendix 4. GRI Index Table' of the Report.

Our key limited assurance procedures

To achieve limited assurance, the ISAE 3000 (revised) requires that we review the processes, systems and competencies used to compile the areas on which we provide our assurance. Considering the risk of material error, we planned and performed our work to obtain all of the information and explanations we considered necessary to provide sufficient evidence to support our limited assurance conclusion.

To form our conclusion, we undertook the following procedures:

- analyzed on a sample basis the key systems, processes, policies and controls relating to the collation, aggregation, validation and reporting processes of the selected sustainability performance indicators;
- interviewed employees of the Company responsible for sustainability performance, policies and corresponding reporting;
- conducted selective substantive testing to confirm accuracy of received data to the selected key performance indicators;
- inquired management and senior executives to obtain an understanding of the overall governance and internal control environment, risk management, materiality assessment and stakeholder engagement processes relevant to the identification, management and reporting of the sustainability issues and selected performance indicators;
- performed selective review of disclosures in the Report on compliance with the GRI Standards.

Inherent limitations and restriction on use

Inherent limitations exist in all assurance engagements due to the selective testing of the information being examined. Therefore fraud, errors or non-compliance may occur and not be detected. Additionally non-financial information, such as that included in the Report is subject to more inherent limitations than financial information, given the nature and methods used for determining, calculating and sampling or estimating such information.

Our work has been undertaken so that we might state to the Company those matters we are required to state to them in this Report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Company for our work, for this Report, or for the conclusions we have formed.

Our engagement provides limited assurance as defined in ISAE 3000 (revised). The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for a reasonable assurance engagement and consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

Roles and responsibilities

The Board of Directors is responsible for the preparation, accuracy and completeness of the sustainability information and statements contained within the Report. It is responsible for determining the Company's sustainability objectives and for establishing and maintaining appropriate performance management and internal control systems from which the reported information is derived.

Our responsibility is to express a conclusion on the Selected Data based on our procedures. We conducted our engagement in accordance with the ISAE 3000 (revised).

Independence and quality control

We are independent of the Company in accordance with the Auditor's Independence Rules and the Auditor's Professional Ethics Code, that are relevant to our audit of the financial statements in the Russian Federation together with the ethical requirements of the International Ethics Standards Board for Accountants' Code of Ethics for Professional Accountants (the "IESBA Code"), and we have fulfilled our other ethical responsibilities in accordance with these requirements and the IESBA Code.

The firm applies International Standard on Quality Management (ISQM) 1, Quality Management for Firms that Perform Audits or Reviews of Financial Statements, or Other Assurance or Related Services Engagements, which requires the firm to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Selected non-financial performance data for limited assurance

We have been engaged by the Board of Directors of the Company to perform limited assurance procedures on accuracy of the following key performance data for 2024 included into the Report:

Energy	Total energy consumption, GJ; Total electricity purchased, GJ; Total electricity transferred, GJ; Total heat purchased (including steam), GJ; Total heat transferred, GJ; Total fuel consumption by fuel type, GJ; Energy intensity, GJ/tonne of product.
Water resources	Total water withdrawal, thousand m^3 and broken down by source type, thousand m^3; Total water discharge, thousand m^3; Total water discharge broken down by destination, thousand m^3; Water sold to third parties, thousand m^3; Total water discharge broken down by wastewater quality, thousand m^3.
Greenhouse gas emissions	Direct GHG emissions (Scope 1), total tonnes of CO_2-equivalent and broken down by recorded gas: • Carbon dioxide, tonnes of CO_2-equivalent; • Methane, tonnes of CO_2-equivalent; • Nitrous oxide, tonnes of CO_2-equivalent; Energy indirect GHG emissions (Scope 2), tonnes of CO_2-equivalent; GHG emissions intensity (Scope 1 and 2), tonnes of CO_2-equivalent/tonne of product.

Air emissions	Total air emissions, thousand tonnes.
Waste	Total waste generation, mln tonnes; Total waste recycled and reused, mln tonnes; Total waste disposed of on-site, mln tonnes; Share of production waste utilised through backfilling, %.
Occupational and Industrial Safety	Indicators for the Company's employees: • total number of accidents, cases; • number of fatalities, cases; • rate of high-consequence work-related injuries, number of cases per 200 000 hours worked; • Lost Time Injury Frequency Rate (LTIFR), number of cases per 200 000 hours worked.
Personnel Management	Headcount at the year-end, person and broken down: • by gender, person; • be age group, person; The average headcount, person; Employee turnover, %.
Charity	Charitable contributions, mln rubles.

Limited assurance conclusion

Based on the procedures performed and evidence obtained as part of limited assurance engagement, nothing has come to our attention that causes us to believe that the aforementioned Selected Data, as specified above in the section "Roles and responsibilities", is not prepared with reference to the GRI Standards or is materially misstated.

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17 June 2025

Appendix 3: Key Quantitative Data

Environmental Aspect (E)

Management's Approach to Environmental Protection

Indicator	Unit	2021	2022	2023	2024
Total environmental costs and investments					
Total environmental costs and investments	**RUB thousand**	**6,762,439[1]**	**7,693,709**	**7,622,014**	**7,354,254**
Current environmental protection costs	RUB thousand	2,506,401	2,917,120	3,402,646	3,862,029
Capital investments in environmental protection	RUB thousand	4,235,352	4,761,776	4,203,250	3,465,944
Payments for negative environmental impact	RUB thousand	17,795	13,837	14,867	17,280
Environmental fees	RUB thousand	2,890	976	1,243	1,176
Funds recovered as compensation for environmental damage (excluding fines for environmental impact)	RUB thousand		0	8	7,825
Current environmental protection costs in total and by category					
Current environmental protection costs, including[2]:	**RUB thousand**	**2,506,401**	**2,917,120**	**3,402,646**	**3,862,029**
air quality protection and climate change mitigation	RUB thousand	–	–	349,365	393,673
protection and sustainable use of water resources, wastewater treatment	RUB thousand	–	–	332,258	392,522
waste management	RUB thousand	–	–	2,679,972	2,995,285
protection and sustainable use of land, land rehabilitation	RUB thousand	–	–	22,010	33,209
protection from noise, vibration and other types of physical impacts	RUB thousand	–	–	247	121
ensuring environmental radiation safety	RUB thousand	–	–	0	0
research and development to reduce negative anthropogenic environmental impacts	RUB thousand	–	–	3,285	2,572
other environmental protection activities	RUB thousand	–	–	15,509	44,647
Non-compliance with environmental legislation and regulatory requirements (Uralkali)					
Number of notices for environmental legislation violations	notices	3	0	0	0
Total monetary value of fees, fines, and penalties for non-compliance with environmental legislation and regulatory requirements	RUB thousand	200	0	0	0

[1] The data has been revised following clarification of the calculation methodology.

[2] The division by categories has been carried out since 2023, and therefore the costs for the categories are not indicated in 2021-2022.

