

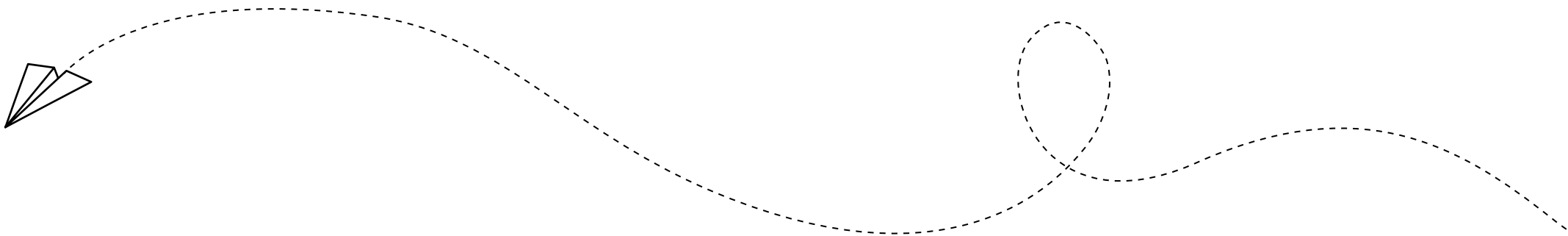
URALKALI

TOWARDS A SUSTAINABLE FUTURE

ESG Report 2021



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CEO'S STATEMENT

Dear colleagues and partners,

I am proud to present our 2021 ESG Report, which details the key highlights and further plans for developing ESG practices in the Company.¹

Meeting the interests of stakeholders remains one of Uralkali's priority as part of compliance with the principles of sustainable development that build up our corporate strategy. We believe the consistency of implementing the best ESG practices in core areas is crucial for developing a successful business that is in the forefront of the industry.

Commitment to the principles of sustainability is embodied in Uralkali's mission: Producing potash fertilisers to ensure people all around the world have food. In responsibly carrying out its duties, the Company provides farmers with strategically important products, thus helping to increase crop yields and eliminate hunger.

In this reporting year, we have come a long way in delivering on our 2025 ESG Strategy. Prominent achievements to this end included the joint work with region authorities on a comprehensive programme for the development of cities of presence, which was based on the results of the local population needs evaluation. We also assessed water scarcity in Uralkali's areas of operations, increased the share of production waste via backfilling, and prepared our Supplier Code of Conduct. Moreover, Uralkali achieved progress in implementing the established plan for key quantitative goals.

Furthermore, we focused on the Company's carbon management system: an assessment of greenhouse gas emissions was carried out, and climate risks have been identified and assessed. Our calculations showed that due to the nature of the production process, Uralkali's products are characterised by a low carbon footprint compared to other types of fertilisers and products in other industries. The Company also approved a Climate Strategy containing quantitative targets and actions to reduce greenhouse gas emissions by 2030.

In 2021, Uralkali became the first mineral fertiliser producer in Central and Eastern Europe to sign a USD 1.25 billion loan agreement, linked to sustainable development performance indicators, covering safety and environmental protection issues. Apart from that, the Company has significantly strengthened its position in the ESG rankings since 2020.

In conclusion, I would like to express my gratitude to the Board of Directors, management and employees of Uralkali for the effective implementation of the Company's initiatives in the field of ESG, and assure that we will continue to apply the best international practices in the field of sustainable development of the Group, including interaction with all our stakeholders.

Vitaly Lauk

CEO

¹ Data as of 31 December 2021, unless otherwise stated.

APPROACH

About the Company

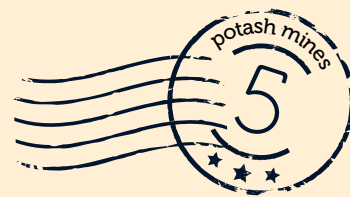
« GRI 2-1, « GRI 2-6, « GRI 2-29|

PJSC Uralkali¹ is one of the world's largest producers and exporters of potash. The Company supports farmers around the world to produce high-quality agricultural crops that feed a growing global population in the face of fertile arable exhausted lands.

Potassium is an essential element for all living organisms to grow and develop. Potassium is usually introduced to the soil along with nitrogen and phosphate to increase the yield and quality of plants, help them fight diseases and pests, and improve their resistance to drought and frost.

We interact with consumers in the agricultural sector, continually analysing the effectiveness of our products to ensure maximum yields in the areas of consumption.

¹ Public Joint Stock Company Uralkali, hereinafter Uralkali or the Company.

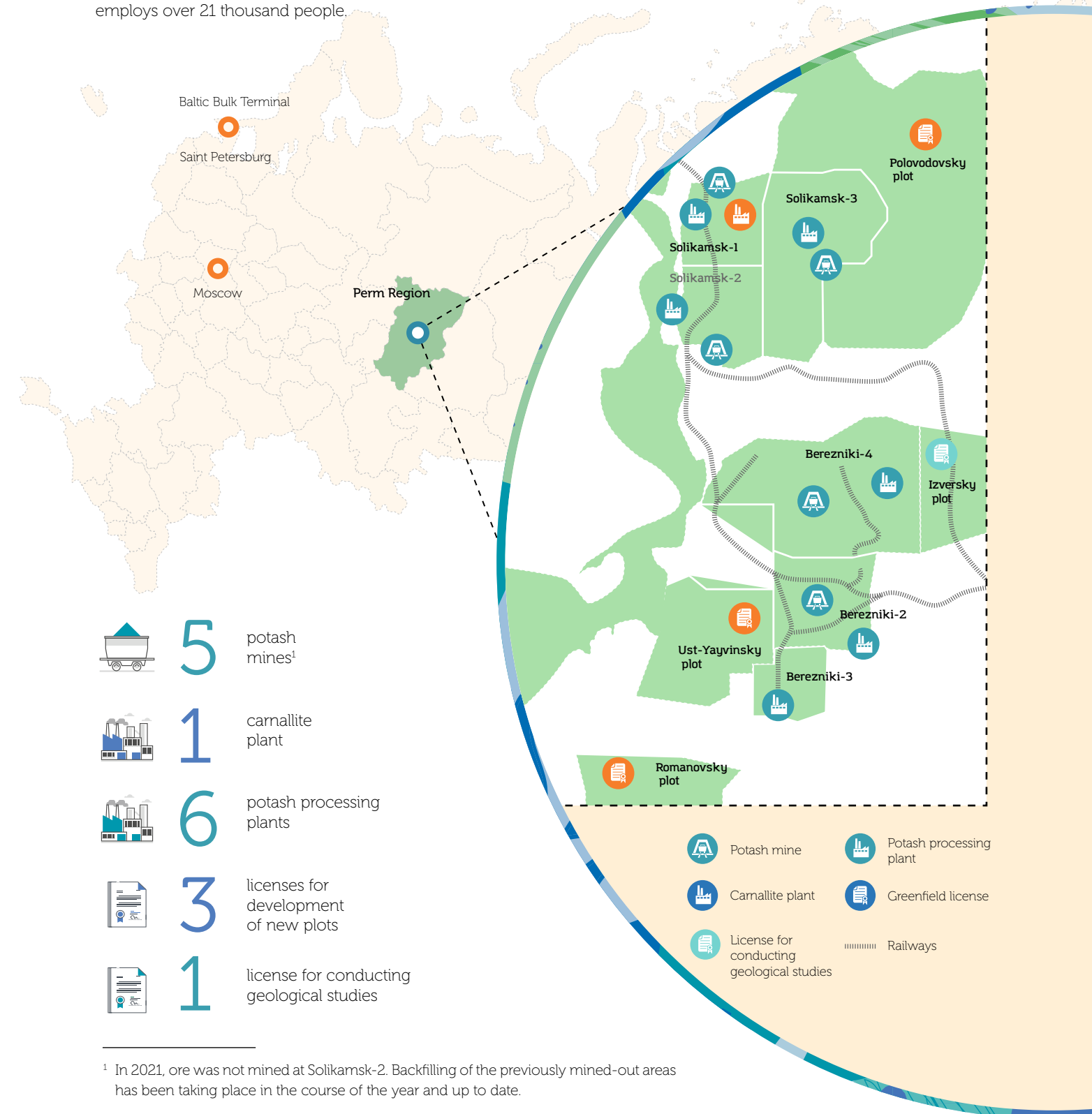


LOCATION OF OPERATIONS

« GRI 2-1, « GRI 2-6, « GRI 2-7|

Our Assets

Uralkali is developing the Verkhnekamskoye deposit, a multi-layered deposit of potassium and magnesium salts and the world's second-largest deposit in terms of potash ore reserves. Uralkali's production assets include five mines, six potash plants and one carnallite plant, all located in the towns of Berezniki and Solikamsk in Russia's Perm Region. Around 13.3 thousand people work at Uralkali's main production unit and the Uralkali Group employs over 21 thousand people.

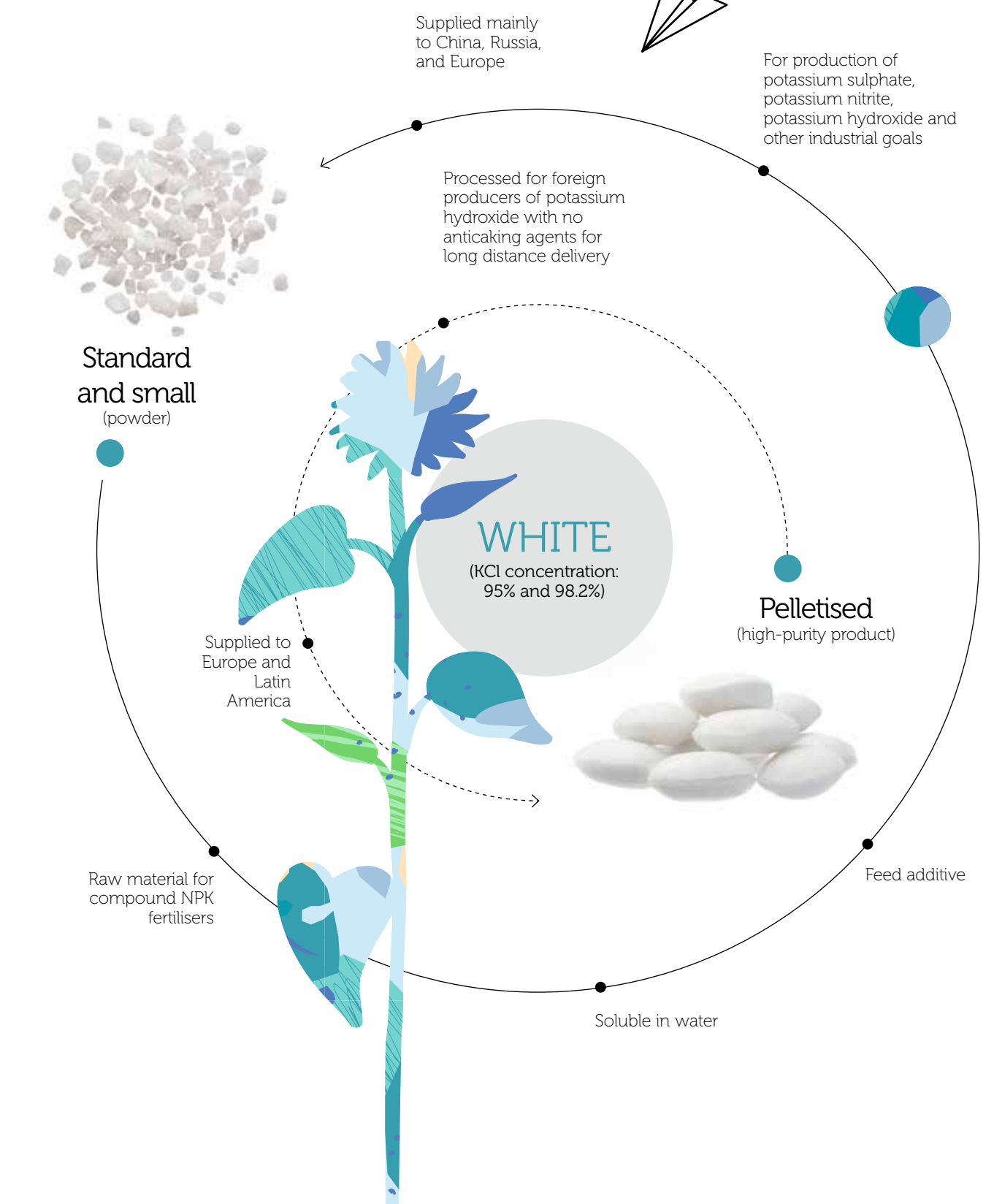
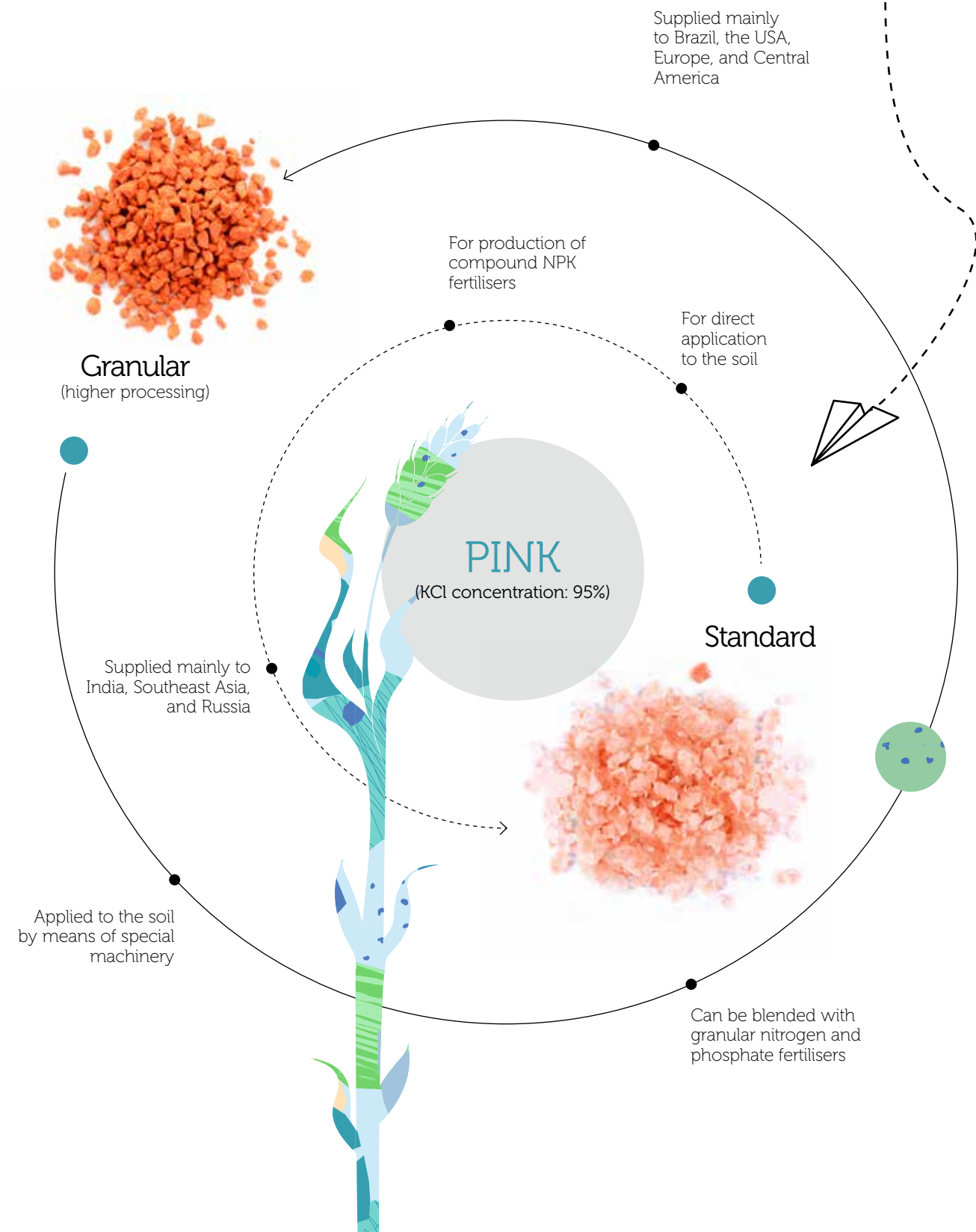


¹ In 2021, ore was not mined at Solikamsk-2. Backfilling of the previously mined-out areas has been taking place in the course of the year and up to date.

MAIN PRODUCTS

« GRI 2-6 |

MOP



URALKALI IN NUMBERS

« RT-CH-000.A|

In striving to deliver the highest performance in the industry, the Company sets ambitious goals and consistently achieves them. In 2021, Uralkali's team continued implementing its ESG Strategy 2025.