Water Resources

Indicator	Unit	2021	2022	2023	2024
Total water withdrawal by source type					
Total water withdrawal	**thousand m^3**	**24,072**	**19,990**	**22,186**	**23,505**
surface water (including swamps, rivers, lakes)	thousand m^3	19,154	15,566	17,323	18,602
groundwater	thousand m^3	2,013	1,714	1,943	1,861
rainwater collected and stored by Uralkali	thousand m^3	1,377	1,065	1,037	1,218
seawater	thousand m^3	0	0	0	0
produced water	thousand m^3	0	0	0	0
Third-party water (municipal and other water supply systems), including:	thousand m^3	1,528	1,644	1,882	1,824
surface water (including swamps, rivers, lakes)	thousand m^3	0	0	0	0
groundwater	thousand m^3	1,403	1,525	1,767	1,700
rainwater collected and stored by Uralkali	thousand m^3	0	0	0	0
seawater	thousand m^3	0	0	0	0

Indicator	Unit	2021	2022	2023	2024
produced water	thousand m^3	0	0	0	0
drinking water from water supply systems	thousand m^3	125	120	116	123
Total water withdrawal by water type					
Total water withdrawal, including:	**thousand m^3**	**24,072**	**19,989**	**22,186**	**23,505**
freshwater	thousand m^3	21,344	17,350	19,847	21,915
other water	thousand m^3	2,728	2,640	2,339	1,589
Total water discharge					
Total water discharge	**thousand m^3**	**14,851**	**14,657**	**14,426**	**14,031**
Total water discharge by destination, including:	thousand m^3	10,991	10,907	10,564	10,097
surface water (including swamps, rivers, lakes)	thousand m^3	7,759	7,620	7,889	7,155
groundwater	thousand m^3	0	0	0	0
rainwater collected and stored by Uralkali	thousand m^3	0	0	0	0
seawater	thousand m^3	150	158	149	133
third-party water	thousand m^3	3,082	3,128	2,526	2,809
water sold to third parties	thousand m^3	3,860	3,749	3,861	3,935
Total water discharge by wastewater quality					
Total water discharge by wastewater quality	**thousand m^3**	**10,991**	**10,874**	**10,564**	**10,097**
clean (according to the standard)	thousand m^3	0	0	0	0
treated (according to the standard)	thousand m^3	4,790	4,831	5,063	4,713
insufficiently treated	thousand m^3	5,405	5,331	4,794	4,762
contaminated (without treatment)	thousand m^3	796	712	708	622
Total water consumption					
Total water consumption	**thousand m^3**	**9,221**	**5,333**	**7,760**	**9,474**
Water consumption intensity					
Water consumption intensity	m^3/tonne of product	0.75	0.75	0.79	0.73

Indicator	Unit	2021	2022	2023	2024
Volume of water consumption in recycling and circulating water supply systems (P]SC Uralkali)					
Water consumption in recycling and circulating water supply systems	thousand m^3	122,800	91,080	104,070	112,490
Recycling and circulating water surplus against water consumption rate	multiplicity	14	19	14	12
Chemical oxygen demand (COD) of discharged wastewater					
Chemical oxygen demand of discharged wastewater	tonnes	237	201	188	158

Climate and Energy Efficiency

Indicator	Unit	2021	2022	2023	2024
Total GHG emissions (Scope 1 and 2)					
GHG emissions	**tonnes of CO_2e**	**1,612,607**	**1,216,210**	**1,503,862**	**1,739,913**
Direct GHG emissions (Scope 1)	tonnes of CO_2e	1,022,530	774,725	945,682	1,108,560
Energy indirect GHG emissions (Scope 2)	tonnes of CO_2e	590,077	441,485	558,180	631,353
GHG emission intensity (Scope 1 and 2)					
GHG emission intensity (Scope 1 and 2)	tonnes of CO_2e /tonne of product	0.131	0.180	0.153	0.134
Total direct GHG emissions by recorded gas (Scope 1)					
Direct GHG emissions (Scope 1)	tonnes of CO_2e	1,022,530	774,725	945,682	1,108,560
Carbon dioxide (CO_2)	tonnes of CO_2e	1,020,633	771,684	942,111	1,104,896
Methane (CH_4)	tonnes of CO_2e	581	446	529	653
Nitrous oxide (N_2O)	tonnes of CO_2e	1,316	2,595	3,042	3,012
Total other indirect GHG emissions (Scope 3)					
Other indirect GHG emissions (Scope 3)	tonnes of CO_2e	1,403,299	1,267,226	1,693,796	2,153,032
Total fuel consumption by fuel type					
Total fuel consumption, including:	**G]**	**17,788,761**	**13,502,086**	**14,907,915**	**17,620,784**

Indicator	Unit	2021	2022	2023	2024
natural gas	GJ	13,215,811	10,320,930	10,844,783	12,919,626
associated petroleum gas	GJ	3,678,391	2,592,052	3,373,949	3,912,624
diesel fuel	GJ	390,283	421,037	459,170	460,470
petrol	GJ	37,659	37,861	38,096	37,074
metallurgical coke	GJ	1,927	911	789	1,228
liquefied gas	GJ	6,274	4,098	3,776	3,925
kerosene	GJ	302	903	789	987
fuel oil	GJ	458,114	124,294	186,564	284,850
Total purchased energy for own needs by energy type					
Total purchased energy, including:	**GJ**	**7,041,663**	**4,694,240**	**6,366,214**	**7,025,057**
electricity	GJ	5,926,792	3,783,132	5,227,852	6,014,328
heat (including steam)	GJ	1,114,871	911,108	1,138,362	1,010,729
Total energy transferred to third-party consumers					
Total energy transferred, including:	**GJ**	**121,143**	**115,233**	**99,425**	**107,039**
electricity generated from non-renewable sources[1]	GJ	17,148	18,839	17,849	18,565
heat generated from non-renewable sources	GJ	103,995	96,394	81,576	88,474
Total energy consumption					
Total energy consumption	**GJ**	**24,726,429**	**18,196,325**	**21,174,704**	**24,538,802**
Energy intensity	GJ/tonne of product	2.003	2.687	2.161	1.895
Reduction of energy consumption					
Energy resources saved, including:	**GJ**	**506,374**	**299,956**	**350,171**	**298,713**
electricity	GJ	32,581	38,619	61,934	126,742
natural gas	GJ	449,032	261,336	288,236	171,971
heat	GJ	24,762	–	–	–

[1] Electricity transferred to third-party consumers is excluded from Uralkali's consumption, classified as transit. These consumers maintain direct contracts with energy suppliers, independent of Uralkali's usage.

Biodiversity and Land Reclamation

Indicator	Unit	2021	2022	2023	2024
Total release of sterlet fry (Uralkali)					
Total release of sterlet fry	thousand	41	50	71	53
Disturbed and reclaimed land (Uralkali)					
Disturbed land at the beginning of the year	ha	1,916.0	1,884.2	1,863.6	1,908.1
Disturbed land during the year	ha	0.0	0.0	88.3	0.0
Reclaimed land during the year	ha	31.8	20.7	43.8	0.0
Disturbed land at the end of the year	ha	1,884.2	1,863.6	1,908.1	1,908.1

Social Aspect (S)

Safety

Uralkali Indicators

Indicator	Unit	2021	2022	2023	2024
Coverage of OHS management system					
Employees covered by an OHS management system	persons	13,304	13,531	13,417	13,367
	%	100	100	100	100
Employees covered by an OHS management system that underwent internal audit[1]	persons	13,304	13,531	13,417	13,367
	%	100	100	100	100
Lost Time Injury Frequency Rate (LTIFR)[2]					
Lost Time Injury Frequency Rate (LTIFR)	number of cases per 200,000 hours worked	0.066	0.082	0.080	0.103
	number of cases per 1 million hours worked	0.330	0.411	0.402	0.514

[1] All Uralkali employees are considered covered by an occupational health and industrial safety management system, which has been internally audited, provided at least one unit/asset has undergone such an audit.

[2] Total injuries, including fatalities, pertain solely to work-related incidents.

Indicator	Unit	2021	2022	2023	2024
Total Recordable Injury Rate (TRIR)					
Total Recordable Injury Rate (TRIR)	number of cases per 200,000 hours worked	0.516	0.106	0.121	0.166
Lost Day Rate (LDR)					
Lost Day Rate (LDR)		6.713	4.306	6.960	5.428
Work-related accidents and injuries					
Total number of accidents[1]	cases	11	14	14	18
Number of fatalities	cases	1	2	1	1
Work-related fatal injury frequency rate (FIFR)	number of cases per 1 million hours worked	0.030	0.059	0.029	0.029
Number of high-consequence work-related injuries[2]	cases	4	1	5	7
Rate of high-consequence work-related injuries[2]	number of cases per 1 million hours worked	0.120	0.029	0.144	0.200
Rate of high-consequence work-related injuries	number of cases per 200,000 hours worked	0.07	0.08	0.08	0.10
Number of minor injuries	cases	75	4	7	13
Number of hours worked					
Total number of hours worked	person-hours	33,310,961	34,093,378	34,825,884	35,006,676
Number of days lost for temporary disability					
Number of days lost for temporary disability due to work-related injuries	days	1,118	734	1,212	950
Work-related ill health					
Number of identified work-related ill health among employees (first identified cases)	cases	1	0	2	6
Number of fatalities as a result of work-related ill health	cases	0	0	0	0

[1] Total injuries, including fatalities, pertain solely to work-related incidents.
[1] Excluding fatal and mild cases.

Indicator	Unit	2021	2022	2023	2024
Health and safety training					
Industrial safety	person-courses	5,559	10,331	9,004	7,271
Occupational health	person-courses	3,457	3,329	3,312	4,154
Total	person-courses	9,016	13,660	12,316	11,425
Transport incidents					
Total number of transport incidents	cases	72	82	100	120

Contractor Indicators

Indicator	Unit	2021	2022	2023	2024
Lost Time Injury Frequency Rate (LTIFR)[1]					
Lost Time Injury Frequency Rate (LTIFR)	number of cases per 200,000 hours worked	–	0.175	0.048	0.093
	number of cases per 1 million hours worked	–	0.874	0.242	0.464
Accidents and injuries					
Total number of accidents[1]	cases	3	6	2	4
Number of fatalities	cases	1	1	0	2
Number of high-consequence work-related injuries[2]	cases	0	2	0	1

Employee Well-Being

Indicator	Unit	2021	2022	2023	2024
Average headcount					
Total employees	**persons**	**20,712**	**21,317**	**21,692**	**21,607**

[1] Total injuries, including fatalities, pertain solely to work-related incidents.
[2] Excluding fatal and mild cases.

Indicator	Unit	2021	2022	2023	2024
Headcount by gender (year-end)					
Total employees	**persons**	**21,072**	**21,957**	**22,144**	**22,121**
Men	persons	14,866	15,309	15,596	15,453
Women	persons	6,206	6,648	6,548	6,668
Headcount by age group (year-end)					
Total employees	**persons**	**21,072**	**21,957**	**22,144**	**22,121**
18 to 30 years old	persons	3,006	3,203	3,238	3,360
30 to 35 years old	persons	3,108	2,822	2,515	2,167
35 to 40 years old	persons	3,752	3,969	4,000	3,808
40 to 50 years old	persons	6,324	6,714	6,865	7,014
50 to 60 years old	persons	3,783	4,061	4,242	4,418
Over 60 years old	persons	1,099	1,188	1,284	1,354
Headcount by age group in percentage (year-end)					
Under 30 years old	%	14	15	15	15
30-50 years old	%	63	62	60	59
Over 50 years old	%	23	24	25	26
Headcount by employment contract type (year-end)					
Open-ended (permanent) contracts	**persons**	**20,394**	**21,166**	**21,233**	**21,200**
	%	**96.8**	**96.4**	**95.9**	**95.8**
By gender:					
women	persons	5,848	–	6,175	6,229
men	persons	14,546	–	15,058	14,971
By region:					
Moscow	persons	56	–	69	38
Saint Petersburg	persons	492	–	447	450
Perm Region	persons	19,751	–	20,625	20,619
Republic of Buryatia	persons	–	–	–	1
Outside the Russian Federation	persons	95	–	92	92
Fixed-term contracts	**persons**	**678**	**791**	**911**	**921**
	%	**3.2**	**3.6**	**4.1**	**4.2**
By gender:					
women	persons	358	–	373	439
men	persons	320	–	538	482
By region:					
Moscow	persons	0	–	2	1
Saint Petersburg	persons	6	–	18	25
Perm Region	persons	668	–	891	883
Republic of Buryatia	persons	–	–	–	1
Outside the Russian Federation	persons	4	–	–	11
Headcount by employment type (year-end)					
Part-time employment	**persons**	**60**	**75**	**95**	**60**
By gender:					
women	persons	43	–	73	45
men	persons	17	–	22	15
By region:					
Moscow	persons	0	–	8	0
Saint Petersburg	persons	14	–	24	10
Perm Region	persons	34	–	63	50
Outside the Russian Federation	persons	12	–	–	–
Full-time employment	**persons**	**21,012**	**21,882**	**22,049**	**22,061**
By gender:					
women	persons	6,161	–	6,475	6,623
men	persons	14,851	–	15,574	15,438
By region:					
Moscow	persons	56	–	63	39
Saint Petersburg	persons	484	–	441	465
Perm Region	persons	20,385	–	21,453	21,452
Republic of Buryatia	persons	–	–	–	2
Outside the Russian Federation	persons	87	–	92	103

Indicator	Unit	2021	2022	2023	2024
Headcount by employee category (year-end)					
Total employees	**persons**	**21,072**	**21,957**	**22,144**	**22,121**
Managers, specialists	persons	6,528	6,930	6,777	6,877
Clerks	persons	94	132	133	122
Workers	persons	14,450	14,895	15,234	15,122
Headcount by region (year-end)					
Total employees	**persons**	**21,072**	**21,957**	**22,144**	**22,121**
Moscow	persons	56	63	71	39
Saint Petersburg	persons	498	457	465	475
Perm Region	persons	20,419	21,358	21,516	21,502
Republic of Buryatia	persons	–	–	–	2
Outside the Russian Federation	persons	99	79	92	103
Non-regular workers controlled by Uralkali					
Total non-regular workers	**persons**	**873**	**865**	**790**	**588**
By gender:					
women	persons	86	119	70	59
men	persons	787	746	720	529
By region:					
Moscow	persons	16	16	13	12
Saint Petersburg	persons	1	2	4	9
Perm Region	persons	854	846	773	565
other	persons	2	1	0	2
Average annual salary					
Average annual salary	RUB	982,236	1,091,796	1,254,732	1,494,000
Ratios of standard entry level wage of employees compared to local minimum wage in significant regions of the company's presence[1]					
Moscow		6.25	3.91	3.71	3.38
Saint Petersburg		1.24	1.11	1.70	1.73
Perm Region		1.00	1.00	1.00	1.07

[1] All employees, regardless of gender, receive equal pay for equal work, taking into account factors such as hours worked and performance. The entry-level wage refers to the minimum remuneration paid to lower-grade employees working full time.

Indicator	Unit	2021	2022	2023	2024
Ratio of wages for men and women[1]					
Ratio of average hourly wage (men to women)		1.5	1.6	1.6	1.6
Ratio of bonus payments (men to women)		2.0	2.0	2.8	1.6
Proportion of senior management hired from the local community[2]					
Perm Region	%	88.4	88.8	90.3	89.2
Moscow	%	90.0	100.0	100.0	83.3
Saint Petersburg	%	100.0	100.0	100.0	93.3
Other	%	100.0	0.0	0.0	25.0
Total for Uralkali	%	89.4	88.7	90.1	88.2
New employee hires					
New employee hires	**persons**	**4,413**	**4,477**	**4,452**	**4,353**
By gender:					
women	persons	1,384	1,285	1,349	1,481
men	persons	3,029	3,192	3,103	2,872
By age:					
18 to 30 years old	persons	2,074	2,038	2,056	2,153
30 to 35 years old	persons	672	638	510	382
35 to 40 years old	persons	629	628	581	511
40 to 50 years old	persons	694	795	848	777
50 to 60 years old	persons	248	291	315	317
over 60 years old	persons	96	87	142	213
By region:					
Perm Region	persons	4,276	4,373	4,348	4,243
Moscow	persons	17	24	14	4
Saint Petersburg	persons	78	50	90	87
other	persons	42	30	0	19

[1] The gender pay gap reflects legal restrictions that prohibit women from being employed in certain high-paying occupations under Russian Federation legislation.