20,712

pers.
annual average
headcount

2020: **20,150 pers.**

12.3

mln t
total production
volume

2020: **11.3 mln t**

25.9

mln t
waste utilised

2020: **22.5 mln t**

6.7

**RUB
bln**
total environmental
expenditures

2020: **RUB 5.2 bln**

Over 70

countries importing
the Company's
products

2020: **75**

0.131

t CO₂-eq per tonne
of production: specific GHG
emissions

2020: **0.134 t CO₂-eq./t**

100%

net promoter score
on the domestic market

2020: **100%**

0.07

LTIFR
lost time injury frequency rate
for Company employees*

2020: **0.07**

2,122

**RUB
mln**
total amount of social
investments

2020: **RUB 980 mln**

3,859

participants
in educational activities organised
to improve levels of agronomic
expertise

2020: **2,763**

1

fatality among Uralkali
employees

2020: **0**

25,355

users
of Uralkali's mobile app

2020: **19,422**

* Number of cases per 200 work hours.

COMPANY AWARDS

Loans Cbonds Awards-2021

Borrower of the Year, for getting the largest sustainability-linked syndicated loan in Russia and the CIS.

Annual Reports Contest by RAEX Rating Agency (RAEX-Analytics)

Best Sustainable Development Report (Corporate Social Responsibility) — third place.

Green Light Award 2021 (Schneider Electric)

Award for ESG-ratings breakthrough.

SAP VALUE AWARDS

Platinum award in Best Procurement category, for the automation of its procurement processes.

ESG Ratings

S&P Global CSA

- 65 points out of 100 when the average score for chemical industry is 30¹
- ↑13 points relative to 52 points in 2020
- Inclusion in The Sustainability Yearbook 2022

ESG RAEX EUROPE RANKING

- Eighth place among 155 Russian companies²



Inclusion in RSPP Sustainability Indices

Uralkali occupied leading positions in ESG Indices — RSPP Responsibility and Transparency Index and the Sustainability Vector.

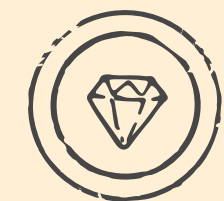
Uralkali retained its leading position in the Responsibility and Transparency Index (A Group) and was included in the highest-ranking A Group of the Sustainable Development Vector Index.

Industry Stewardship Champion

Uralkali joined the group of industry champions for its responsible approach to producing mineral fertilisers in the Industry Stewardship Champions, a global project of the International Fertilizer Association (IFA).

One of the Best Employers According to Forbes

Uralkali earned silver on Forbes ranking of Russia's best employers.



¹ Dated November 2021.

² Dated January 2022.

ESG TRANSFORMATION

ESG Transformation Milestones

Over the past years, the Company has delivered on the ESG Transformation programme. Its implementation contributed to making ESG an integral component of the corporate business strategy and culture.

2019

September
The Company's management decides to initiate the ESG Transformation programme

December
The Company assesses its sustainability management practices according to the ESG criteria

2020

March
The Board of Directors establishes a Sustainable Development Committee

June
The Company resumes the practice of preparation and assurance of its separate ESG Report

July
The Company expands the ESG section of its corporate website

August
The Company resumes its participation in CDP's ESG rating and debuted in the S&P Global CSA

December
The Board of Directors approves ESG Strategy 2025

It meets global ESG challenges and includes quantitative targets for the Company's 10 priority areas

2021

July
The Company creates the position of Director of Sustainable Development (ESG) and Investor Relations, who reports to the CEO

June
ESG Financing
Uralkali becomes the first mineral fertiliser manufacturer in Central and Eastern Europe to raise an ESG-linked loan of USD 1.250 million – the biggest sustainability linked loan in Russia and the CIS – from 18 banks for a period of five years

May
A female member joins the Board of Directors

April
The Company confirms its compliance with IFA's Protect & Sustain Standard

April
The Company joins the UN Global Compact

January
ESG Ratings

The Company enters the top 10 of RAEX-Europe's ESG Corporate Ranking

January
According to S&P Global CSA 2021, the Company becomes one of the three Russian companies included in the Sustainability Yearbook 2022

2022

2050

Achieving carbon neutrality

ESG STRATEGY

Evolution of ESG Practices

« GRI 2-22 |

“ In our Annual Report and ESG Report 2020, we detailed our ambitious sustainability plans and goals. In the ESG Report 2021, we are proud to unveil the first-year results of the Company's ESG Strategy implementation. The year under review featured large-scale work across all the areas of the strategy but, moving beyond, we supplemented the ESG Strategy with new, even more, ambitious goals in late 2021.

Uralkali's crucial achievements in 2021 include: establishing a carbon management system and approving the Climate Strategy; assessing the water deficiency level in the areas of operation; elaborating the comprehensive Programme for Developing the Cities of Presence in cooperation with regional authorities; developing and approving the Supplier Code of Conduct.

It also important for us to see that our dynamic actions are reflected in high scores in leading ESG ratings: our high score in S&P Global CSA contributed to the Company's inclusion in the Sustainability Yearbook 2022 by S&P Global. Uralkali's positions in RAEX, also progressed significantly, and the Company entered the top 10 Russian companies.

Angelina Verba

Director of Sustainable Development (ESG) and Investor Relations¹

Uralkali developed and approved the ESG Strategy which is part of the Company's business strategy and underpins its sustainability activities. The Strategy includes 10 priority areas, which were identified considering the Company's impact on society and the environment, taking industry specifics and expectations of stakeholders into account. Out of the selected areas, seven remain significant for the Company: environment, health and safety, employee wellbeing, local communities, human rights, corporate governance, anti-corruption and ethics. Also, in line with current global and industry business trends, we identified three new challenges as development areas: climate change, sustainable agriculture and supply chain.

Following the events successfully implemented in 2021 as planned, Uralkali's ESG Strategy was strengthened with new goals in the following areas: Environment, Climate Change, Employee Wellbeing and Supply Chain. Additionally, new product safety goals have been set.

ESG Strategy goals for each area are listed at the beginning of each topical unit in the sections of the Report. For more information on Uralkali's ESG goals up to 2025, please visit the [Company's website](#).

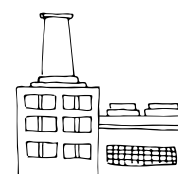
¹ As of the date of the Report approval, the Sustainable Development (ESG) and Investor Relations Directorate's organisational structure was changed.

Uralkali's ESG Strategy up to 2025

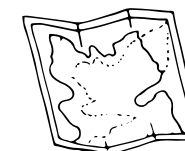
OUR MISSION

We produce potash fertilisers to ensure that people all over the world are provided with food

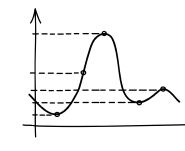
OUR STRATEGY



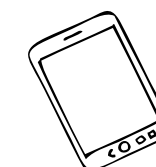
Balanced approach to investment in expansion



Maintaining flexibility of sales and focusing on development of own distribution



Maintaining a leadership position in cash cost of goods



Development of digital business and new products



Continued focus on best ESG practices



Fundamental ESG Focus Areas

- Environment (water, waste and biodiversity)
- Health and safety
- Employee wellbeing
- Local communities
- Human rights
- Corporate governance
- Anti-corruption and ethics

New Challenges

- Climate change
- Sustainable agriculture
- Supply chain



Implementation of the ESG Strategy tasks is monitored on a semi-annual basis. The Sustainable Development Working Group is responsible for assessing the effectiveness of ESG activities at the executive level while the Company's Board of Directors and its Sustainable Development Committee consider and approve the reporting. KPIs for the ESG Strategy goals are included in management performance charts for strategy areas.

Recognising the importance of all UN Sustainable Development Goals (SDGs), we prioritised those where Uralkali's contribution was the most material. For more information about Uralkali's contribution to achieving the UN SDGs listed above, please visit the [Company's website](#). We produce potash fertilisers to ensure that people

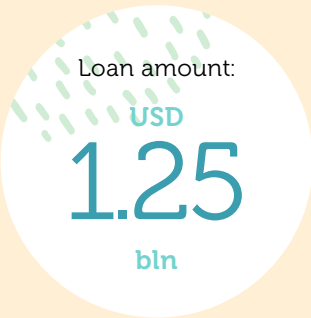
all over the world are provided with food. Thus, Goal 2: Zero Hunger is the key SDG for our Company.

Sustainable development management is integrated into Uralkali's corporate governance system. The Company has the Sustainable Development Committee under the Board of Directors, the Sustainable Development and Investor Relations Directorate and the Climate Change Working Group under the CEO. The Board of Directors is specifically involved in managing ESG issues, including the climate agenda, which is enshrined in the Regulations on the Sustainable Development Committee under the Board of Directors. [For more information on managing sustainability issues, please refer to the Corporate Governance section on page 88.](#)

Raising a Sustainability-linked Loan

In 2021, for the first time in its history and being a pioneer among producers of mineral fertilisers in Central and Eastern Europe, Uralkali signed an agreement with 18 banks on raising the largest sustainability linked syndicated loan in Russia and the CIS, which totals USD 1,250 million. The sustainability indicators to which the loan is linked cover environmental, climate change and safety areas of concern.

Raising ESG financing highlights the priority of the sustainability area in the Company's business strategy as well as strong support from international and Russian financial institutions. While the initial loan amount announced did not exceed USD 1 billion, the banks' offering surpassed USD 1.5 billion.



ESG Strategy areas:

- KPI 1Health and safety
- KPI 2Climate change
- KPI 3Environment (waste)

ESG Goals 2025¹



General ESG Issues

- Environment
 - Increase the share of production waste utilised by means of backfilling **by 10%**
 - Develop a biodiversity conservation programme **new**
 - Reduce sulphur dioxide emissions **by 25% new**
- Product safety
 - Confirm the composition of produced fertilisers meets the 2022 green standard (GOST R 58658-2019) **new**
 - Certify the quality management system for compliance with ISO 9001 in 2022 **new**
- Health and safety
 - Reduce the severe injury rate **by 10%** (year on year)
 - Certify **100%** production assets for compliance with ISO 45001
- Local communities
 - Deliver on the programmes for developing the cities of presence
- Human rights
 - Human rights due diligence across **100%** assets
- Employee wellbeing
 - Voluntary labour turnover less than **6.5% new**
 - Level of absenteeism due to disability less than **7% new**
- Corporate governance
 - Adjust composition of the Board of Directors in line with best ESG practices
- Anti-corruption and ethics
 - 100%** of employees with corruption exposure regularly informed about anticorruption and anti-fraud matters

New Challenges

- Climate change
 - Reduce specific GHG emissions (Scope 1 and 2) **by 10%** by 2025, and **by 20%** by 2030 **new**
 - Increase the share of green electricity in total consumption **to 20%** by 2025, and **to 45%** by 2030 **new**
 - Achieve carbon neutrality by 2050 **new**
- Sustainable agriculture
 - Reach out to more than **20,000** growers with our agronomic expertise programmes
- Supply chain
 - Ensure that our suppliers and contractors are assessed against ESG criteria (over **50%** procurements by amount) **new**

new At the year end, the ESG strategy was expanded and the list of criteria included new goals. All goals are set for 2025, unless otherwise stated.

¹ The goals as at the end of 2021. Every year Uralkali updates the ESG Strategy and its goals may be more or less ambitious, given the environment in which the Company operates at the moment and will operate in future.

STAKEHOLDER ENGAGEMENT

« GRI 2-29 |

Uralkali maintains long-term relationships with all stakeholders and takes their interests into account when performing its operations. Under the ESG report elaboration, the Company took a poll among stakeholders to compile a list of material topics in line with GRI Standards (Global Reporting Initiatives).

Key groups of stakeholders, their expectations and engagement highlights for 2021



Employees

- fair compensation
- career and personal development opportunities
- favourable and safe work environment

20,540
employees
trained



Customers and partners

- high-quality products meeting national and international standards
- reliable supply
- commitment to long-term partnership

Net Promoter Score* is
100%

* NPS in the domestic market.



Shareholders and creditors

- information transparency and reliability
- the Company's sustainable development
- effective risk management

65

points
out of 100 in the S&P Global
CSA ESG rating

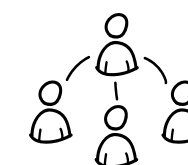


Government and local authorities

- discussion of legislative and regulatory issues
- report transparency and reliability

4

cooperation agreements
with administrations of cities of
presence at the year end



Local communities

- creation of a stable socio-economic situation in the region of operation
- support for socially vulnerable groups
- corporate philanthropy

Over **RUB 2 bln**
social investments



Trade unions

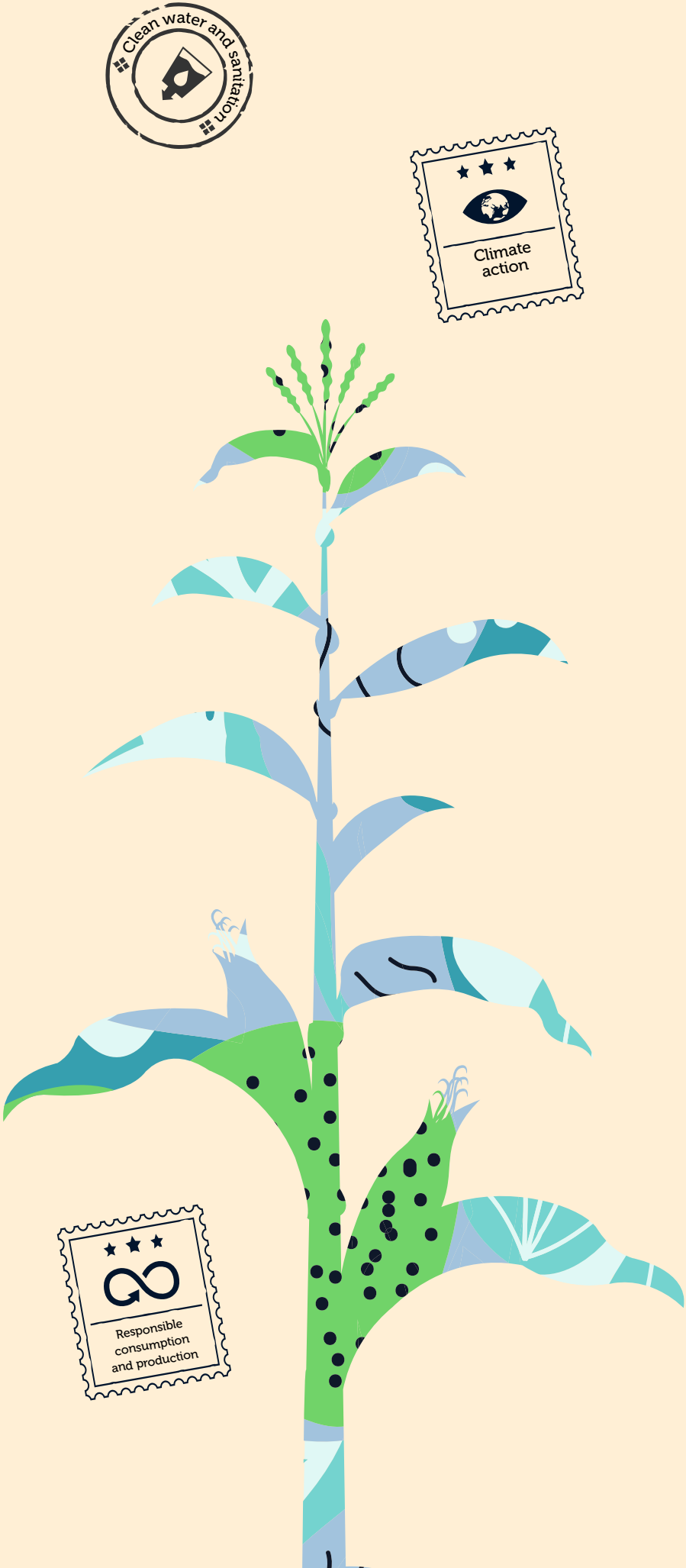
- compliance with labour safety regulations
- performance of collective agreements
- discussion of new social issues

95%

employees
covered by the Collective
Bargaining Agreement

ENVIRONMENTAL ASPECT (E)