[2] Senior management includes the CEO, Area Director, Deputy Director, Chief Accountant, Deputy Chief Accountant, Head of Department, Chief Engineer, Head of Mine, Head of Plant, Head of Complex, Project Manager, Deputy Project Manager.

Indicator	Unit	2021	2022	2023	2024
Employee turnover[1]					
Employee turnover	**%**	**9.6**	**9.8**	**9.8**	**11.1**
By gender:					
women	%	2.48	2.51	2.74	3.11
men	%	7.20	7.25	7.08	7.98
By age:					
18 to 30 years old	%	2.36	2.62	2.76	2.94
30 to 35 years old	%	1.43	1.46	1.20	1.30
35 to 40 years old	%	1.35	1.43	1.37	1.51
40 to 50 years old	%	1.84	1.79	1.97	2.27
50 to 60 years old	%	1.67	1.47	1.39	1.60
over 60 years	%	1.03	0.99	1.13	1.48
By management level:					
all managers	%	0.66	0.66	0.69	0.82
junior managers	%	0.59	0.09	0.06	0.77
senior managers	%	0.07	0.57	0.63	0.05
By employee category:					
workers	%	7.23	7.06	7.22	8.43
managers	%	0.95	1.29	1.16	1.17
specialists/clerks	%	1.42	1.42	1.44	1.50
Voluntary employee turnover	**%**	**6.1**	**6.4**	**6.6**	**7.9**
Recruitment costs					
Total new employee hires	RUB	5,842,000	8,124,000	11,943,438	15,494,669
including full-time employees	RUB	5,802,514	7,836,641	11,943,438	15,494,669

[1] Based on the average staff headcount.

Indicator	Unit	2021	2022	2023	2024
Percentage of employees receiving individual performance and career development reviews taken into account when determining remunerations[1]					
Percentage of employees	%	100	100	100	100
Employee engagement					
Overall employee engagement, including:	%	58	64	61	60
among men	%	58	65	62	60
among women	%	59	63	60	60
Survey coverage (of total)	%	43	46	46	55
Diversity in senior management by gender					
Total	**persons**	**216**	**222**	**222**	**220**
Women	persons	43	44	47	44
	%	20	20	21	20
Men	persons	173	178	175	176
	%	80	80	79	80
Diversity in senior management by age					
Total	**persons**	**216**	**222**	**222**	**220**
18 to 30 years old	persons	0	0	0	0
30 to 35 years old	persons	8	6	3	1
35 to 40 years old	persons	19	23	24	22
40 to 50 years old	persons	111	108	101	95
50 to 60 years old	persons	60	67	72	79
Over 60 years old	persons	18	18	22	23
Number of employees with disabilities and share of total employees					
Number of employees with disabilities (year-end)	persons	129	140	133	147
Share of employees with disabilities in the total employees (year-end)	%	0,6	0,6	0,6	0,7

[1] Employees are assigned clear, measurable goals at least once a year in collaboration with their manager. Progress is systematically monitored throughout the performance period.

Indicator	Unit	2021	2022	2023	2024
Employees of retirement age and their proportion of the total workforce					
Number of employees of retirement age	persons	1,146	1,102	989	1,066
Proportion of employees of retirement age	%	6	5	5	5
Employees in the talent pool					
Workers	persons	481	505	479	550
Managers	persons	890	892	946	1,315
Specialists/clerks	persons	616	617	631	509
Total talent pool	persons	1,987	2,014	2,056	2,374
Employees taking parental leave					
Total employees taking parental leave	persons	353	459	449	579
Women	persons	345	449	437	477
Men	persons	8	10	12	102
Employees returning to work after parental leave					
Employees returning to work after parental leave	persons	164	137	114	180
Women	persons	158	133	108	127
Men	persons	6	4	6	53
Employees due to return after parental leave					
Employees due to return after parental leave	persons	190	236	221	186
Women	persons	181	231	215	132
Men	persons	9	5	6	54
Employees still employed 12 months after returning from parental leave					
Total employees still employed 12 months after returning from parental leave	persons	149	128	101	67
Women	persons	139	127	99	67
Men	persons	10	1	2	0
Return-to-work rate					
Return-to-work rate	%	86	58	52	97
Women	%	87	58	50	96
Men	%	67	80	100	98
Retention rate					
Retention rate	%	91	93	89	37
Women	%	88	95	92	53
Men	%	167	25	33	0
Training hours					
Total training hours	**hours**	**1,391,023**	**1,478,224**	**1,473,443**	**1,630,083**
By gender:					
men	hours	1,068,505	1,173,164	1,109,044	1,214,841
women	hours	322,518	305,060	364,399	415,242
By employee category:					
workers	hours	–	–	–	1,060,122
managers/specialists	hours	–	–	–	567,886
clerks	hours	–	–	–	2,075
Total training hours (excluding mandatory training)	hours	582,314	605,012	642,109	658,443
Average hours of training per employee					
Average hours of training per employee	**hours/ person**	**67.2**	**69.6**	**67.9**	**75.4**
By gender:					
men	hours/ person	72	77	71	79
women	hours/ person	52	46	56	62
By employee category:					
workers	hours/ person	–	–	–	70
managers/specialists	hours/ person	–	–	–	83

Indicator	Unit	2021	2022	2023	2024
clerks	hours/ person	–	–	–	17
Number of employees trained					
Number of employees trained	persons	20,540	18,179	20,503	20,677
Percentage of employees receiving regular performance and career development reviews					
Percentage of employees	%	30.0	30.3	60.3	66.3
Training costs					
Total training costs	RUB	72,615,363	81,023,895	90,828,397	111,128,544
Average training expenditure per employee	RUB	3,506	3,801	4,187	5,143
Employees of security contractors trained in human rights					
Percentage of employees of security contractors trained in human rights	%	100	100	100	100
Collective bargaining agreements					
Proportion of employees covered by collective bargaining agreements	%	95.1	93.8	93.5	93.4

Local Communities

Indicator	Unit	2021	2022	2023	2024
Charitable expenditure by key focus area[1]					
Charitable contributions	**RUB million**	**763**	**1,032**	**1,290**	**1,568**
Uralchem for Veterans	RUB million	–	–	1	2
Uralchem for Children	RUB million	–	–	24	28
Uralchem for Cultural Traditions	RUB million	–	–	657	294
Uralchem for Education and Science	RUB million	–	–	245	153
Uralchem for the Regions	RUB million	–	–	207	901
Uralchem for Sports	RUB million	–	–	155	192

[1] Charitable expenditures are recorded on an accrual basis in line with IFRS requirements. Regional breakdowns began in 2023; therefore, area-specific expenditures are not available for the years 2020–2022. Please note that charity expenditures do not include the cost of humanitarian product deliveries to African countries.

Indicator	Unit	2021	2022	2023	2024
Percentage of production units that implement programmes of operations with local communities					
Percentage of production units that implement programmes of operations with local communities	%	100	100	100	100

Sustainable Agriculture

Indicator	Unit	2021	2022	2023	2024
Agronomic literacy educational events					
Number of events	events	157	53	19	130
Number of participants in agronomic literacy educational events	persons	3,859	7,725	6,871	8,384
Number of demonstration sites	sites	103	43	6	157

Governance Aspect (G)

Indicator	Unit	2021	2022	2023	2024
Composition and activities of highest governance bodies					
Total directors on the Board of Directors	persons	7	7	7	7
Number of non-executive directors	persons	3	6	5	6
Number of independent directors	persons	4	0	1	0
Number of Board of Directors meetings	meetings	16	14	22	16
Board of Directors by age group					
30 to 40 years old	persons	0	1	0	0
40 to 50 years old	persons	1	2	1	4
50 to 60 years old	persons	3	4	6	3
Over 60 years old	persons	3	0	0	0