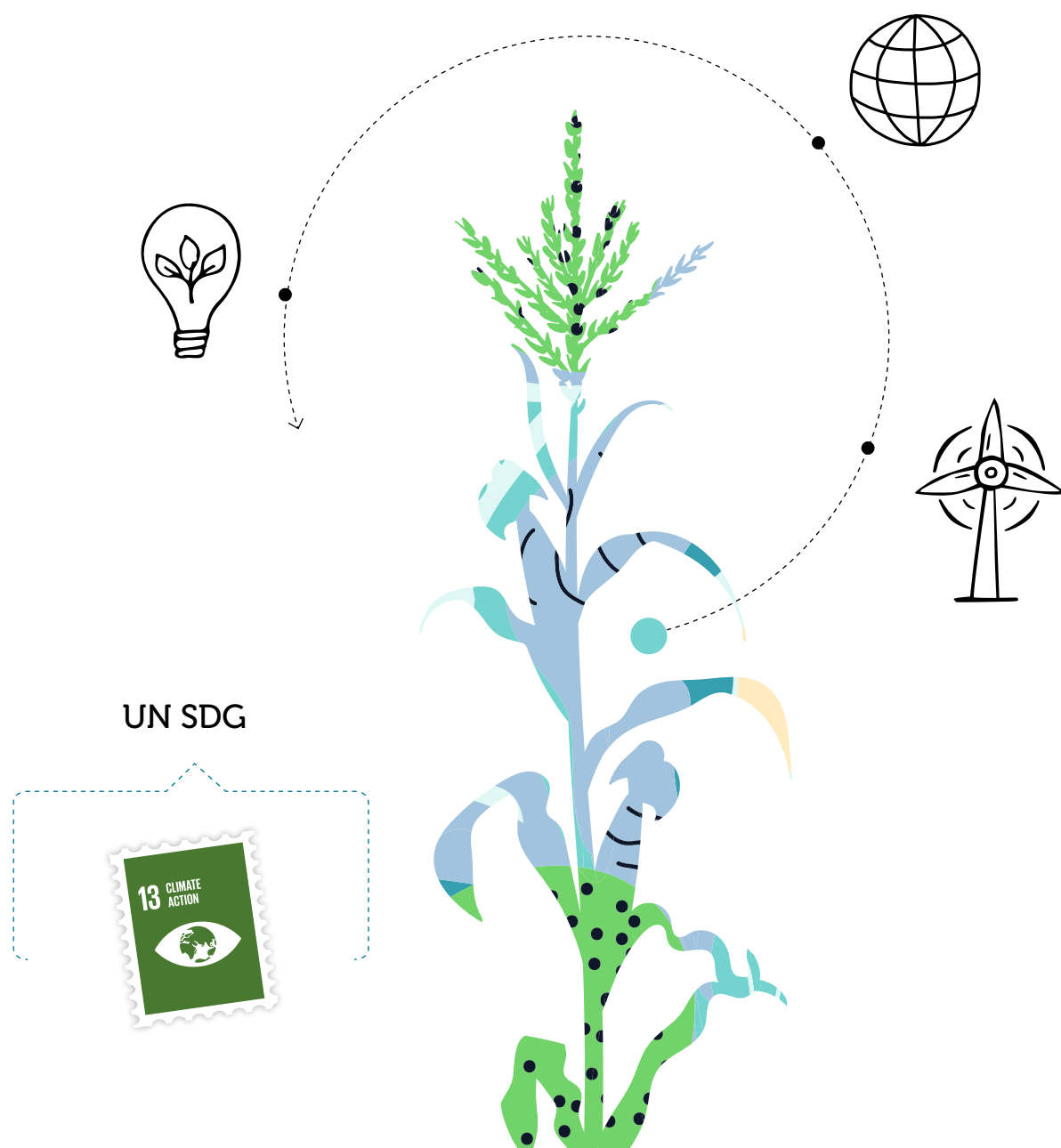
- 24 Climate Change
- 34 Environment
- 41 Other Environmental Topics (E)



CLIMATE CHANGE

Why This Is Important to Us

Climate change and energy transition are today's challenges on the global agenda. The growing impact of human activities on the environment leads to increased GHG concentrations in the atmosphere, ultimately amplifying the natural greenhouse effect and the average temperature of the Earth. This changes the climate and raises the likelihood of natural disasters. We can reduce these emissions and thus prevent negative consequences with our joint efforts. Uralkali understands the threat of global warming and makes consistent efforts to cut greenhouse gas emissions associated with the Company's activities.



Our Performance

« GRI 305-1, « GRI 305-2, « GRI 305-4|

1.613

mln t CO₂-eq

GHG emissions
(Scope 1 and 2)

0.131

t CO₂-eq/t

specific GHG emissions
per tonne of production
(Scope 1 and 2)

2.2%

reduction in specific GHG
emissions year-on-year

2.003

GJ/t

specific energy consumption per
tonne of production

476.1

thou GJ

reduction in energy consumption
due to energy saving initiatives

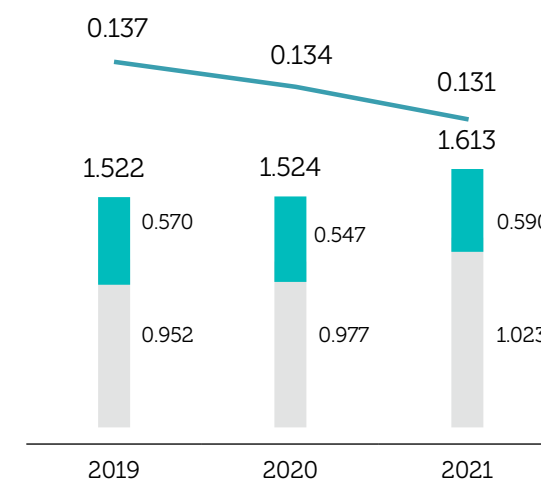
14

mln kWh

purchased electricity
from RES

GHG emissions¹

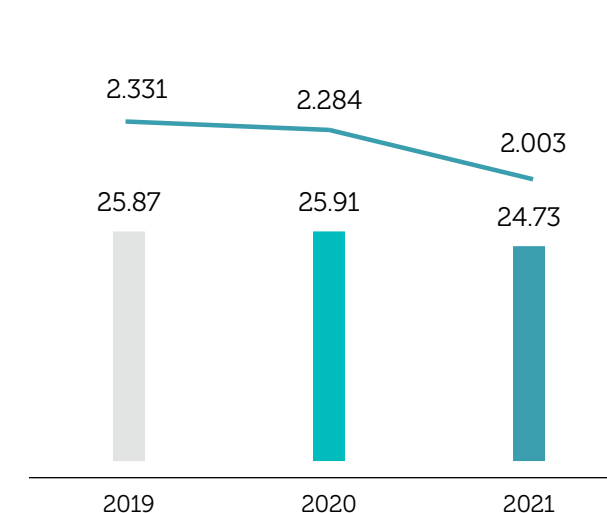
« GRI 305-1, « GRI 305-2, « GRI 305-4,
« SASB RT-CH-110a.1|



■ Direct emissions, mln t of CO₂-eq.
■ Indirect energy emissions, mln t of CO₂-eq.
— Specific emissions (Scopes 1 and 2), t of CO₂-eq./t

Total energy consumption²

« GRI 302-1, « GRI 302-3, « SASB RT-CH-130a.1|



■ Total energy consumption, PJ
— Specific energy consumption, GJ/t

¹ Greenhouse gas emissions are calculated following the updated methods for their estimation. Within the framework of this methodology, the greenhouse gas emission factors, used in the calculation, were refined and updated, the boundaries of the assessment were expanded for a part of the SDCs. GHG emissions (Scope 1 and 2) for 2021 in accordance with the previous methodology — 1.715 mln t CO₂-eq, specific emissions — 0.139 t CO₂-eq/t.

² The scope of companies which have to disclose the indicator was expanded in 2021 and now differ from prior years. Learn about reporting boundaries in the About Report Appendix hereto.



Climate Agenda in Russia and Worldwide

The climate agenda is becoming a pressing issue in the global community. It gets clear that businesses and scientists need to work side by side to prevent the global average temperature from rising and avoid serious consequences.

In 2021, the UN held the Climate Change Conference (COP26) in Glasgow that brought together 120 world leaders and over 40,000 registered participants. The global community's readiness to take active actions to tackle climate change and the current decarbonisation achievements of various countries were discussed there.

At the end of the day, the participating countries agreed on phasing out the use of coal-fired power and ending fossil fuel subsidies. Over 40 countries have signed up to the Glasgow Breakthrough where they undertake to develop and implement new solutions to achieve the goals of the Paris Agreement. They will cover areas such as sustainable agriculture, zero-emission vehicles, clean energy, zero greenhouse gas steel production, and hydrogen uses.

An impressive number of the largest GHG emitters have already agreed to reduce the emissions and reach carbon neutrality. China expects to become carbon neutral by 2060, India by 2070, and the EU, the US, Brazil and Japan by 2050. A string of countries have established national carbon trading systems. The EU carbon trading system was created back in 2005; Japan has been operating it since 2011, and South Korea since 2015. In July 2021, China launched a nationwide carbon emissions trading scheme for the electricity sector. In the future, it is planned to expand the scope of carbon regulation to other areas of the economy, including metallurgy, transport and petrochemistry.

Plans of various countries to gradually implement cross-border carbon regulations and develop a relevant regulatory framework are truly important for carbon neutrality. The European Union, for example, wants to launch a carbon border adjustment mechanism (CBAM) starting from 2023, so that manufacturers exporting

carbon-intensive products will pay a carbon tax to bring their products into the EU Emissions Trading Scheme. Steel, cement, electricity and some fertilisers will be subject for taxation. However, according to the draft document of 14 July 2021 potash fertilizers produced by Uralkali will not be regulated by this mechanism.

Also the Russian Federation pays great attention to the climate agenda and takes consistent actions to make progress in this area. Russia commits to achieving carbon neutrality by 2060. In the reporting year, the **strategy of socio-economic development of Russia with a low level of greenhouse gas emissions** until 2050 was approved. The document emphasizes the importance of transition to technologies powered by green energy.

Besides, the **Federal Law "On Limiting Greenhouse Gas Emissions"** was enacted, which defines the grounds for legal regulation of activities involving generation of GHG emissions. According to the law, the government is entrusted with the powers to control GHG emissions, carry out their state accounting, circulation of carbon units and oversee other legal aspects related to decarbonisation. Starting from 2023, enterprises that generate GHG emissions of 150,000 tonnes of carbon dioxide or more per year have to provide corresponding reports. Russia is actively preparing subordinate legal documents regulating various aspects to achieve the necessary level of GHG emissions control.

In early 2022, a law on conducting an experiment to limit greenhouse gas emissions on Sakhalin was adopted. The experiment involves the creation of a system for monitoring and forecasting emissions, as well as developing measures to reduce them and achieve a zero difference between emissions and absorption of greenhouse gases. Emission quotas for large emitters are going to be introduced as part of the experiment. By the end of 2025, the region should reach carbon neutrality. To this end, boiler houses will start using gas instead of fuel oil and households will be gasified (renewable energy will be used). A GHG emissions quotas trading system is being developed. Proven technologies and solutions tested on Sakhalin will be extended to other regions.



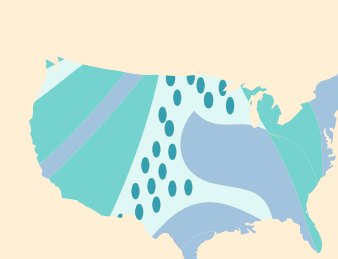
Plans to Achieve Carbon Neutrality

Russia



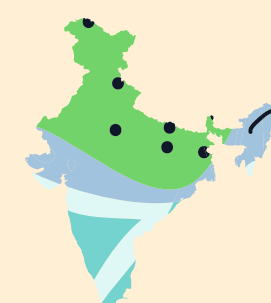
Carbon neutrality by **2060**

USA



Carbon neutrality by **2050**

India



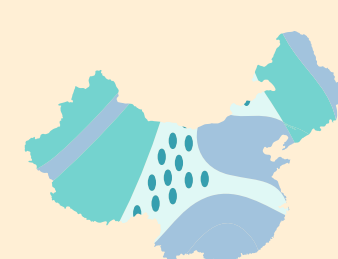
Carbon neutrality by **2070**

Brazil



Carbon neutrality by **2050**

China

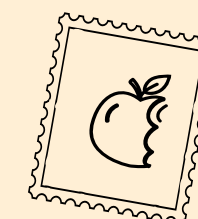


Carbon neutrality by **2060**

EU



Carbon neutrality by **2050**



Climate Change

“ 2021 saw Uralkali’s rigorous efforts aimed at managing climate change issues, and approval of the Climate Strategy was the key outcome though only one step towards decarbonisation. In the future, we will have new challenges and will be ready to engage in systematic activities on the implementation of the Strategy.

In near term, one of the important areas will be both the in-depth development and implementation of a number of measures aimed at reducing energy consumption and optimising technical measures, as well as the study and application of all modern mechanisms and technologies that will help us achieve our goals.

Uralkali is currently engaged in the active search and analysis of technologies that will allow the Company to reduce greenhouse gas emissions and enable us to implement various climate projects in order to reduce and off set emissions in the long term. The implementation of projects in these areas is planned for the period after 2025.”



Eduard Smirnov
Technical Director

Goals

ESG goals	2021 performance highlights
Developing the Climate Strategy	<ul style="list-style-type: none">The Climate Strategy has been approved by the Board of Directors and goals set for 2025 and 2030
Assessing climate risks	<ul style="list-style-type: none">Quantitative assessment of climate risks has been made (according to three scenarios)

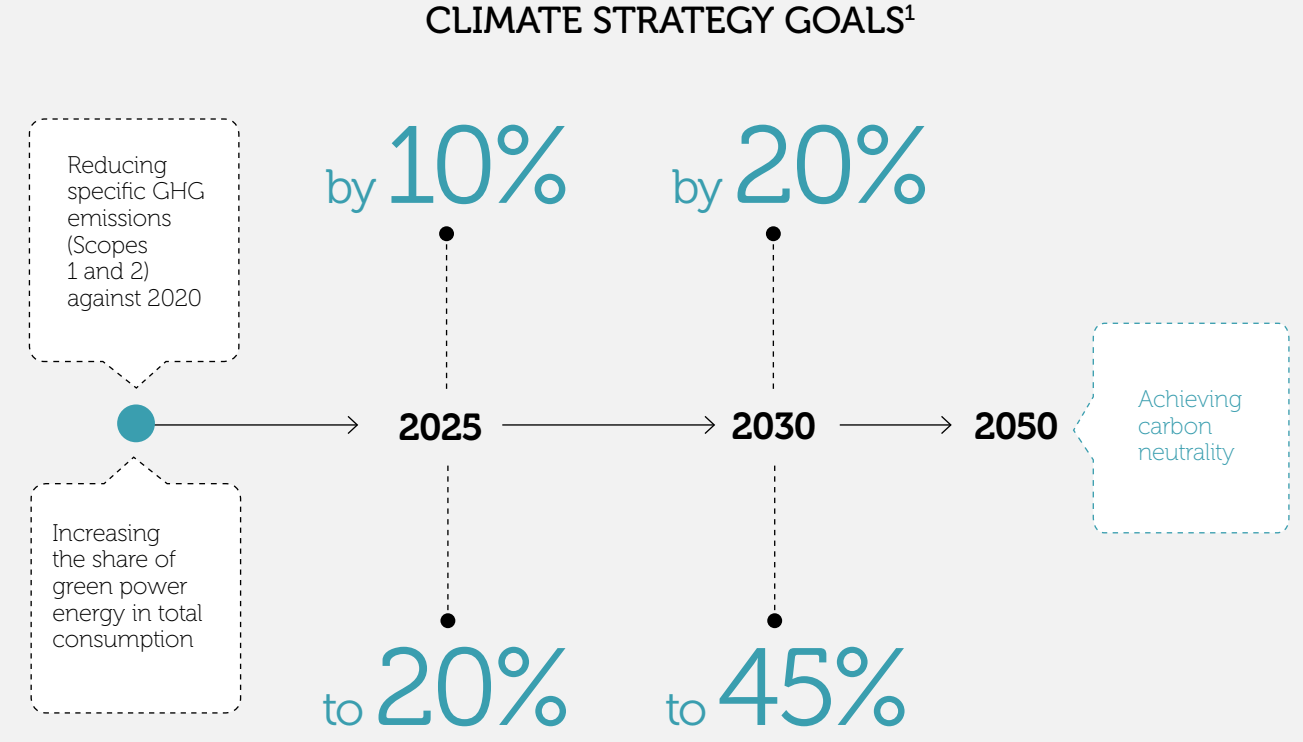
As for managing climate change issues, Uralkali has prioritised Goal 13: Climate Action and does its utmost to fulfil it.

Managing Climate Change

Uralkali’s structure of climate change management comprises the Sustainable Development Committee guided by the Board of Directors, the Sustainable

Development and Investor Relations Directorate, and the CEO’s Climate Change Working Group. The Regulations of the Board of Directors’ Sustainable Development Committee provide for the Board’s direct involvement in the climate agenda. The climate agenda is considered when Uralkali carries out strategic business development planning and assessing project feasibility. The Company reviews topical issues on the agenda and invites external experts for consultations within the Climate Change Working Group framework.