Indicator	Unit	2021	2022	2023	2024
Tenure on the Board of Directors					
Less than 1 year	persons	–	3	0	3
1 to 3 years	persons	–	2	3	2
Over 3 years	persons	–	2	4	2
Business ethics					
Number of confirmed violations of internal business ethics codes	cases	7	2	3	4
Compliance with laws and regulations					
Significant fines for antitrust violations	RUB	0	0	0	0
Legal actions for anti-competitive behaviour or anti-trust violations	cases	0	0	0	0
Confirmed incidents of corruption					
Total confirmed incidents of corruption and fraud	incidents	33	24	21	12
Number of corruption and fraud enquiries received via the Hotline	calls	9	10	8	6
Number of employees disciplined or dismissed for violating anti-corruption laws and policy	persons	12	20	9	27
Number of confirmed cases of non-renewal or termination of contracts with business partners due to corruption-related violations	cases	6	6	5	5
Total fines and penalties related to anti-corruption law violations	RUB	0	0	0	0
Feedback channels					
Total enquiries received via the Hotline, including:	**calls**	**441**	**902**	**675**	**567**
procurement	calls	105	209	119	108
general	calls	126	256	227	189
recruitment and training	calls	44	74	51	72
IT	calls	69	78	71	70
safety	calls	41	63	48	7
labour relations	calls	9	9	9	8
sales	calls	7	114	57	47
OHS	calls	7	8	23	7
permit and access system	calls	8	0	0	–
social policy	calls	12	12	4	12
illiquid assets	calls	4	8	18	4
stocks	calls	0	0	0	–
fraud and corruption	calls	9	10	8	6
information security	calls	0	0	0	–
corporate newspaper delivery	calls	0	1	0	–
logistics	calls	0	60	40	37
Supply chain					
Total number of suppliers	suppliers	1,339	1,376	1,384	1,445
Proportion of local suppliers[1]	%	96.1	96.4	97.5	98.0
Proportion of spending on local suppliers[1]	%	84.8	74.0	80.2	81.3
Customer satisfaction survey					
Customer satisfaction (Russia)	%	100	97	89	81
Customer satisfaction (export)	%	66	66	93	87
Proportion of customers participating in the survey, % of total customers	%	43	48	39	–[2]

[1] Local suppliers are defined as Russian suppliers.

[2] The calculation was made for the Uralchem Group as a whole.

Appendix 4: GRI Index Table

Uralkali has prepared the Report with reference to GRI standards for the reporting period from 1 January to 31 December 2024.

GRI Index		Report Section/Comments	Page
GRI 1: FOUNDATION 2021			
GRI 2: GENERAL DISCLOSURES			
1. Organisational profile			
GRI 2-1	Organisational profile	About the Company Appendix 1. About the Report Uralkali's headquarters are located in Berezniki, Perm Region, Russia.	6 208
GRI 2-2	Entities included in the organisation's sustainability reporting	Appendix 1. About the Report Uralkali's financial reporting scope appears in the audited consolidated financial statements for 2024.	208
GRI 2-3	Reporting period, frequency, and contact point	Appendix 1. About the Report Contacts Uralkali prepares financial and sustainability reports annually for the calendar year. The publication date of this Report is 17.06.2025.	208 260
GRI 2-4	Restatements of information	Appendix 1. About the Report Uralkali indicates changes to prior period data in the Report, either in the text or in footnotes under relevant indicators.	208
GRI 2-5	External assurance	Appendix 2: Assurance Report Uralkali engaged AO BST to provide independent assurance of selected data in the 2024 Sustainability Report to ensure high quality, accuracy, and completeness of the information, and to support improvements in the overall sustainability reporting process. Uralkali relies on criteria such as the level of professional qualifications, the quality of services provided, and strict adherence to auditor independence requirements. The Sustainable Development Committee and the Board of Directors annually review the audit outcomes.	212

GRI Index		Report Section/Comments	Page
2. Activities and employees of the organisation			
GRI 2-6	Activities, value chain, and other business relationships	About the Company Supply Chain No significant changes occurred in Uralkali's operations or supply chain.	6 184
GRI 2-7	Employees	Employee Well-Being Appendix 3. Key Quantitative Data Uralkali discloses partial information for this indicator due to the absence of centralised data collection for certain categories.	94 218
GRI 2-8	Workers who are not employees	Appendix 3. Key Quantitative Data Uralkali discloses partial information for this indicator due to the absence of centralised data collection for certain categories.	218
3. Corporate governance			
GRI 2-9	Governance structure and composition	Corporate Governance Appendix 3. Key Quantitative Data Uralkali discloses partial information for this indicator due to confidentiality restrictions.	158 218
GRI 2-10	Nomination and selection of the highest governance body	Corporate Governance	158
GRI 2-11	Chair of the highest governance body	Corporate Governance The Chair of Uralkali's Board of Directors does not serve as the CEO.	158
GRI 2-12	Role of the highest governance body in overseeing the management of impacts	Managing Sustainability Corporate Governance	22 158
GRI 2-13	Delegation of responsibility for managing impacts	Managing Sustainability	22
GRI 2-14	Role of the highest governance body in sustainability reporting	Appendix 1. About the Report	208

GRI Index		Report Section/Comments	Page
GRI 2-15	Conflict of interest	Corporate Governance Uralkali discloses partial information for this indicator due to confidentiality restrictions.	158
GRI 2-16	Communication of critical concerns	Corporate Governance Members of the Board of Directors regularly review management reports including those on critical concerns, discuss the implementation and updates of Uralkali's ESG Strategy goals. Uralkali discloses partial information for this indicator due to confidentiality restrictions.	158
GRI 2-17	Collective knowledge of the highest governing body	Corporate Governance No sustainability training for Board of Directors members took place in the reporting period.	158
GRI 2-18	Evaluation of the performance of the highest governance body	Corporate Governance Uralkali did not engage an external consultant. The Company plans to engage an external consultant at this stage, but the timeline for the evaluation remains under discussion.	158
GRI 2-19	Remuneration policies	Corporate Governance Uralkali discloses partial information for this indicator due to confidentiality restrictions.	158
GRI 2-20	Process to determine remuneration	Corporate Governance Uralkali discloses partial information for this indicator due to confidentiality restrictions.	158
GRI 2-21	Annual total remuneration ratio	Uralkali does not disclose information for this indicator due to confidentiality restrictions.	
4. Strategy, Policies, and Practices			
GRI 2-22	Statement on sustainable development strategy	Statement from the CEO	2
GRI 2-23	Policy commitments	Human Rights Supply Chain Corporate Governance Anti-Corruption and Ethics	124 184 158 170
GRI 2-24	Embedding policy commitments	Anti-Corruption and Ethics	170
GRI 2-25	Processes to remediate negative impacts	Human Rights Anti-Corruption and Ethics Uralkali currently lacks procedures for stakeholder participation in developing and improving grievance mechanisms, as well as processes to evaluate the effectiveness of these mechanisms.	124 170
GRI 2-26	Mechanisms for seeking advice and raising concerns	Human Rights Anti-Corruption and Ethics	124 170
GRI 2-27	Compliance with laws and regulations	Anti-Corruption and Ethics Appendix 3. Key Quantitative Data	170 218
GRI 2-28	Membership of associations	Membership in Associations	30
GRI 2-29	Approach to stakeholder engagement	Stakeholder Engagement	28
GRI 2-30	Collective bargaining agreements	Employee Well-Being Appendix 3. Key Quantitative Data Uralkali determines working conditions for employees not covered by collective agreements individually through labour contracts.	94 218
GRI 3: Material topics 2021			
GRI 3-1	Process to determine material topics	Appendix 1. About the Report	208
GRI 3-2	List of material topics	Appendix 1. About the Report	208
GRI 3-3	Management of material topics	Uralkali addresses the management of material topics in relevant sections of the Report.	