CLIMATE STRATEGY GOALS¹



Reducing specific GHG emissions (Scopes 1 and 2) against 2020

by 10% by 20%

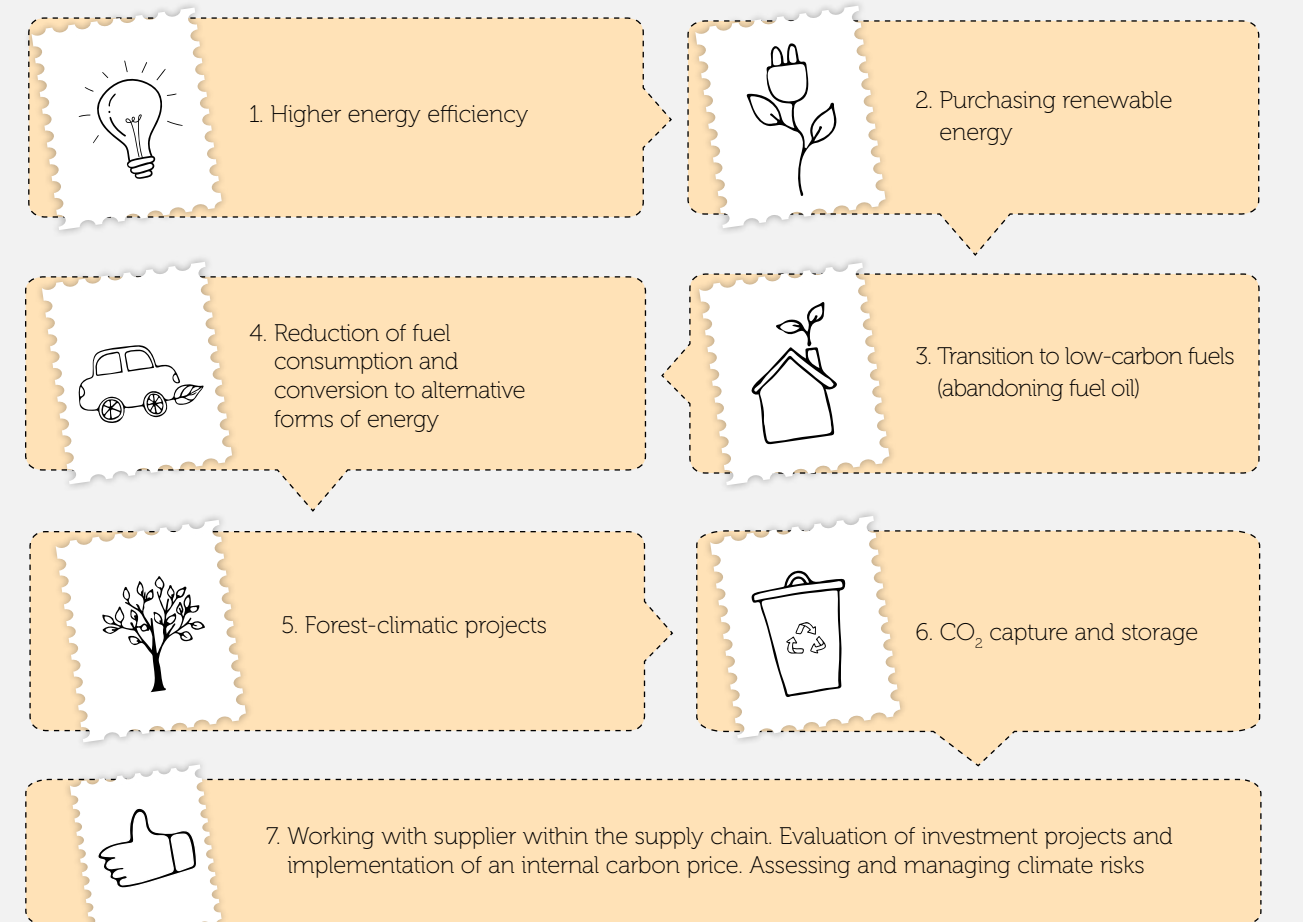
2025 2030 2050

Achieving carbon neutrality

Increasing the share of green power energy in total consumption

to 20% to 45%

Uralkali's Priority Areas to Achieve Climate Strategy Goals



1. Higher energy efficiency
2. Purchasing renewable energy
3. Transition to low-carbon fuels (abandoning fuel oil)
4. Reduction of fuel consumption and conversion to alternative forms of energy
5. Forest-climatic projects
6. CO₂ capture and storage
7. Working with supplier within the supply chain. Evaluation of investment projects and implementation of an internal carbon price. Assessing and managing climate risks

¹ The goals as at the end of 2021. Every year Uralkali updates the Climate Strategy and its goals may be more or less ambitious, given the environment in which the Company operates at the moment and will operate in future.

Climate Strategy

The development of Uralkali's Climate Strategy approved by the Board of Directors is the key highlight of 2021 in terms of GHG emissions reductions. The Strategy sets quantitative goals in this area, which are aimed at gradually achieving the Company's carbon neutrality by 2050.

Following the Climate Strategy, Uralkali plans to leverage projects such as gradual abandonment of the use of fuel oil as fuel, acquiring and using energy from renewable sources. Equally important is the improvement of energy efficiency. Particular attention will be devoted to forest-climatic projects.

Climate-related Risks

In the year under review, Uralkali identified and quantified climate risks based on global socio-economic trends and scenario analysis. The assessment was carried out in accordance with the recommendations of the [Task Force](#)

[on Climate-related Financial Disclosures \(TCFD\)](#). Risk identification and risk assessment are the responsibility of the Company's Risk Management Directorate. The results of climate risk modelling are shared with the Sustainable Development and Investor Relations Directorate to determine how they will be managed and further integrated into the Company's Climate Strategy.

Climate risks are broken down into two groups: transition and physical. Their evaluation covers all stages of the value chain, from extraction of raw materials to the use of products by consumers. Projections are made for 2021–2050, with a forecast for each year in the interval. The relative importance of climate risks, compared to other risks, is determined by means of impact evaluation and probability scales. Decisions on climate risk management are supported by the controllability matrix.

The assessment of climate risks has shown that most of them, under any of the three scenarios, could have a low to moderate impact on the Company's business. Therefore, Uralkali accepts these risks and actively monitors the current situation in the area.

SSP1-2.6 scenario	SSP2-4.5 scenario	SSP5-8.5 scenario
1.8°C temperature rise by 2100	2.7°C temperature rise by 2100	4.4°C temperature rise by 2100
The world is turning to green and low-carbon economy at an accelerated pace. Resource and energy intensity is falling rapidly in all sectors of the economy worldwide as a result of the determination of developed and developing countries to move towards climate neutrality.	There will be no major change in the global energy balance, and the strengthening of measures to combat anthropogenic impacts will follow the current trend. The resource and energy intensity of the global economy is being reduced by the decarbonisation measures of developed countries and subsequent similar actions by developing ones, with a delay of several decades.	The world is evolving in a traditional paradigm. Economic growth is driven by increased consumption of materials and energy and exploitation of natural resources. Some countries are currently introducing decarbonisation measures, but they are not enough to reduce the resource and energy intensity of the global economy.

Risks and opportunities of the transition period

Regulatory risks

1—2—3

Introduction of cross-border carbon regulation:

- European Union
- China
- USA
- Brazil
- India

1—2—3

Payment for direct GHG emissions in Russia

1—2—3

Enactment of a new Russian law

Reputational risks

1—2—3

Change in the attitude of investors (bondholders)

Market risks

1—2—3

Higher thermal power prices

1—2—3

Higher electricity prices

Technical risks

1—2—3

Appearance of new low-carbon solutions on the KCI market

Opportunities

1—2—3

More energy-efficient production

Physical risks

Extreme weather events

1—2—3

Change in the number of hurricanes and tornadoes

1—2—3

Spread of forest tornadoes

1—2—3

Change in the number of sea storms

Air temperature changes

1—2—3

Change in summer extreme temperatures

1—2—3

Change in the number of times the temperature will rise above zero

Change in precipitation patterns

1—2—3

Heavy precipitation in summer

1—2—3

Change in flood intensity

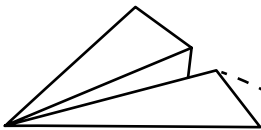
Risk impact:

- Very low (rare)
- Low (unlikely)
- Moderate (possible)
- High (likely)
- Very high (almost certain)

Three scenarios:

①—②—③

- 1 — SSP1-2.6 scenario
- 2 — SSP2-4.5 scenario
- 3 — SSP5-8.5 scenario



GHG Emissions: Indicators and Accounting

All GHG emission sources have been inventoried at Uralkali facilities. Direct (Scope 1) and energy indirect GHG emissions (Scope 2) are recorded. The assessment is done according to the GHG Protocol. Uralkali uses factors from the IPCC's Guidelines for National Greenhouse Inventories and Order of the Ministry of Natural Resources and Environment of the Russian Federation No. 300, as well as the global warming potentials (GWPs) from the IPCC's Fifth Assessment Report to evaluate Scope 1 emissions. To quantify Scope 2 emissions, Uralkali applies factors based on data from International Energy Agency (IEA) as well as the Climate Transparency Report 2021¹.

In 2021, greenhouse gas emissions (Scope 1 and Scope 2) grew by 6% compared to the previous year, due to an increase in production and the resulting increase in fuel and energy resources consumption. Greenhouse gas emissions are calculated following the updated methods for their estimation. Within the framework of this methodology, the greenhouse gas emission factors, used in the calculation, were refined and updated, the boundaries of the assessment were expanded for a part of the subsidiaries.

As part of its measures to reduce direct greenhouse gas emissions, Uralkali aims to phase out the use of fuel oil for boilers and furnace dehumidification. In 2021, construction and installation work at Solikamsk-1 and construction of a diesel fuel storage facility commenced to replace fuel oil. We also plan to build a gas-fired furnace to replace our oil-fired furnace at Berezniki-3.

In 2021, other indirect (Scope 3) GHG emissions for 2019–2020 have been quantified for the first time. The emission categories have been determined in accordance with the [GHG Protocol Corporate Value Chain \(Scope 3\) Accounting and Reporting Standard](#). Transportation and distribution of products caused the largest share of Scope 3 GHG emissions. The emissions related to the production of fuel and energy purchased and consumed by the Company, as well as emissions from the purchased products production are significantly lower. « [GRI 305-3](#) »

In 2021, the Company also estimated the carbon footprint of its products in four stages according to ISO 14067-2018. The results of the calculation showed that, due to the nature of the production process, potash products feature a low carbon footprint compared to other types of fertilisers and products from a number of other industries.

Energy Management and Energy Efficiency

The Company puts an emphasis on the rational use of energy resources and implements a set of measures to achieve upward trends in energy consumption and energy efficiency. As for 2021, these measures include the installation of numerous energy-saving lighting devices at underground complexes and the development of infrastructure using associated petroleum gas as an energy source.

The Company has the Energy Saving Programme until 2023 which is based on an energy survey held earlier. The Programme aims to ensure rational use of energy resources and includes quantitative targets to reduce electricity and natural gas consumption.

In 2022, Uralkali plans to conduct a new energy audit that will cover Russian subsidiaries. Based on its results, a new five-year energy saving programme will be created under which the Company will set urgent goals for rational energy consumption.

As part of the Climate Strategy, Uralkali sets out to increase the share of renewable energy purchased to 45% by 2030. In 2021, the Company launched a pilot project to consume energy produced by hydro and solar power plants. In aggregate, the volume of renewable energy purchased in 2021 amounted to 14 million kWh. This project will help master necessary processes and ensure a consistent transition to low-carbon energy consumption.

Krot Elektro

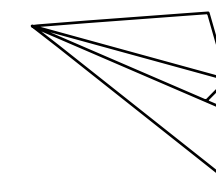
In the period under review, PJSC Uralkali and LLC TekhnoTor entered into an agreement to implement a pilot project for the use of Krot Elektro vehicle to transport people and/or cargo in underground mines. The pilot testing is aimed to assess the feasibility of gradual and partial replacement of the existing diesel-powered mine fleet with electric (battery-powered) one.

One Krot Elektro vehicle was delivered to Uralkali as part of the project and performance test started at one of Uralkali mines. If the result is successful, the Company will continue its operation and make a decision whether this type of vehicle should be commissioned at other facilities.

In 2022, the Company will perform the following activities:

- reconstruction of the main fan installation at Berezniki-4 mine, one of the major electricity consumers;
- planned work to install thermal insulation of pipelines;
- integration of frequency control devices.

¹ [The Climate Transparency Report](#).

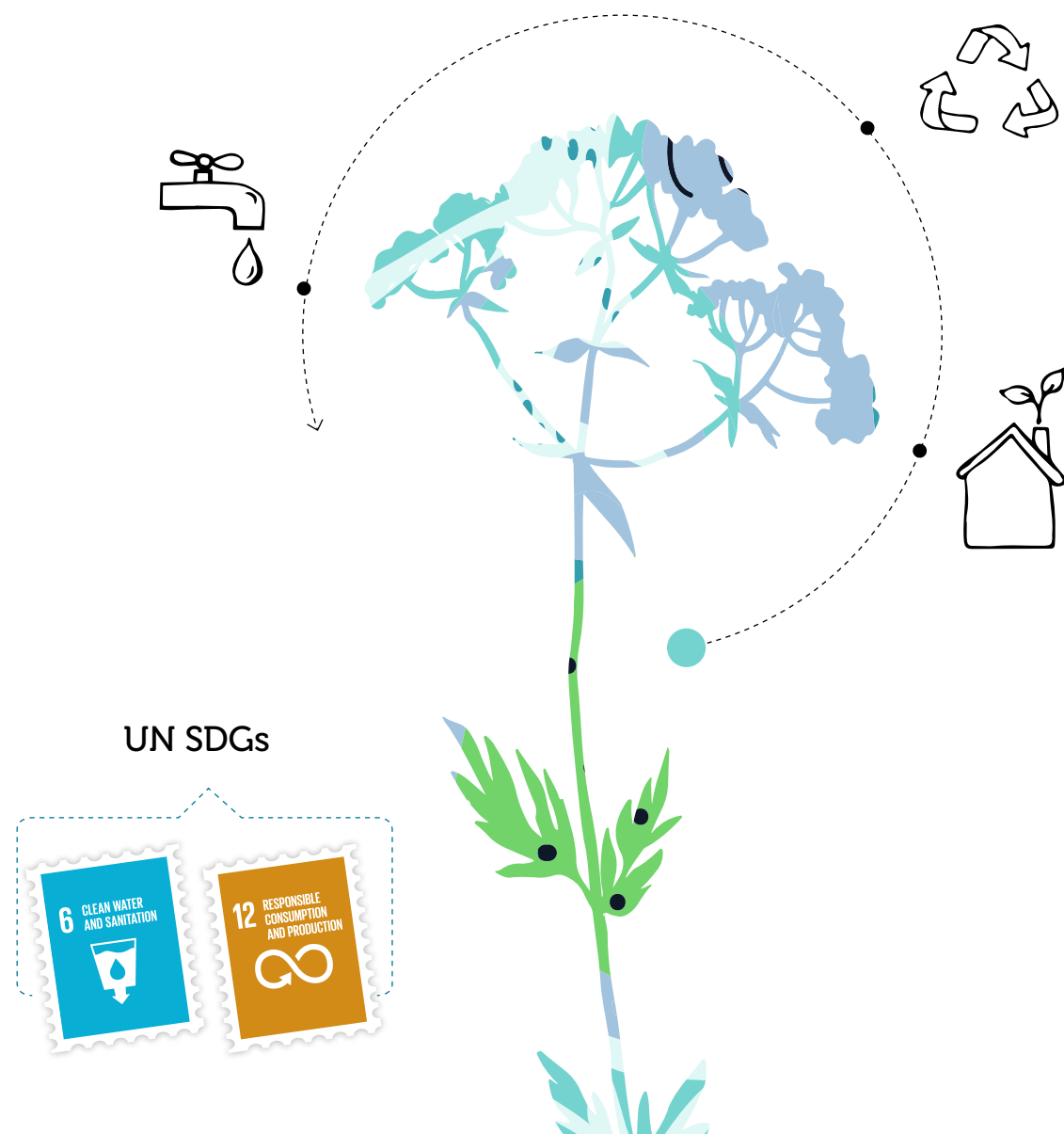


ENVIRONMENT

Why This Is Important to Us:

Maintaining a favourable environment in the regions of presence is the Company's utmost priority. We elaborate on our environmental management practices and work hard to reduce the operational footprint.

Uralkali takes environmental measures as part of its ESG Strategy which sets targets for various aspects of environmental protection up to 2025. The Company will further contribute to the ongoing efforts aimed at ensuring favourable living conditions for future generations.



UN SDGs

Our Performance

6.7
RUB bln
total environment expenditures

25.9
mln t
total waste utilised
« GRI 306-4]

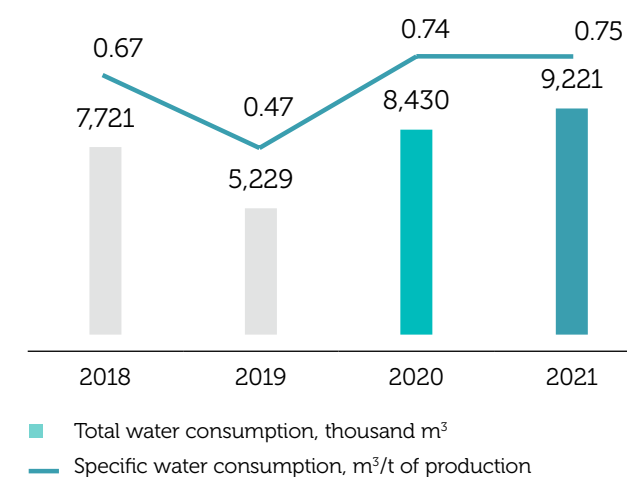
0.61
kg/t
specific air emissions

2.67
t/t
specific waste generation rate per tonne of production

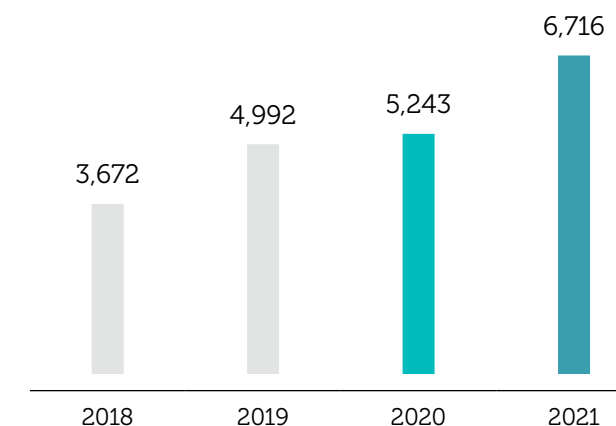
24.1
mln m³
total water intake
« GRI 303-3]

31.75
ha
disturbed land reclaimed

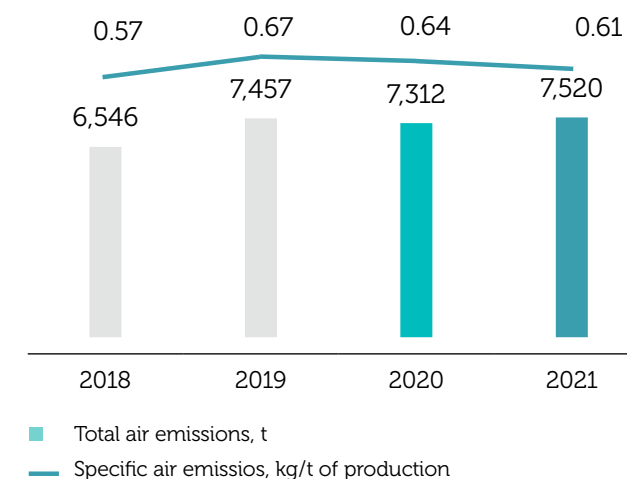
Water consumption¹
« GRI 303-5]



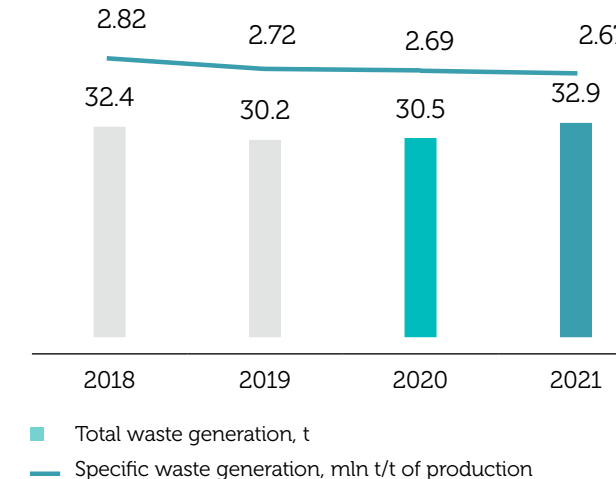
Environmental protection costs, RUB mln



Air emissions
« GRI 305-7], « SASB RT-CH-120a.1]



Waste generation
« GRI 306-3]



¹ The scope of companies which have to disclose the indicator was expanded in 2021 and now differ from prior years. Learn about reporting boundaries in the About Report Appendix hereto.

“We continue to abide by the stringent internal environmental standards and leverage our environmental management system. Despite the growth in total production volume, our environmental indicators remain at the same level due to extra funding allocated for environmental protection activities, equipment upgrade, and increased waste utilisation.

Besides, we take steps to strengthen our practices of environmental management. Thus, in 2021, Uralkali carried out water shortage assessment and initiated biodiversity analysis in the region of presence. The findings will serve as a solid foundation for our future environmental monitoring system.”

Yulia Mandziy

Head of Environmental Protection
Department

Goals

2025 ESG goals	2021 performance highlights
Reduction of the impact on water resources	<ul style="list-style-type: none"> The water scarcity level was assessed in the region of presence: it was confirmed that there were no water shortage in the region The Company selected a contractor to audit water consumption
Effective production waste management <i>KPI: Increasing the share of production waste utilised in hydraulic backfilling by 10%</i>	<ul style="list-style-type: none"> The scheduled hydraulic filling of mined-out areas has been implemented in full Production waste backfilling accounted for 59.5%
Biodiversity conservation	<ul style="list-style-type: none"> Biodiversity assessment started
Clean air in the region of presence <i>KPI: Reducing sulphur dioxide emissions by 25%</i>	<ul style="list-style-type: none"> A new KPI has been established

Management System

Uralkali's environmental management system covers all business areas and production stages. It is certified for compliance with the International Fertilizer Association's (IFA) international "Protect & Sustain" standard, which, among other things, incorporates the environmental management requirements of ISO 14001. The Company is committed to the Environmental Policy which underpins its obligations in terms of environmental protection and environmental management improvement on an ongoing basis.

Uralkali has adopted an ESG strategy that establishes goals for the key environmental protection activities up to 2025. As part of the Strategy, the Company has planned to increase the share of production waste utilised through backfilling, develop the Biodiversity Conservation Programme, and reduce sulphur dioxide emissions.

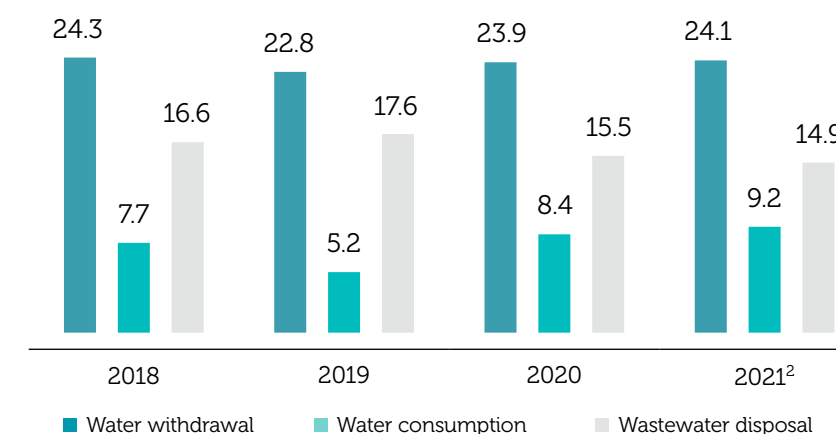
Environmental monitoring is conducted within the framework of industrial environmental controls (IEC), which are in place across all Company production facilities. They are designed to ensure compliance with the environmental law. Besides, in 2021, Uralkali completed a number of projects to monitor ground and surface water properties, and developed a surveillance system for water bodies and water protection areas.

Company employees take part in educational programmes and undergo training on environmental safety, hazardous waste management, environmental engineering, and other related areas. The Environmental Protection Department regularly participates in seminars where they are informed about environmental legislation updates and improvements in the environmental management system.

Water Resource Management

« GRI 303-1, « GRI 303-2]

Total water withdrawal, water consumption, and wastewater disposal¹, mln m³
« GRI 303-3], « GRI 303-4], « GRI 303-5], « SASB RT-CH-140A.1]



¹ The structure of water withdrawal, water consumption and wastewater disposal for 2021 is represented by the figures in PJSC Uralkali, JSC "Baltic Bulk Terminal", LLC "Avtotranskali" and LLC "SMT "BSHSU". LLC Vodokanal is not included in the coverage of water withdrawal, water consumption and wastewater disposal values, since this company provides a centralised water supply and wastewater disposal system for the town of Solikamsk and is not directly related to the Group's production activities. More detailed information, including specific indicators, breakdown by source, receiving facility, etc., is given in the Main Quantitative Data section. Wastewater disposal includes both wastewater effluents and the transfer of water to third-party enterprises.

² The scope of companies which have to disclose the indicator was expanded in 2021 and now differ from prior years. Learn about reporting boundaries in the About Report Appendix hereto.

The Company mainly use water from the Kama River and the Verkhne-Zyryansky Reservoir located on the Zyryanka River. Uralkali is also supplied from underground sources¹, third-party organisations,² and rainwater collection systems. We closely monitor how water bodies are protected and implement scheduled projects to deploy a surveillance system.

In 2022, Uralkali expects to start a two-year comprehensive water audit at all production sites. Based on the findings, we will develop a programme geared to decreasing water consumption. As for now, we do so by means of circulating water supply systems where water use efficiency is ten times higher.

Water Shortage Assessment in the Region of Operations

In 2021, the Company performed regular assessment of water shortage. The calculations were made for the least favourable water accumulation conditions. The assessment was based on the data collected by weather stations for the entire monitoring period and the statistical data analysis. According to the results, since 1950 a slight annual increase in the minimum volume of runoff has been observed and this trend will remain due to the increase in annual rainfall caused by climate change. Thus, the Company does not expect any nature-driven water supply shortage.

To evaluate the man-made water scarcity, Uralkali reviewed the water supply available for the locals and the total water consumption. It turned out that water supply for the residents in the areas of the Company's operation in dry years exceeded the minimum water supply per capita set by the UN several times, while Uralkali's total water consumption indicator remained extremely low. Accordingly, the Company do not and will not impact water scarcity in the future.

To date, the region of presence is now "medium" by water availability. With this, we do not expect any ongoing or future water shortages even in the driest times.

Waste

« [GRI 306-1](#)», « [GRI 306-2](#)»

The main part of Uralkali's generated waste is related to hazard class V³ and includes halite waste and clay-salt slurries. Some of the waste and slurries are transferred to other organisations for secondary production, while the rest is stored at disposal facilities or utilised through backfilling. Uralkali chooses its contractors wisely and works only with responsible waste management operators who place and dispose of waste in strict compliance with legislation. Specific waste generation rate per tonne of production was 2.67 t/t in 2021.

Following the ESG Strategy, Uralkali seeks to increase the share of production waste utilised through backfilling

by 10% compared to 2020. In 2021, construction of large section chambers and further backfilling took place. Backfilling facilities were built at Berezniki-2 and Berezniki-4 mines. They are used for backfilling mined out areas with halite waste and clay-salt sludge. Also in 2021, the Company carried out the following waste management activities:

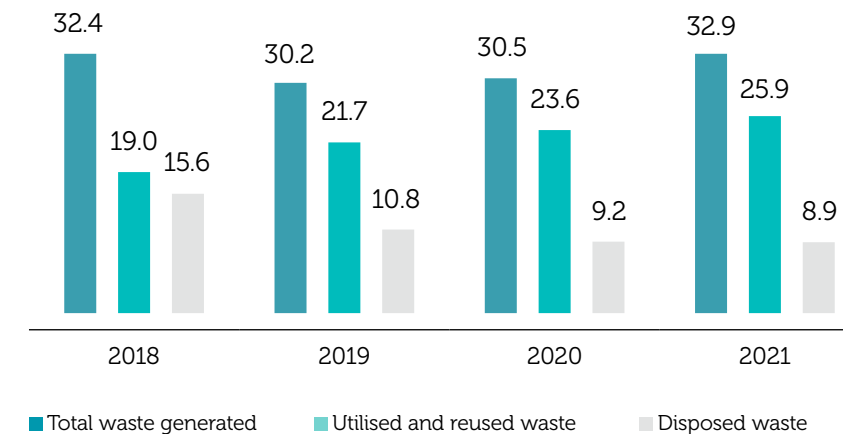
- modernisation of production capacities to reduce generation of industrial waste (maximising extraction of a valuable component from ore);
- waste management (recycling of waste into products for sale);

¹ Water withdrawal from underground reservoirs is carried out from drill holes located at Berezniki-3, Solikamsk-1, Solikamsk-2, Solikamsk-3, and the Sanatorium Preventorium.

² Third-party water is municipal and other water supply systems, public and private utilities and other organisations involved in the provision, transportation, treatment, sanitation and/or use of water and discharge.

³ According to the waste management legislation, waste of class V is recognised as virtually non-hazardous.

Waste generation and disposal¹, 2018–2021, mln t



59.5%²

share of production waste utilised through backfilling

32.93

mln t

total waste generation

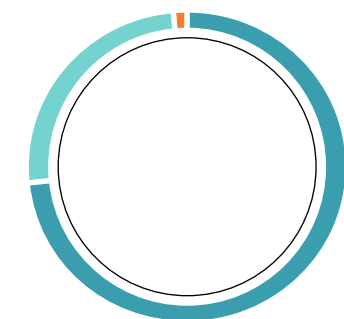
« [GRI 306-3](#)»,
« [SASB RT-CH-150a.1](#)»

- neutralisation and disposal of waste at facilities that comply with the sanitary and environmental legislation requirements, construction of new facilities;
- thorough production control over the technical conditions of slurry storages and salt tailing piles.

In addition to disposal, ensuring the safe operation of waste disposal facilities (salt tailings piles and slurry storages) is also a crucial aspect for the Company's waste management practices. Safe operation of these facilities is a priority and is carried out in strict compliance with legislation. Since slurry storages are hydraulic structures, the Company is keenly focused on them, provides constant monitoring and takes analytical measures to control their safety.

Waste management methods in 2021³, mln t

« [GRI 306-4](#)», « [GRI 306-5](#)», « [SASB RT-CH-150a.1](#)»



Utilised	25.92
Stored at the Company's disposal facilities	8.87
Other*	0.03

* The indicator includes volumes of waste placed at municipal landfills, and transferred for burial, disposal and storage.

¹ Waste disposal includes both waste utilised by the Company and waste transferred to third-party enterprises.

² The indicator is calculated as the ratio of (1) the volume of backfilling to (2) the volume of generated production waste. The calculation is carried out using a five-year moving average. Average volumes of backfilling and waste for the last five years are used for comparability of numerator and denominator. This is due to the fact that there is a lag between backfilling and mining operations, i.e. in the short term the production and waste generation volumes are not related to the volumes of hydraulic filling.

³ Waste management methods also include the volume of waste generated in the previous reporting periods.

Air Emissions

« GRI 305-7 |

Uralkali's pollutant emissions do not exceed the limits set by the Russian law. Their sources are controlled by the monitoring system by means of instrumental and calculation methods. To cut emissions, the Company employs modern and highly-efficient gas-handling equipment at all its production facilities.

In 2021, Uralkali set a new goal to reduce sulphur dioxide (SO₂) emissions into the atmosphere by 25% by 2025. To achieve this goal, the Company needs to replace oil-fired furnaces with gas and diesel-fired ones. In the reporting year, Uralkali phased out the TS-4 furnace, one of the major consumers of fuel oil. TS-4 dismantling and replacement with a gas-fired furnace are scheduled for 2022. Similar activities will be taken regarding the TS-6 furnace.

Biodiversity Conservation

« GRI 304-1 |

Uralkali fully recognises its responsibility to preserve the biodiversity and habitats of plants and animals in the region of its presence. In 2021, Uralkali initiated an assessment of the current level of biodiversity within the boundaries of the Company's activities. According to the assessment results, it is planned to develop the Biodiversity Conservation Programme.

As part of measures to restore aquatic biological resources, Uralkali annually releases sterlet fry into the Kama reservoir. It helps to restore the local aquatic ecosystems and maintain a favourable environment for organisms. In 2021, more than 41,000 juvenile fish were released.

41

thousand

fry sterlet released into the Kama reservoir



OTHER ENVIRONMENTAL TOPICS (E)

Reclamation

The Company performs annual reclamation activities on the land disturbed by its operations. Mine closure (asset liquidation) is carried out in strict compliance with environmental legislation. In 2021, Uralkali performed the reclamation of the land plot with an area of 31.75 hectares located in the Solikamsk district of the Perm Region of the Russian Federation. Various asset closure activities are planned in accordance with the applicable legislation of the Russian Federation.

31.75

ha

reclaimed

Product Safety

One of the core factors contributing to the sustainability of Uralkali's business is respect for both international and Russian standards of product quality and product safety.

Potassium chloride – our main product – is mostly applied directly to the soil or used as raw material to produce other kinds of mineral fertilisers. Uralkali's products are subject to environmental, agronomic, toxicological and hygienic examination as required by law.

The Company closely monitors all its reagents, raw materials and supplies which enables it to adjust the production process, if necessary. Finished products pass a series of tests, so that to confirm their safety for consumers and the environment. Uralkali's potash fertilisers undergo state assessment and registration in line with Russian legislation. To provide consumers with reliable information, we issue safety data sheets for all our products in accordance with GOST. The Company's products do not contain substances classified 1–2 according to the Globally Harmonized System of Classification and Labelling of Chemicals (GHS). « SASB RT-CH-410b.1 |

Potassium chloride is produced from sylvinite, a natural mineral that is mined underground, at a depth of about 400 metres. Ore contains naturally occurring radionuclides, so the Company carries out an industrial radiation control programme, as well as spectrometric testing of raw minerals, finished products and production waste and safety testing in the workplace. The specific activity of natural radionuclides is determined by a certified laboratory at least once a year for each product brand.

The Company ensures that its products do not contain unwanted heavy elements (lead, cadmium, arsenic, mercury, lead, and chromium) which can enter plants and negatively impact soils. Such inspections are organised at production premises and in individual ship batches by independent inspection companies.

Every year Uralkali certifies its products used in the oil and gas sector (potassium chloride and halite) for the absence of organochlorine compounds and quaternary ammonium salts. The halite is also certified to meet the requirements for de-icing agents for road treatment.

Product Quality

In 2021, the Board of Directors approved a [Quality Policy](#) and a [Policy in the Field of Appeal Management for Products](#). The Company responds to customer feedback and takes measures to improve product quality and its properties. The CEO's quality committees are gathered on a quarterly basis.