GRI Index		Report Section/Comments	Page
GRI 101: Biodiversity 2024			
GRI 101-2	Management of impacts on biodiversity	Environmental Protection Uralkali discloses partial information for this indicator due to the absence of centralised data collection for certain categories.	34
GRI 101-4	Identification of impacts on biodiversity	Environmental Protection Uralkali discloses partial information for this indicator due to the absence of centralised data collection for certain categories.	34
GRI 101-5	Sites with impacts on biodiversity	Environmental Protection Uralkali discloses partial information for this indicator due to the absence of centralised data collection for certain categories.	34
GRI 101-6	Direct drivers of biodiversity loss	Environmental Protection Uralkali discloses partial information for this indicator due to the absence of centralised data collection for certain categories.	34
GRI 200: ECONOMIC			
GRI 202: Market Presence 2016			
GRI 202-1	Ratio of standard entry-level wages by gender to the local minimum wage in operating regions	Appendix 3. Key Quantitative Data Uralkali discloses partial information for this indicator due to the absence of centralised data collection for certain categories.	218
GRI 202-2	Proportion of senior management hired from the local community	Employee Well-Being Appendix 3. Key Quantitative Data	94 218
GRI 203: Indirect Economic Impacts 2016			
GRI 203-1	Infrastructure investments and services supported	Sustainable Agriculture Local Communities Appendix 3. Key Quantitative Data Uralkali confirms no negative impacts on local communities or economies from infrastructure projects in the reporting period.	148 132 218
GRI 203-2	Significant indirect economic impacts	Local Communities The relevant sections provide a comprehensive list of indirect economic impacts identified in the reporting period. The absence of information on specific impacts indicates none occurred during the period.	132
GRI 204: Procurement Practices 2016			
GRI 204-1	Proportion of spending on local suppliers	Supply Chain Appendix 3. Key Quantitative Data Uralkali's primary operating region is the Perm Region.	184 218
GRI 205: Anti-Corruption 2016			
GRI 205-1	Operations assessed for corruption-related risks	Anti-Corruption and Ethics Uralkali discloses partial information for this indicator due to confidentiality restrictions.	170
GRI 205-2	Communication and training on anti-corruption policies and procedures	Anti-Corruption and Ethics Uralkali discloses partial information for this indicator due to the absence of centralised data collection for certain categories. In 2024, fewer than 50% of employees completed anti-corruption training. Uralkali informs contractors and business partners about its Anti-Corruption Policy and procedures. We publish the Anti-Corruption Policy and procedures on the company website and include them in all procurement requests for proposals sent to suppliers.	170
GRI 205-3	Confirmed incidents of corruption and actions taken	Anti-Corruption and Ethics Appendix 3. Key Quantitative Data	170 218
GRI 206: Anti-Competitive Behaviour 2016			
GRI 206-1	Legal actions for anti-competitive behaviour or anti-trust violations	Anti-Corruption and Ethics Appendix 3. Key Quantitative Data	170 218

GRI Index		Report Section/Comments	Page
GRI 300: ENVIRONMENTAL			
GRI 302: Energy 2016			
GRI 302-1	Energy consumption within the organisation	Climate Change Appendix 3. Key Quantitative Data The share of renewable energy consumed is 0%. Uralkali calculates this indicator using methodologies aligned with Russian legislation. Uralkali discloses partial information for this indicator due to the absence of centralised data collection for certain categories.	50 218
GRI 302-2	Energy consumption outside the organisation	Uralkali does not track energy consumption outside the organisation.	
GRI 302-3	Energy intensity	Climate Change Appendix 3. Key Quantitative Data Uralkali calculates energy intensity using data on all fuel, electricity, and heat used within the organisation's defined boundaries.	50 218
GRI 302-4	Reduction of energy consumption	Appendix 3. Key Quantitative Data Uralkali discloses partial information for this indicator due to the absence of centralised data collection for certain categories. The base year for calculating energy consumption reduction is 2017. Uralkali applies conversion factors of 0.0318 for natural gas (from $m_2$to G]) and 0.0036 for electricity (from kWh to G]).	218
GRI 303: Water and Effluents 2018			
GRI 303-1	Responsible management of water as a shared resource	Environmental Protection Uralkali discloses partial information for this indicator due to the absence of centralised data collection for certain categories. Uralkali discharges treated wastewater into water bodies in compliance with permits and approved standards through designated outlets. The Company currently has no specific water discharge targets. Discharge aligns with approved standards.	34
GRI 303-2	Management of water discharge-related impacts	Environmental Protection Uralkali discloses partial information for this indicator due to the absence of centralised data collection for certain categories.	34
GRI 303-3	Water withdrawal	Environmental Protection Appendix 3. Key Quantitative Data Uralkali discloses partial information for this indicator due to the absence of centralised data collection for certain categories.	34 218
GRI 303-4	Water discharge	Environmental Protection Appendix 3. Key Quantitative Data Uralkali discloses partial information for this indicator due to the absence of centralised data collection for certain categories. Uralkali tracks industrial wastewater using both direct measurements and calculation methods. Uralkali identifies priority pollutants in wastewater based on production specifics and wastewater composition.	34 218
GRI 303-5	Water consumption	Environmental Protection Appendix 3. Key Quantitative Data Uralkali does not consume water in regions with water scarcity. Uralkali tracks water consumption using calculation methods.	34 218
GRI 304: Biodiversity 2016			
GRI 304-1	Operational sites owned, leased, managed, or adjacent to protected areas or areas of high biodiversity value	Environmental Protection Uralkali's operational sites are not located in or adjacent to specially protected natural areas or regions with high biodiversity value.	34
GRI 304-2	Significant impacts of activities, products, and services on biodiversity	Environmental Protection Uralkali discloses partial information for this indicator due to the absence of centralised data collection for certain categories.	34

GRI Index		Report Section/Comments	Page
GRI 304-3	Habitats protected or restored	Environmental Protection Uralkali discloses partial information for this indicator due to the absence of centralised data collection for certain categories.	34
GRI 304-4	IUCN Red List species and national conservation list species affected by operations	Environmental Protection Uralkali's activities do not threaten species listed in the IUCN Red List or Russia's Red Data Books.	34
GRI 305: Emissions 2016			
GRI 305-1	Direct (Scope 1) GHG emissions	Climate Change Appendix 3. Key Quantitative Data Uralkali reports no CO_2 emissions from biomass combustion or decomposition. The base year for GHG calculations is 2020, aligned with the Climate Strategy. Scope 1 GHG emissions in the base year were 0.977 million tonnes of CO_2 equivalent. Uralkali uses Global Warming Potentials (GWPs) from the IPCC Sixth Assessment Report for calculations in the reporting period. Uralkali consolidates emissions data based on operational control.	50 218
GRI 305-2	Energy indirect (Scope 2) GHG emissions	Climate Change Appendix 3. Key Quantitative Data Uralkali accounts for CO_2 gases in this indicator. Global Warming Potentials (GWPs) are not applicable to Scope 2 for this period. Uralkali consolidates emissions data based on operational control.	50 218
GRI 305-3	Other indirect (Scope 3) GHG emissions	Climate Change Appendix 3. Key Quantitative Data Uralkali reports no biogenic emissions. The base year for GHG calculations is 2020, aligned with the Climate Strategy. Scope 3 GHG emissions in the base year were 1.774 million tonnes of CO_2 equivalent. We use GWPs from the IPCC Sixth Assessment Report for calculations in the reporting period. Uralkali accounts for CO_2, CH_4, and N_2O in this indicator.	50 218
GRI 305-4	GHG emissions intensity	Climate Change Appendix 3. Key Quantitative Data	50 218
GRI 305-6	Emissions of ozone-depleting substances (ODS)	Uralkali does not disclose information for this indicator due to the absence of centralised data collection.	
GRI 305-7	Nitrogen oxides (NO_x), sulphur oxides (SO_x), and other significant air emissions	Environmental Protection Uralkali reports no persistent organic pollutants in its emissions. Uralkali collects data in accordance with the reporting requirements of Form 2-TP (Air). Uralkali's monitoring system, which includes both instrumental and calculation methods, covers all emission sources. Uralkali sources emission calculation coefficients from the List of Methodologies approved by Russian Government Decree No. 22-r dated 28]une 2021. Uralkali engages with state authorities (e.g., Rosprirodnadzor) to comply with legal requirements. Uralkali responds to inquiries from the public and other stakeholders with relevant information. Local residents can submit complaints, but Uralkali recorded no such complaints in the reporting period. Uralkali does not engage with other stakeholders specifically on air quality protection.	34
GRI 306: Waste 2020			
GRI 306-1	Waste generation and significant waste-related impacts	Environmental Protection	34
GRI 306-2	Management of significant waste-related impacts	Environmental Protection	34
GRI 306-3	Waste generated	Environmental Protection Uralkali collects waste generation data based on internal records and information prepared for state statistical reporting under Form 2-TP (Waste).	34