The Process Control Department ensures that process regulations are observed at all stages of production and shipment. Each batch of shipped products is inspected for compliance with the specifications and terms and conditions of the supply contract, and quality certificates are issued upon the successful completion. The activities of the Research and Quality Control Department's laboratories was aligned with the revised ISO 17025:2019 (General requirements for the competence of testing and calibration laboratories).

Besides, a new procedure was introduced for the particle size extended analysis of all potash products by independent inspection companies for shipments from the Baltic Bulk Terminal, thus allowing for additional control over the stability of the product's particle size distribution throughout the supply chain.

Uralkali advances its business processes on an ongoing basis, which reflects in better product quality. To improve the accuracy of potassium chloride content calculations, Berezniki-2 and Berezniki-3 mines have switched to a more reliable method. At the moment, Uralkali is developing a methodology to determine the degree of dusting of products with a new state-of-the-art solution. Automated sampling has been introduced

Product Quality and Compliance

In April 2021, Uralkali successfully passed an interim assessment for compliance with the International Fertilizer Association's (IFA) **Protect & Sustain Standard**. It acknowledged the high level of management of production, transportation and sales of potash fertilisers, as well as the Company's commitment to best production and product safety practices.

In the reporting period, the IFA once again recognised Uralkali as an industry champion for its responsible approach to fertiliser production as part of the strategic **Industry Stewardship Champions** initiative.

A decision was made in 2021 to certify the Company's quality management system for compliance with ISO 9001:2015 international standard. As part of the preparation, a comprehensive management of product quality was carried out: not only the corporate regulations on product quality were revised, but also the effectiveness of the quality management system was audited. In early 2022, the Russian Register Certification Association certified the quality management system for compliance with ISO 9001:2015.

across Company facilities according to the plan in order to avoid the human error when taking and preparing control samples of shipped products. In 2021, sampling at the Berezniki-2 cargo-handling operations station became fully automated.

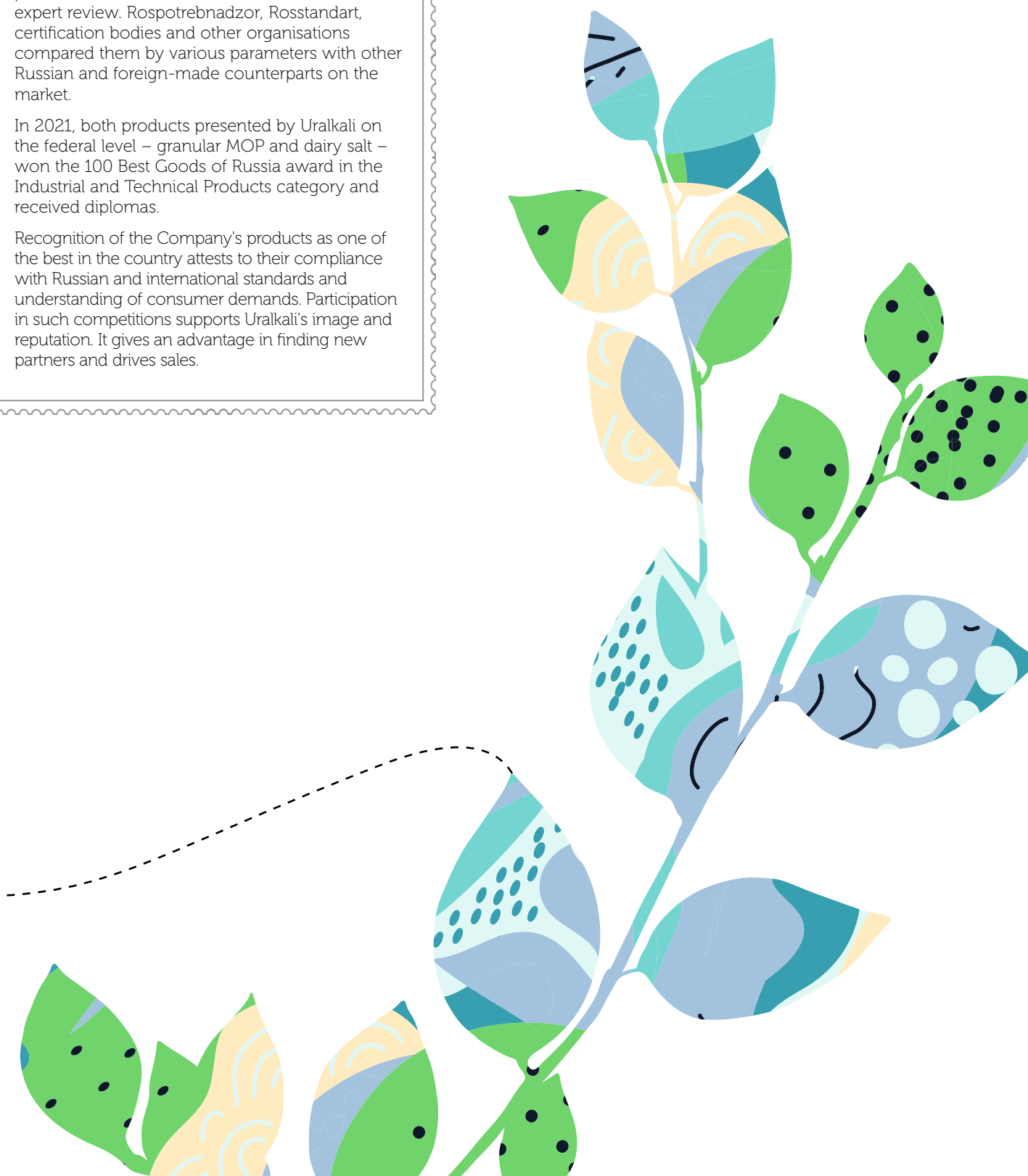
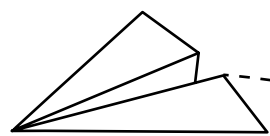
Award Winner of 100 Best Goods of Russia

The 100 Best Goods of Russia programme is one of the country's largest competitions for quality. It contributes to the competitive environment and delivery of innovative, high-quality, environmentally friendly and safe domestically produced goods to the internal market.

In 2021, 29 companies from the Perm Region took part in the regional competition and 43 product items and services were submitted for expert review. Rospotrebnadzor, Rosstandart, certification bodies and other organisations compared them by various parameters with other Russian and foreign-made counterparts on the market.

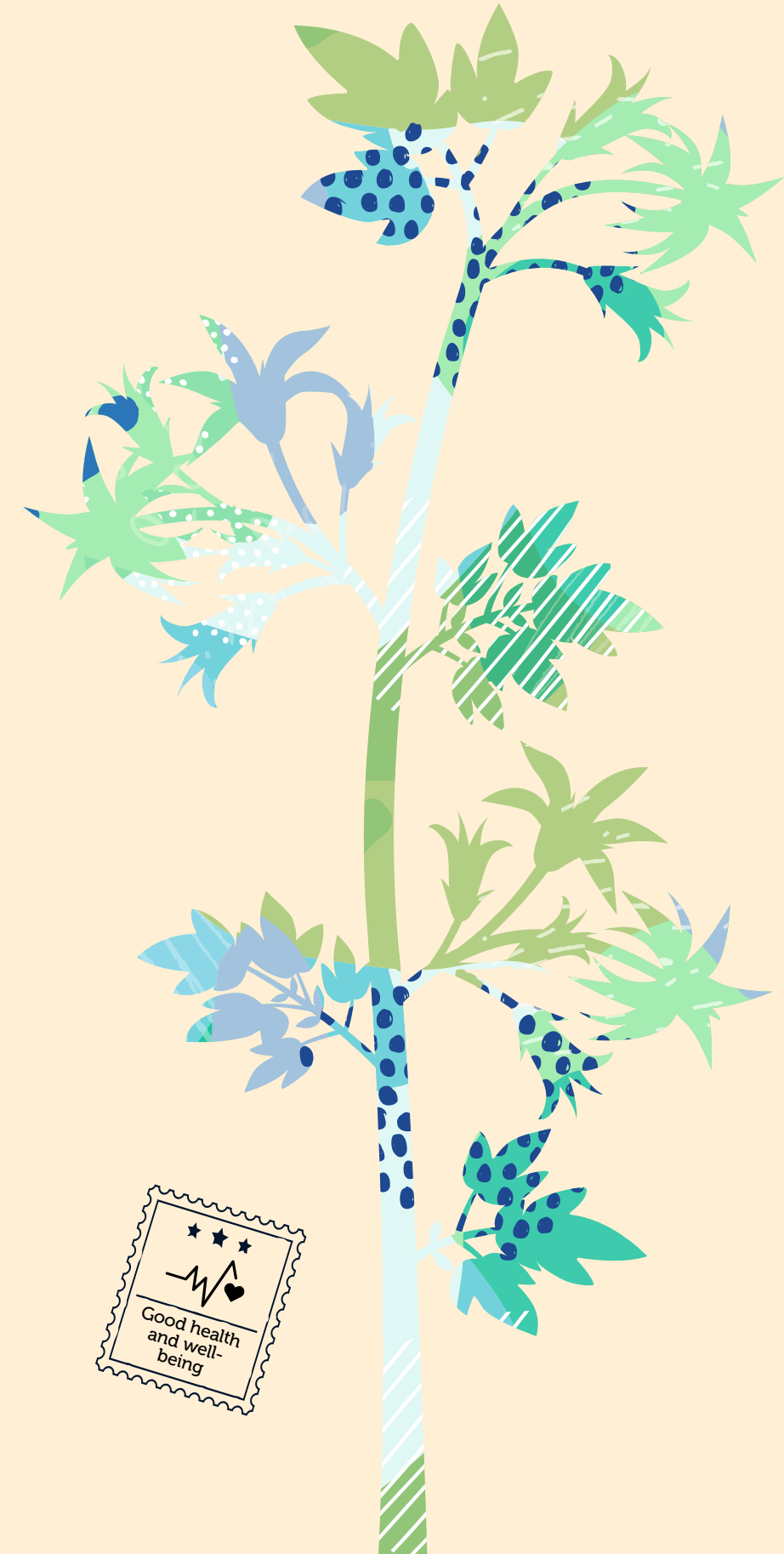
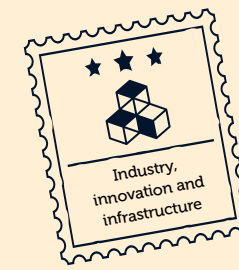
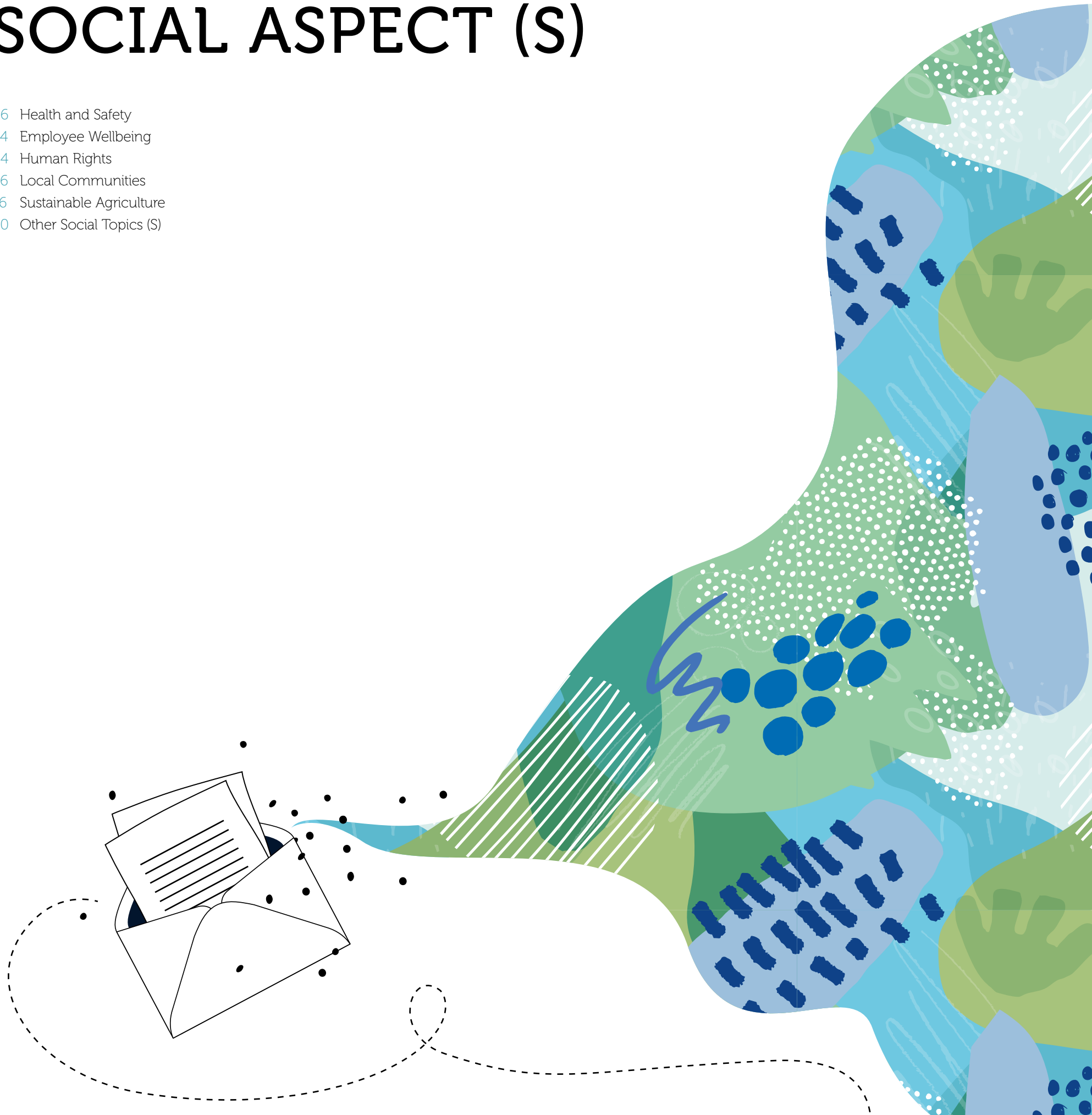
In 2021, both products presented by Uralkali on the federal level – granular MOP and dairy salt – won the 100 Best Goods of Russia award in the Industrial and Technical Products category and received diplomas.

Recognition of the Company's products as one of the best in the country attests to their compliance with Russian and international standards and understanding of consumer demands. Participation in such competitions supports Uralkali's image and reputation. It gives an advantage in finding new partners and drives sales.



SOCIAL ASPECT (S)

- 46 Health and Safety
- 54 Employee Wellbeing
- 64 Human Rights
- 66 Local Communities
- 76 Sustainable Agriculture
- 80 Other Social Topics (S)

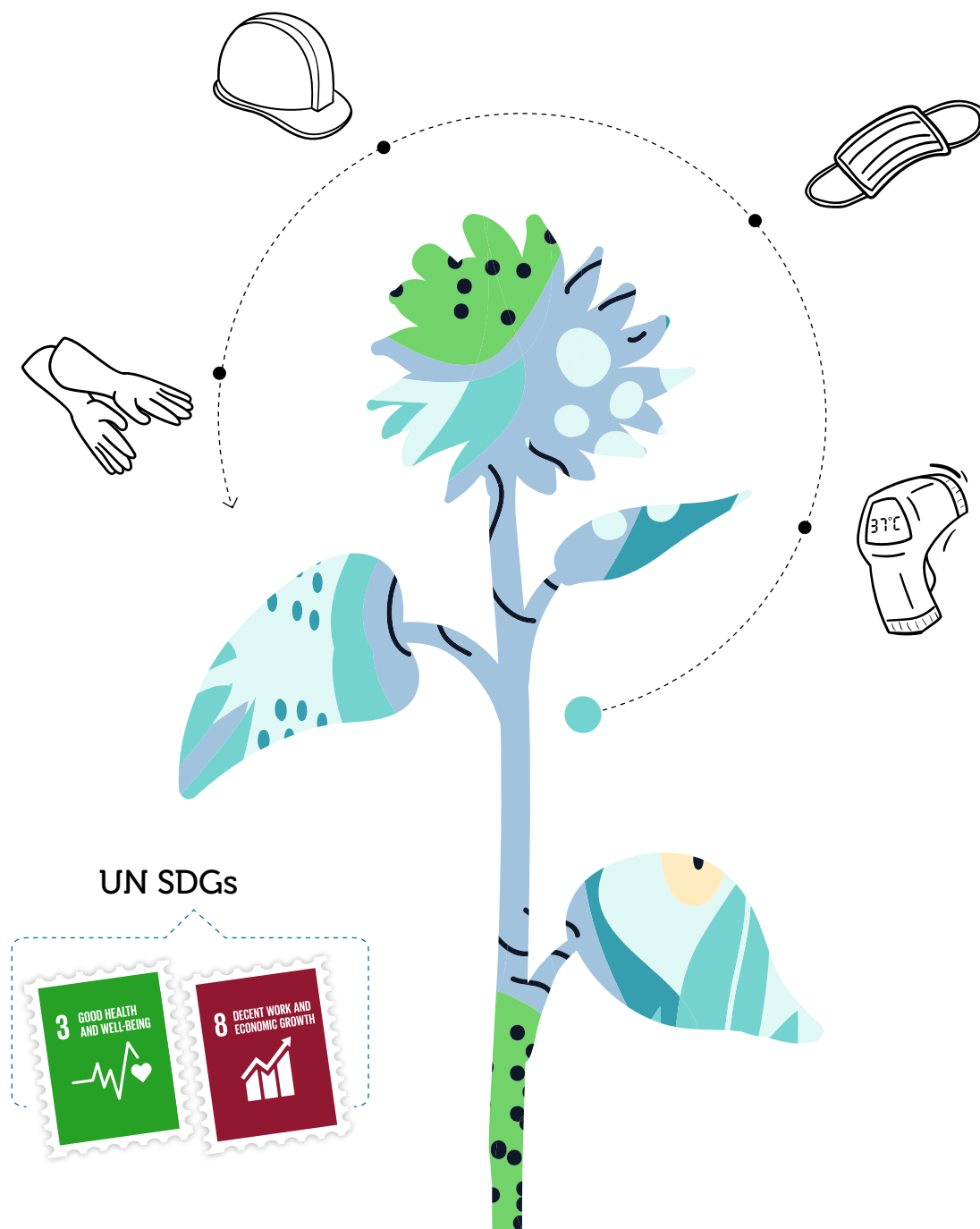


HEALTH AND SAFETY

Why This Is Important to Us:

Employees' health and well-being make the Company's supreme value. The Company operates in conformity with Russian legislation and internal standards of labour and industrial safety (Health & Safety).