GRI Index		Report Section/Comments	Page
GRI 306-4	Waste diverted from disposal	Environmental Protection Uralkali collects waste diversion data based on internal records and information prepared for state statistical reporting under Form 2-TP (Waste).	34
GRI 306-5	Waste directed to disposal	Environmental Protection	34
GRI 308: Supplier Environmental Assessment 2016			
GRI 308-1	New suppliers screened using environmental criteria	Supply Chain Uralkali discloses partial information for this indicator due to the absence of centralised data collection for certain categories.	184
GRI 308-2	Negative environmental impacts in the supply chain and actions taken	Supply Chain Uralkali discloses partial information for this indicator due to the absence of centralised data collection for certain categories.	184
GRI 400: SOCIAL			
GRI 401: Employment 2016			
GRI 401-1	New employee hires and turnover	Employee Well-Being Appendix 3. Key Quantitative Data The proportion of new hires is 20%. Uralkali discloses partial information for this indicator due to the absence of centralised data collection for certain categories.	94 218
GRI 401-2	Benefits provided to full-time employees not available to temporary or part-time employees	Employee Well-Being Uralkali provides the same benefits to temporary and part-time employees as to full-time employees across all significant operating regions. Uralkali does not extend benefits to external part-time workers. The Company defines significant operating regions as Russian regions.	94
GRI 401-3	Parental leave	Appendix 3. Key Quantitative Data	218
GRI 403: Occupational Health and Safety 2018			
GRI 403-1	Occupational health and safety management system	Safety	68
GRI 403-2	Hazard identification, risk assessment, and incident investigation	Safety	68
GRI 403-3	Occupational health services	Safety	68
GRI 403-4	Worker participation, consultation, and communication on occupational health and safety	Safety	68
GRI 403-5	Worker training on occupational health and safety	Safety	68
GRI 403-6	Promotion of worker health	Safety Employee Well-Being	68 94
GRI 403-7	Prevention and mitigation of occupational health and safety impacts directly linked to business relationships	Safety	68
GRI 403-8	Workers covered by an occupational health and safety management system	Safety Appendix 3. Key Quantitative Data Uralkali's occupational health and safety management system covers only employees directly employed by the Company. We ensure contractors have their own systems covering their workers during selection.	68 218
GRI 403-9	Work-related injuries	Safety Appendix 3. Key Quantitative Data Uralkali discloses partial information for this indicator due to the absence of centralised data collection for certain categories.	68 218
GRI 403-10	Work-related ill health	Safety Appendix 3. Key Quantitative Data Uralkali discloses partial information for this indicator due to the absence of centralised data collection.	68 218

GRI Index		Report Section/Comments	Page
GRI 404: Training and Education 2016			
GRI 404-1	Average annual hours of training per employee	Employee Well-Being Appendix 3. Key Quantitative Data	94 218
GRI 404-2	Programmes for upgrading employee skills and transition assistance	Employee Well-Being	94
GRI 404-3	Percentage of employees receiving regular performance and career development reviews	Employee Well-Being Appendix 3. Key Quantitative Data Uralkali discloses partial information for this indicator due to the absence of centralised data collection for certain categories.	94 218
GRI 405: Diversity and Equal Opportunity 2016			
GRI 405-1	Diversity of governance bodies and employees	Human Rights Employee Well-Being Appendix 3. Key Quantitative Data	124 94 218
GRI 405-2	Ratio of basic salary and remuneration	Appendix 3. Key Quantitative Data Uralkali discloses partial information for this indicator due to the absence of centralised data collection for certain categories.	218
GRI 406: Non-Discrimination 2016			
GRI 406-1	Incidents of discrimination and corrective actions taken	Human Rights	124
GRI 410: Security Practices 2016			
GRI 410-1	Security personnel trained in human rights policies or procedures	Human Rights Appendix 3. Key Quantitative Data	124 218

GRI Index		Report Section/Comments	Page
GRI 413: Local Communities 2016			
GRI 413-1	Operations with local community engagement, impact assessments, and development programmes	Local Communities Appendix 3. Key Quantitative Data Uralkali engages with local communities through charitable and sponsorship activities. Uralkali does not conduct impact assessments of our activities on local communities. In the reporting period, a Hotline served as one of the mechanisms for addressing complaints from local community members.	132 218
GRI 413-2	Operations with significant actual or potential negative impacts on local communities	Uralkali reports no such impacts in the reporting year.	
GRI 414: Supplier Social Assessment 2016			
GRI 414-1	New suppliers screened using social criteria	Supply Chain Uralkali discloses partial information for this indicator due to the absence of centralised data collection for certain categories.	184
GRI 414-2	Negative social impacts in the supply chain	Supply Chain Uralkali discloses partial information for this indicator due to the absence of centralised data collection for certain categories.	184
GRI 416: Customer Health and Safety 2016			
GRI 416-1	Assessment of health and safety impacts of product and service categories	Environmental Protection Uralkali discloses partial information for this indicator due to the absence of centralised data collection for certain categories.	34
GRI 416-2	Incidents of non-compliance concerning health and safety impacts of products and services	Environmental Protection	34

Appendix 5:
SASB Index Table

SASB Indicator		Report Section/Comments	Page
ENVIRONMENTAL ASPECT			
Greenhouse gas emissions			
RT-CH-110a.1	Gross global Scope 1 emissions and percentage covered under emissions-limiting regulations	Climate Change Appendix 3: Key Quantitative Data	50 218
RT-CH-110a.2	Discussion of long- and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	Climate Change	50
Air quality			
RT-CH-120a.1	Air emissions of the following pollutants: (1) NO_x (excluding N_2O), (2) SO_x, (3) volatile organic compounds (VOCs), and (4) hazardous air pollutants (HAPs)	Environmental Protection	34
Energy management			
RT-CH-130a.1	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable and (4) total self-generated energy	Climate Change Appendix 3. Key Quantitative Data The share of consumed renewable energy stands at 0%.	50 218
Water management			
RT-CH-140a.1	(1) Total water withdrawn, (2) total water consumed; percentage of each in regions with high or extremely high baseline water stress	Environmental Protection Appendix 3. Key Quantitative Data Uralkali does not consume water in regions with high or extremely high baseline water stress.	34 218
RT-CH-140a.3	Description of water management risks and discussion of strategies and practices to mitigate those risks	Environmental Protection	34
Hazardous waste management			
RT-CH-150a.1	Amount of hazardous waste generated, percentage recycled	Environmental Protection	34