Every year, Uralkali strives to reduce accidents and occupational diseases through improved labour safety and proper planning of business processes.



Our Performance¹

« GRI 403-9], « SASB RT-CH-320A.1]

0.07

lost time injury
frequency rate (LTIFR)

0

accidents in
production

1

fatal outcome among
employees

0.52

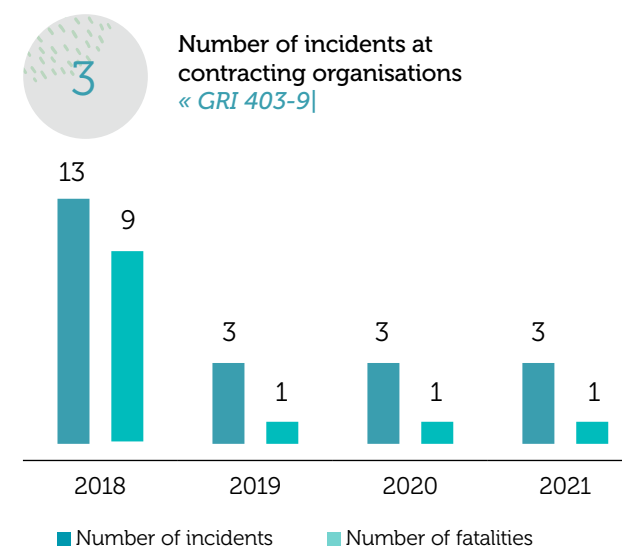
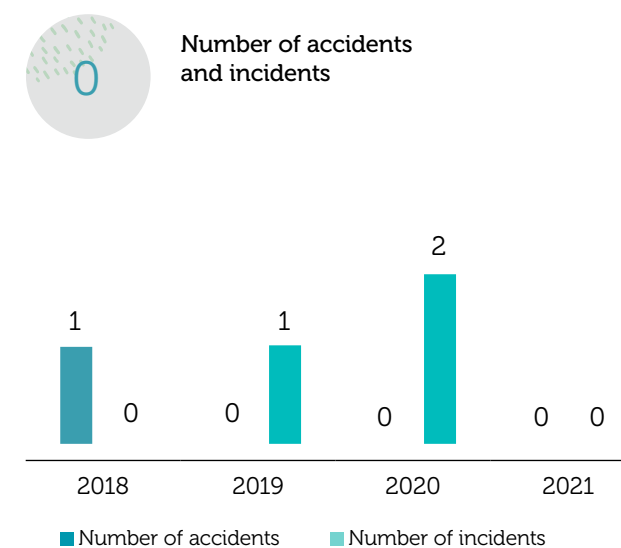
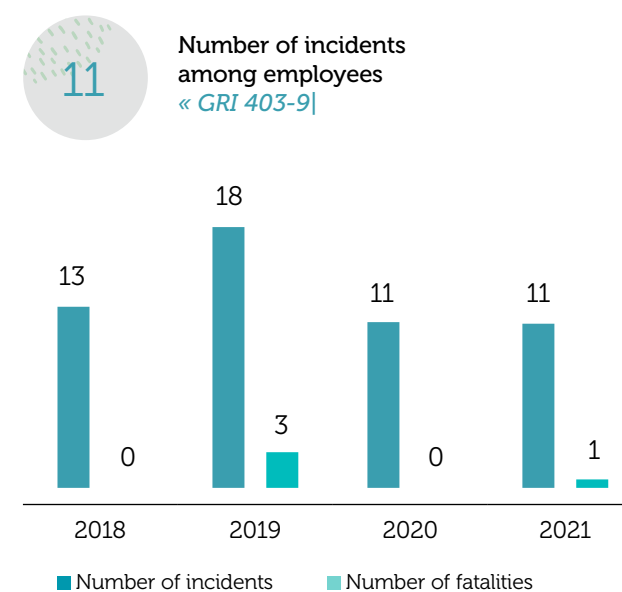
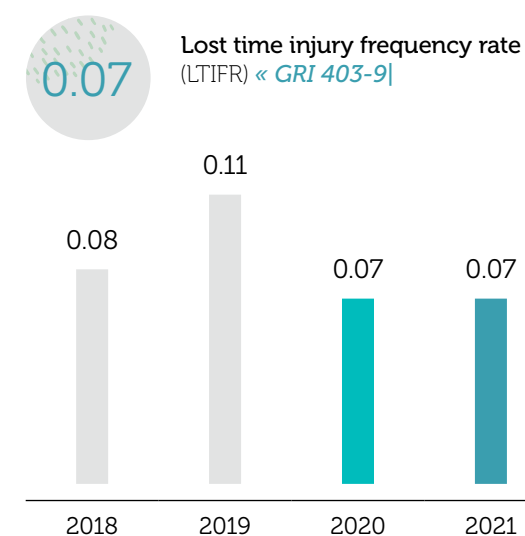
total recordable
incident rate (TRIR)

0.0006

work-related fatal injury
frequency rate (FIFR)

0.024

severe injury rate



¹ The calculations do not take into account counterparties, external part-time employees and civil contract workers. LTIFR, FIFR and severe injury rate are calculated as the number of cases per 200 work hours.

“Employees and contractors’ workplace safety is our unconditional priority. Uralkali contributes to the ongoing efforts to advance its processes aimed at ensuring the health and safety of its people. Looking ahead, all our efforts will be focused on implementing a programme to prepare the corporate labour safety and industrial safety management system for certification, which will further enable the Company to meet international standards.”



Aleksey Zhulanov

Director of Health,
Safety and Environment

Goals

2025 ESG goals	2021 performance highlights
Certification of the current labour safety management system under ISO 45001 at 100% of production assets	<ul style="list-style-type: none">Uralkali adopts a plan to prepare its Health & Safety management system for certification in 2021, 2022, and 2023. Operations are carried according to the plan
Reduction of severe injury rate by 10% (annually)	<ul style="list-style-type: none">The target severe injury rate stood at 0.040 in 2021. At the end of the year, the actual figure was 0.024

Occupational Health and Safety

The Company obliges its employees to strictly follow the safety rules established in the internal regulations. The Company’s has [Cardinal Rules](#) in place the outline basic standards of safe behaviour at its facilities. Both employees and contractors of the Company must abide these rules and do not violate them.

The Company believes that people’s lives and health are of the greatest importance. We take Health & Safety issues seriously by reducing the occupational injuries and diseases, and thus driving employee efficiency.

Management System

All Uralkali production assets are covered by the health and safety management system. « [GRI 403-1](#)», « [GRI 403-8](#)» The system is applied to all Company employees, continuously enhanced and geared to changes in production activities. The Occupational, Industrial and Fire Safety Policy used to be Uralkali’s main document that regulated Health & Safety. 2021 reported an update: it was divided into the Labour and Work Safety Policy and the Statement on the Industrial Safety Policy to ensure greater compliance with Russian laws.

Reporting Safety Risks and Violations

To improve the rates of accidents and occupational diseases, every Company employee is involved in the process of labour safety and industrial safety management. For this purpose, Uralkali launched a new service — Report Safety Risks and Violations — in its mobile app. The service is available to all Group employees and enables production staff to warn the management in a timely manner of Health & Safety violations they have become aware of, or report potential danger to employees and equipment malfunctions in specific locations. This innovation will facilitate a quicker reaction to possible risks and their effective management. « [GRI 403-4](#)»

The Company has approved the programme to prepare PJSC Uralkali’s Health & Safety management system for certification and bring it in compliance with the ISO 45001:2018 international standard for 2021, 2022, and 2023. The goal is to certify all Uralkali facilities as per the standard.

Senior Management Engagement

The Company’s senior management is actively involved in Health & Safety management. In the reporting period, the Committee on Labour, Health, Environmental Safety and Corporate Social Responsibility held four meetings. There were discussed the collaboration with contractors and prospects for further development. « [GRI 403-3](#)», « [GRI 403-4](#)» Uralkali’s managers at all levels are responsible for compliance with Health & Safety regulations and for creating a safe working environment.

PJSC Uralkali’s Regulations on Labour Safety Management outline basic labour and industrial safety rules. In 2020, the Company conducted occupational risks assessment. All new employees are subject to this assessment. « [GRI 403-2](#)»

Workplace Training of Employees and Contractors « [GRI 403-5](#)»

The Company provides its production employees with training in safe working methods, knowledge assessment on an annual basis and refresher training, while senior managers and specialists are regularly certified in industrial safety. To make certification more convenient, Uralkali has launched and operates a single testing portal.

In 2021, Company employees received a wide range of training sessions that covered various topics, including:

- Safety Culture 2021;
- Radiation Safety and Control;
- Topical Labour Safety, Industrial Safety and Environmental Issues;
- Rules of Safety in the Operation of Vehicles;
- Rules of Safe Working at Heights;
- Labour Safety in the Operation of Heat-Generating Power Plants;
- Labour Safety (extraordinary training).

Requirements for Contractors

Contractors have to rigidly enforce the compliance with Health & Safety standards at all stages. Uralkali strictly verifies employees of its contractors: they need to pass training and obtain necessary certificates before they are allowed to work.

Those who violate the Cardinal Rules are deprived of the right to stay on Uralkali premises for one year.

8,852

employees trained
in Health & Safety

9,061

person-courses on Health & Safety
completed by employees

The Company's main document that ensures timely and high-quality performance of works by own employees and contractors is the work plan. Since December 2021, all work plan templates have been designed using specialised software. « [GRI 403-3](#) |

Injury Prevention

Uralkali strives to boost the safety culture among employees. Therefore the Company evaluates human factors and relevant risks, while also assessing the compliance of staff members with the safety rules. The Company also assesses the risk of injuries across its subsidiaries. Risk minimisation measures are scheduled for 2022. « [GRI 403-2](#) |

Preparing performance documentation implies the development of a risk map, a high-priority risk register, and a list of hazards with a breakdown by division. The Committee on Labour, Health, Environmental Safety and Corporate Social Responsibility examines high-priority risks and risk mitigation measures at meetings with the Chief Executive Officer.

36 violations of the Cardinal Rules were recorded in the reporting year. 16 incidents involved the Group's employees and 20 contractors' ones. Penalties were imposed on Uralkali Group's violators: 14 employees were dismissed and 1 received a reprimand. 18 employees of the contractors were barred from access to Uralkali's facilities.

11 accidents with Group employees occurred in the reporting period, and four of them were severe ones. Lost days rate (LDR) amounted to 6.7. « [GRI 403-9](#) |

In the course of investigation, the cause of a severe accident was identified — the employee has failed to provide secure conditions for the mine roof. They did not inspect and rap it to make sure there were no flaws and exfoliation, as well as violated the Cardinal Rules (the employee did not use the safety harness). To prevent such accidents in the future, support patterns and roof management have been reviewed to detail the requirements for each mine, taking into account mining and geological conditions when resuming operation in previously mined-out areas. The Company carried out an extraordinary targeted inspection of mines and roof bolting and provided reports.

In the reporting period, two fatal accidents occurred at Uralkali facilities. The first accident was caused by the exfoliation of roof rocks where the salt layer and the formation had contact, the loss of anchors' bearing capacity and, probably, the performance of roofing

Work Plan Template

In 2021, Uralkali put in place a template programme that defines general criteria and requirements for the design and content of work plans, aiming at optimisation and automation of their development and approval.

The programme has a special template which automatically fills in all sections, including those related to safety, after choosing certain activities. The template features all basic rules and requirements that meet Uralkali's needs as a customer.

The programme is available for Uralkali's subsidiaries and all third parties operating at its facilities on the home page of the KALIdoscope corporate portal and on the Company's official [website](#).

operations close to the exfoliated rocks. In this regard, the Company amended the internal documentation and now roofing work should be performed by at least two people.

The second accident was fatal and involved a contractor's employee. It was associated with the turn-on of a cutting unit that was under pilot run.

In 2021, labour and industrial safety costs totalled RUB 974.3 million. « [GRI 403-7](#) |

Occupational Diseases Prevention

The Company undertakes targeted measures to reduce occupational diseases by means of:

- conducting mandatory medical examinations for employees;
- updating equipment to reduce its impact on employee health;
- providing employees with necessary protective equipment.

In cooperation with the Federal Budget Scientific Institution "Federal Scientific Center for Medical and Preventive Health Risk Management Technologies", the Company carries out scientific research work dedicated to primary health prevention of employees mining

Industrial Safety and Operation of Hydraulic Structures

The Company takes industrial safety measures on a regular basis for its hydraulic structures, including a dam, a complex of protective structures and seven slurry storage facilities. Emergency plans have been developed for all these facilities. The Commission on Emergency Response undertakes preparation and planning of flood prevention measures. « [GRI 403-7](#) |

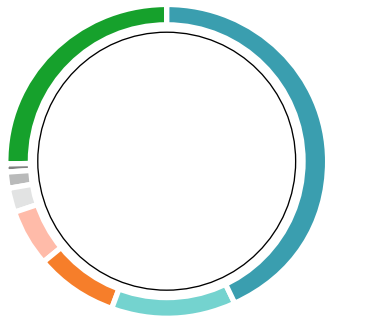
Radiation Technology and Safety

Radiation safety control is entrusted to the Company's Department of Radiation Engineering and Safety.

In 2021, the Department updated its programme on production radiation safety control, received approval from Rospotrebnadzor office in the Perm region, and implemented it in full. 110 facilities were examined by the Department's employees. The analysed samples of mineral raw materials, finished products and halite waste were provided in a timely manner. 140 protocols were issued throughout the year.

In 2021, the Department confirmed its compliance with certification criteria (approved by Order No. 707 of 26 October 2020 by the Ministry of Economic Development) and with GOST ISO/IEC 17025-2009 General requirements for the competence of testing and calibration laboratories, as well as expanded the area of certification and changed the location where it operates.

Total expenses on and investments in occupational health and labour safety in 2021, RUB mln



Ventilation	425.7
PPE	121.8
Medical examinations	80.8
Health centres	59.6
Industrial sanitation	22.9
Products with fat	16.7
Other expenses	246.8

potash ores underground. This will foster the creation of an optimal prevention programme and reduction in occupational diseases. « [GRI 403-7](#) |

Emergency Preparedness

Fire Safety and Emergency Prevention

The risk of emergency and fire accidents is mainly related to a large number of hot works conducted at Company facilities. Strict attention was paid in this regard and Regulations on Hot Works Safety were drawn up by Uralkali.

Due to changes in the Russian legal framework in 2021, we reviewed our internal documents that provide for production fire safety, civil defence and emergency rules. The adjustments were mostly connected to the monitoring period after the completion of fire works.

In 2021, the Fire Safety and Emergency Protection Department recruited, trained and certified members of mine auxiliary rescue crews (ARCs), units, and non-staff emergency teams for gas rescue operations and elimination of oil and oil products spills. The ARC members are on day and night duty at the Company's mines and are ready to timely address emergencies, accidents or fires. Uralkali additionally purchased the necessary equipment for the crews and non-staff emergency teams.

In the reporting year, regular and preventive maintenance was done on more than 1,000 automatic fire alarm units, warning and evacuation control systems, automatic fire suppression units and emergency warning systems.

More than 18,000 primary fire extinguishing units (fire extinguishers of various types and volumes) underwent maintenance and were recharged.

Uralkali's rescuers are divided into three categories:

1. Underground full-time employees that conduct mining operations 300–500 metres below the surface;

2. Two rescue teams that conduct surface work and, among other things, perform fire suppression work in areas with hazardous chemicals and gases;
3. Trained staff dealing with oil and oil products spills at storage and disposal facilities.

As of December 2021, a total of 234 ARC members worked at Uralkali mines. In the reporting period, ARC underground stations were established in mines with at least two regular rescuers (ARC members). These stations are fit with necessary mine rescue equipment and underground self-propelled vehicles. Auxiliary rescue crews reach any minefield destination within 30 minutes. In 2021, all ARC members completed the required training on mine rescue operations. At a meeting of the EMERCOM of Russia, five non-staff emergency teams from PJSC Uralkali's mines were certified to conduct such operations.