SASB Indicator		Report Section/Comments	Page
SOCIAL ASPECT			
Workforce health and safety			
RT-CH-320a.1	(1) Total recordable injury rate (TRIR) and (2) fatality rate for (a) direct employees and (b) contract employees	Safety Appendix 3. Key Quantitative Data	68 218
RT-CH-320a.2	Description of efforts to assess, monitor, and reduce exposure of employees and contract workers to long-term (chronic) health risks	Safety	68
Safety and environmental stewardship of chemicals			
RT-CH-410.b1	(1) Percentage of products that contain Globally Harmonised System of Classification and Labelling of Chemicals (GHS) Category 1 and 2 Health and Environmental Hazardous Substances, (2) percentage of such products that have undergone a hazard assessment	Environmental Protection	34
Operational safety, emergency preparedness and response			
RT-CH-540a.2	Number of transport incidents	Safety	68
Local Communities			
RT-CH-210a.1	Discussion of Company practices in engaging with local communities, including detailed processes, procedures, and risk management approaches	Local Communities	132
RESPONSIBLE MANAGEMENT PRACTICES			
Management of the legal and regulatory environment			
RT-CH-530a.1	Discussion of corporate positions related to government regulations and/or policy proposals that address environmental and social factors affecting the industry	Managing Sustainability	22

Appendix 6:
TCFD Index Table

TCFD Indicator	Report Section / Comments	Other Standards	Page
1. CORPORATE GOVERNANCE			
Disclosure of the organisation's governance around climate-related risks and opportunities			
a) Description of the Board's Oversight of Climate-Related Risks and Opportunities	Climate Change	IFRS S2 Climate-related Disclosures Governance processes, controls and procedures used to monitor, manage and oversee climate related risks and opportunities	50
b) Description of management's role in assessing and managing climate-related risks and opportunities	Climate Change	IFRS S2 Climate-related Disclosures Governance processes, controls and procedures used to monitor, manage and oversee climate related risks and opportunities	50
2. STRATEGY			
Disclosure of actual and potential impact of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning where such information is material			
a) Description of the climate-related risks and opportunities the organisation has identified over the short, medium, and long term	Climate Change	IFRS S2 Climate-related Disclosures A company's strategy for managing climate risks and opportunities.	50
3. RISK MANAGEMENT			
Disclosure of how the organisation identifies, assesses, and manages climate-related risks			
a) Description of the organisation's processes for identifying and assessing climate-related risks	Climate Change	IFRS S2 Climate-related Disclosures Processes to identify, assess, prioritise and monitor climate-related risks and opportunities, including, whether and how those processes are integrated into and inform the company's overall risk management process	50
b) Description of the organisation's processes for managing climate-related risks	Climate Change	IFRS S2 Climate-related Disclosures Processes to identify, assess, prioritise and monitor climate-related risks and opportunities, including, whether and how those processes are integrated into and inform the company's overall risk management process	50
c) How the processes of identification, assessment, and management of climate-related risks are integrated into the company's overall risk management system	Climate Change	IFRS S2 Climate-related Disclosures The processes of identification, assessment, prioritisation, and monitoring of climate-related risks and opportunities, including whether these processes are integrated into the company's overall risk management process, and if so, how they are integrated and supply it with data.	50
4. METRICS AND TARGETS			
Disclosure of the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material			
a) Disclosure of the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process	Climate Change	IFRS S2 Climate-related Disclosures An entity's performance in relation to its climate-related risks and opportunities, including progress towards any climate-related targets it has set, and any targets it is required to meet by law or regulation	50
b) Disclosure of Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks	Climate Change Appendix 3. Key Quantitative Data	IFRS S2 Climate-related Disclosures An entity's performance in relation to its climate-related risks and opportunities, including progress towards any climate-related targets it has set, and any targets it is required to meet by law or regulation	50 218
c) Description of the targets used by the organisation to manage climate-related risks and opportunities and performance against targets	Climate Change	IFRS S2 Climate-related Disclosures An entity's performance in relation to its climate-related risks and opportunities, including progress towards any climate-related targets it has set, and any targets it is required to meet by law or regulation	50

Appendix 7:
MED Index Table[1]

MED Indicator		Report Section/Comments	Page
ECONOMIC INDICATORS			
MED 5	Labour productivity	Employee Well-Being	94
MED 8	Proportion of procurement of Russian goods, works, and services in total procurement volume	Supply Chain Appendix 3. Key Quantitative Data	184 218
MED 9	Proportion of procurement of goods, works, and services from small and medium-sized enterprises in total procurement from Russian organisations	Supply Chain	184
ENVIRONMENTAL INDICATORS			
MED 13	Volume of water used from all sources	Environmental Protection Appendix 3. Key Quantitative Data	34 218
MED 14	Volume of recycled and reused water	Appendix 3. Key Quantitative Data	218
MED 15	Volume of polluted wastewater discharged (total, including untreated)	Appendix 3. Key Quantitative Data	218
MED 16	Water use efficiency (water intensity)	Appendix 3. Key Quantitative Data	218
MED 17	Generation of waste of hazard classes I–IV	Environmental Protection	34
MED 18	Management of waste of hazard classes I–IV (total, including by category: waste utilised; waste neutralised; waste landfilled; waste reused; waste recycled; waste generation reduced)	Environmental Protection Uralkali discloses partial information for this indicator due to the absence of centralised data collection for certain categories.	34
MED 19	Mass of pollutant emissions into the atmosphere from stationary sources	Environmental Protection	34
MED 20	Greenhouse gas emissions	Climate Change Appendix 3. Key Quantitative Data	50 218
MED 21	Expenditure on environmental protection measures (total, including: atmospheric air protection and climate change prevention; wastewater collection and treatment; waste management; biodiversity conservation and protection of natural areas)	Appendix 3. Key Quantitative Data	218
MED 22	Consumption of renewable and low-carbon energy	Climate Change	50
SOCIAL INDICATORS			
MED 25	Average headcount (total, including employees with disabilities)	Appendix 3. Key Quantitative Data	218
MED 26	Average salary (total, including by occupational group, gender, and age group)	Employee Well-Being Appendix 3. Key Quantitative Data Uralkali discloses partial information for this indicator due to confidentiality restrictions.	94 218

[1] Table of compliance with the methodological recommendations of the Ministry of Economic Development of the Russian Federation.

MED Indicator		Report Section/Comments	Page
MED 27	Expenditure on occupational health and safety measures (total, including per employee)	Safety	68
MED 28	Expenditure on social, recreational, and medical activities for employees and their families	Employee Well-Being	94
MED 29	Number of employees injured in workplace accidents resulting in incapacity for one working day or more, and fatalities	Safety Appendix 3. Key Quantitative Data	68 218
MED 30	Expenditure on employee training (total, including per employee)	Employee Well-Being Appendix 3. Key Quantitative Data	94 218
MED 31	Average number of training hours per year per employee by occupational group	Employee Well-Being Appendix 3. Key Quantitative Data	94 218
MED 32	Proportion of employees covered by collective bargaining agreements in the average headcount	Employee Well-Being Appendix 3. Key Quantitative Data	94 218
MED 33	Employee turnover rate	Employee Well-Being Appendix 3. Key Quantitative Data	94 218
MED 34	Expenditure on social programmes not directed at employees and their families (total, including charitable contributions in housing; healthcare; education; support for socially vulnerable groups)	Local Communities Appendix 3. Key Quantitative Data	132 218
GOVERNANCE INDICATORS			
MED 35	Existence of a sustainable development policy and/or other strategic documents in this area	Managing Sustainability	22
MED 36	Number of Board of Directors meetings and attendance rate	Corporate Governance Appendix 3. Key Quantitative Data Board of Directors meeting attendance rate: 100%	158 218
MED 37	Number of Board of Directors members, including by age group	Corporate Governance Appendix 3. Key Quantitative Data	158 218
MED 38	Number of Audit Committee meetings and attendance rate	Corporate Governance Audit Committee meeting attendance rate: 91.6%	158
MED 39	Participation in sustainable development (ESG) indices and ratings	Managing Sustainability	22
MED 40	Number of recorded violations of the rights of indigenous peoples of the Russian Federation	Human Rights	124
MED 43	Number of cases where the organisation, its subsidiaries, or affiliates were held administratively liable for corruption offences	Anti-Corruption and Ethics	170
MED 44	Proportion of women in senior management roles (total, including on the Board of Directors)	Corporate Governance Appendix 3. Key Quantitative Data	158 218

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