The mine rescue and fire-fighting contractor meet the high standards in terms of due response. The safety teams at Company facilities are provided with necessary equipment, and there are trained employees who promptly respond to emergencies.

Emergency Alert Systems

Emergency alert systems at Uralkali are in going order and tested on a regular basis. In 2021, the Company monitored fire automation systems across all Solikamsk facilities, providing better control of their function.

Solikamsk-1 installed additional emergency alert system in the reporting period with a view to timely informing about dangerous situations and improving safety conditions.

Mining and Geological Safety

Risks and Preventive Measures

Uralkali embarks on continuous exploration work at the deposits to control the state of the geological environment in accordance with measures to protect mines from flooding and protect facilities from the negative impact of underground mining.

The Company takes the following risk-preventive measures: geological studies of the rock mass prior to mining, calculation of safe mining parameters and forecasting of rock mass deformation based on initial geological data in mining plans, backfilling of mined-out areas, monitoring of the rock mass after mining and backfilling operations, and comparing the monitoring data with the forecast. Possible suprasalt water inflow into the mine is the main global risk when mining any salt deposit. In addition to this, deformations on the ground surface related to the subsidence of the mountain area influenced by mining also constitute risk. « [GRI 403-2](#) |

In 2021, all the necessary preventive and monitoring studies within the Company involving scientific organisations, as well as mining protection measures under the projects and mining plans have been implemented in full. « [GRI 403-7](#) |

Regulatory Framework in the Field of Mining and Geological Safety

To elaborate and improve the regulatory framework for mining and geological safety, Uralkali has engaged JSC "VNII Galurgii" and the Mining Institute of the Ural Branch of the Russian Academy of Sciences (GI UB RAS). Their experts take part in the development and update of the Company's regulations, thus ensuring a safe environment in the mines. They also help do research and prepare reporting that require scientific competence.

Design documentation for site development is considered and approved by state authorities to make sure it meets safety requirements. Local regulations of Uralkali facilities envisage measures aimed at mitigating geological risks, whereas annual mining plans are subject to safety audits.

Geological Study

Uralkali initiates mandatory geological exploration at sites that are mined and backfilled. Scientific institutions manage visual inspections, well drilling and sampling to determine physical and chemical properties of deposits. Surface and mine geophysical research is carried out too. Scientists that are employed by the Company determine the frequency of such studies.

Geological exploration, geophysical investigations and hydrogeological surveys, as well as seismic control are all carried out by Company employees to identify potentially dangerous areas at high risk of water inflow. Survey monitoring and observation of mined-out areas take place. Remote sensing satellite systems are used to detect potential ground movement in particular areas of the mines.

Backfilling of Mined-out Areas

Safety of mined-out areas means a lot to Uralkali. Backfilling complexes are maintained and developed to mitigate geomechanical risks. The need for backfilling is determined under a project, which is subject to approval by the state authorities and followed by site monitoring.

Backfilling is primarily carried out using a hydraulic method, which provides stability of the filling mass. This procedure is used to eliminate deformation to the earth's surface and preserve objects.

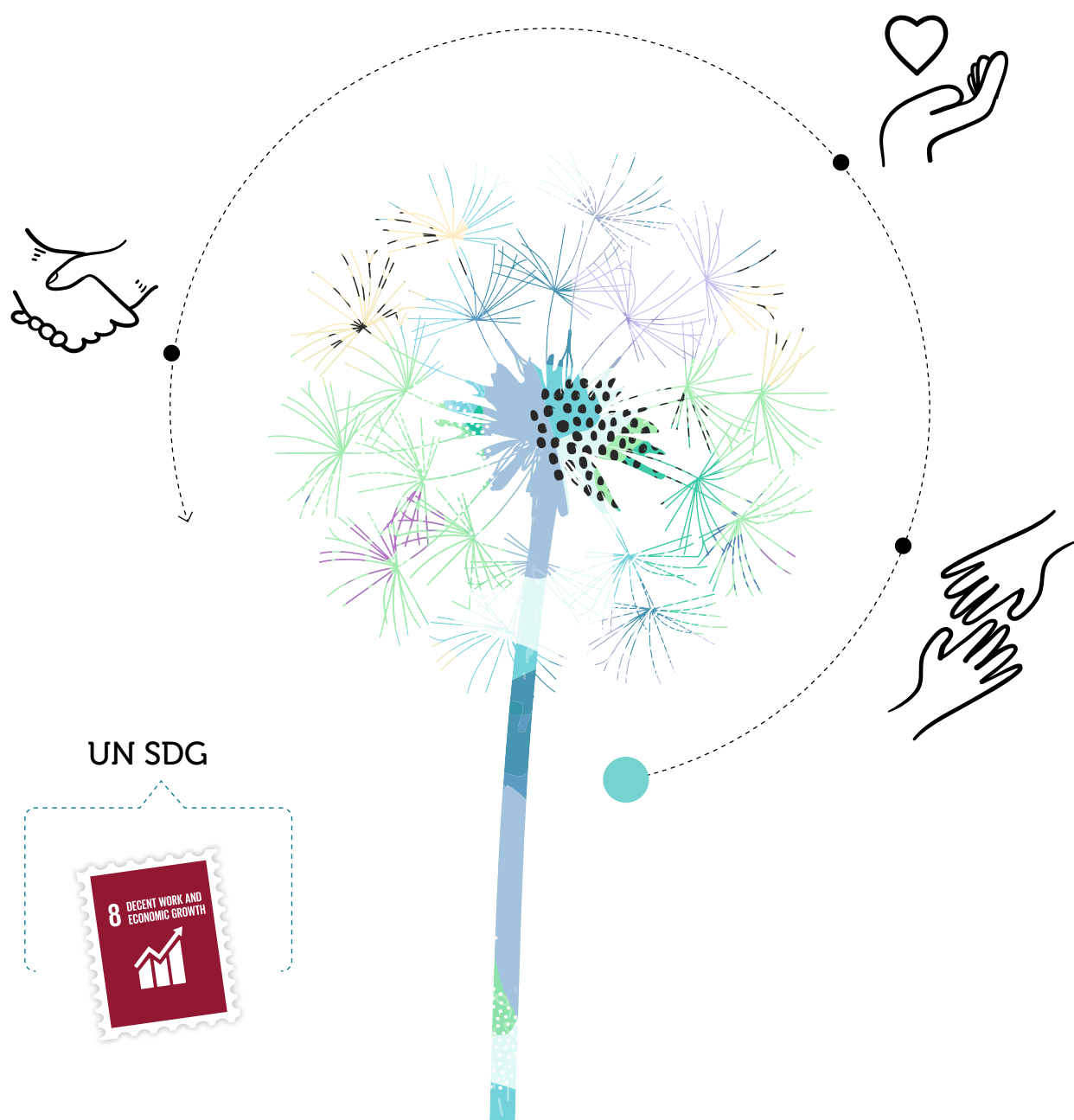
Mining and Geological Information System

The mining and geological information system (MGIS) project focuses on ensuring mine safety by means of three-dimensional geological modelling. This tool allows for obtaining complete, correct and reliable initial data, which ensures site monitoring and covers all Company mines. The mining and geological information systems of Solikamsk and Berezniki have been united in one database for greater convenience. Uralkali specialists use the system to draw up and amend annual mining plans for the facilities or digitise backfilling operations and issue reports.

EMPLOYEE WELL-BEING

Why This Is Important to Us:

Uralkali depends on a highly qualified and motivated workplace to run the Company's operations effectively. The Company pays great attention to attracting both young professionals and experienced experts while retaining highly skilled employees and ensuring their well-being first. Uralkali champions the labour rights of its employees, provides training and professional development opportunities and offers decent wages and an attractive social benefit package.



Our Performance

21,072

headcount
« GRI 2-7 |

99.7%

full-time employees
« GRI 2-7 |

9.6%

labour turnover
« GRI 401-1 |

89%

proportion of senior management hired from the local community
« GRI 202-2 |

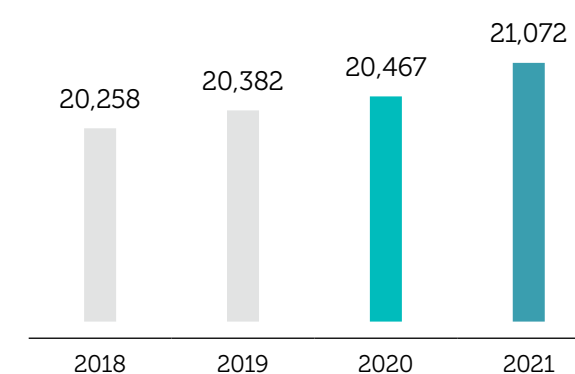
67.2

training hours per employee per year
« GRI 404-1 |

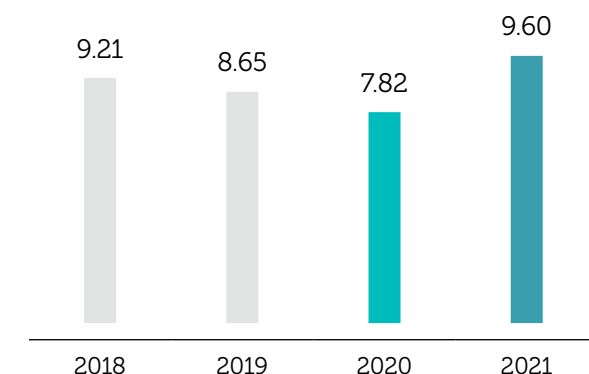
30%

employees have undergone regular performance and career development assessments
« GRI 404-3 |

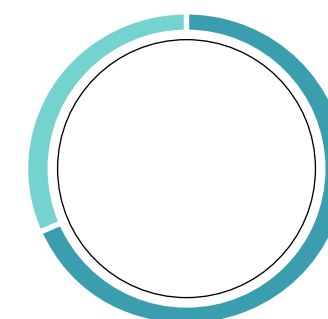
Headcount at year end, pers.
« GRI 2-7 |



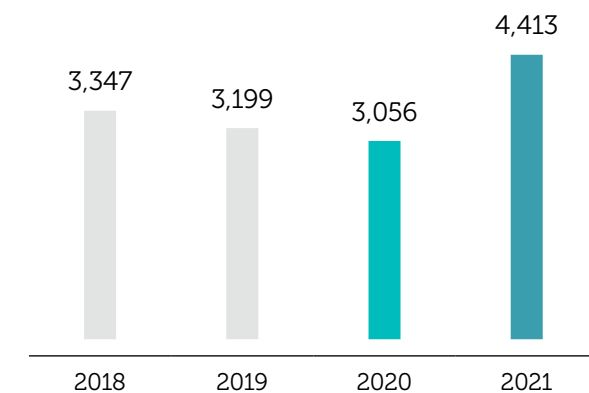
Employee turnover, %
« GRI 401-1 |



Personnel structure by employee category in 2021, pers. « GRI 405-1 |



Number of new recruits, pers.
« GRI 401-1 |



“Uralkali constantly improves its personnel management system, which is crucial for demonstrating high performance.

All Company employees are provided with equal opportunities for training, career advancement and compensation. We take care of our employees' welfare as we recognise its importance for their growth as professionals and individuals. Although business and society have been under harsh COVID-19 pandemic conditions throughout 2021, Uralkali continued to implement its programmes aimed at attracting and retaining people and to adapt them to our new reality as necessary.

In 2021, in the fight against COVID-19, we continued providing our employees with information support via a hotline, organised vaccination stations at enterprises and announced two paid non-working days for vaccination purposes.

In 2021, in compliance with all necessary epidemiological safety measures, Uralkali continued organising charitable, sports and cultural events, as well as implementing the Personnel Housing Programme.”



Irina Konstantinova
Human Resources Director

Goals

2025 ESG goals	2021 performance highlights
Shaping the programme of employee well-being	<ul style="list-style-type: none">• Conducting an employee engagement and well-being survey• Initiating the development of the Employee Well-being Programme
Voluntary employee turnover no more than 6.5% in 2025	<ul style="list-style-type: none">• Voluntary employee turnover constituted 6.1% in 2021
Level of absenteeism due to disability no more than 7% in 2025	<ul style="list-style-type: none">• Level of absenteeism due to disability amounted to 8.1% in 2021
Creating an inclusive work environment and equal opportunities for all	<ul style="list-style-type: none">• Developing the HR Policy, with a focus on diversity issues• Assessing employees' perception of an inclusive work environment and equal opportunities within the Company

Employees and Employment

The Company complies with the HR Policy aimed at recruiting, retaining and motivating employees. Uralkali recognises the importance of effective human resources management and regularly improves its HR management practices.

Uralkali is working on its Employee Well-being Programme. The Programme will define a unified and comprehensive approach for ensuring the emotional, physical, financial, career and social well-being of employees.

Employee Engagement

For Uralkali, employee engagement is indicative of efficient HR management. Hence, we regularly undertake employee engagement surveys, which include questions on their satisfaction with compensation, stress levels, work-life balance, career and training opportunities, and social programmes within the Company.

In 2021, Uralkali resumed the employee engagement survey using new automated tools – the questionnaire form was available via a link in the corporate mobile application and via QR codes posted in departments. The engagement rate in the reporting period was 58% (+3 percentage points compared to 2019), the survey covered 43% of employees. The Company set a target engagement rate of 59% for 2022.

The results of the study conducted in late 2021 formed the basis for establishing the Employee Well-being Programme and its target metrics for the next five years. The target metrics will be also incorporated into the Company's ESG Strategy 2025. The Employee Well-being Programme is to be approved in the second half of 2022.

In addition, Uralkali has a biannual internal employee satisfaction survey on medicine, administration, IT and catering to receive feedback and further improve the quality of these services.

New Working Practices

The pandemic and Company's partial transition to remote work affected its operations. Thus, in 2021, Regulations on Remote Work were developed and approved.

We started testing rotation-based work, which became another important labour practice in Uralkali. In the reporting year, we drew up corresponding regulations; and today, we are running a pilot rotation project for our qualified maintenance staff.

HR Management Digitalisation

In 2021, Uralkali automated and put into industrial operation the recruitment and on-boarding procedures, as well as WebTutor-based talent pool. Furthermore, it allowed us to interview candidates remotely and recruit people from other regions. The Company prepared a framework for managing and displaying career development opportunities for employees.

Centralisation of the HR function in Uralkali subsidiaries was completed at the end of 2020 and allowed us to achieve the following meaningful results in the reporting period:

- development of a comprehensive and optimal methodology for different HR activities;
- establishment of a single HR competence centre;
- HR procedures optimisation to release employees from routine tasks and improve the span of control;
- provide equal opportunities for all Group employees in terms of social benefits, career growth, and training;
- provision of all Group employees with equal conditions for social benefits, career and training opportunities; adoption of a unified corporate recruitment system. If a candidate is not accepted by one of the Company's enterprises, now he or she can apply to Uralkali's other divisions or departments.

Personnel Rotation

Uralkali implements own personnel rotation procedure. The selection conditions and requirements for all external and internal candidates for the position are the same. Qualification, professional competencies and experience are the decisive criteria for appointment. The Company also undertakes to engage employees of closed production facilities: all employees who are laid off are considered for open vacancies within the Company as a matter of priority.

Staffing and Recruitment

In 2021, the headcount of Uralkali's employees increased by 3%. 29.5% of employees are women, and 70.5% of employees are men. This gender ratio is associated with the specifics of the industry and legislative restrictions on the performance of underground works by women. « GRI 2-7], « GRI 405-1]

Most employees work full-time (99.7%), and 96.8% — under an employment contract in the reporting period. The labour turnover rate increased by 1.8 p.p. to 9.6% in 2021. « GRI 2-7], « GRI 401-1]

Uralkali undertakes measures to mitigate the risk of shortage of qualified personnel. In 2021, this risk was at a medium level due to the adoption of all measures to reduce the risk, including implementation of a shift work method, development and realisation of a recruitment plan, expansion of programmes for schoolchildren and students, and timely preparation of external and internal talent pools.

The Company's talent pool is formed at all management levels. In the reporting period, the talent pool increased by 1.6% in size compared to 2020 and amounted to 1,987 people. 50% of vacancies were filled by internal candidates (including the talent pool).

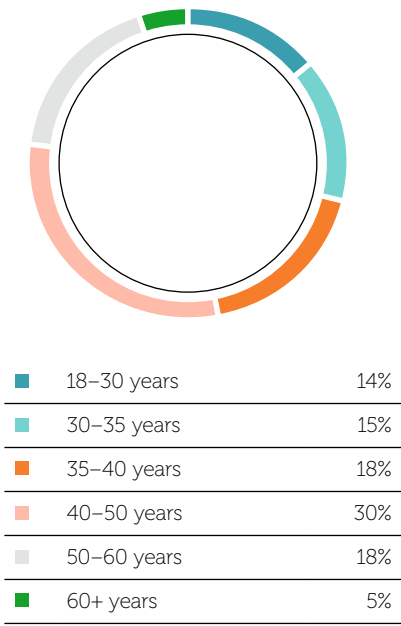
When attracting staff members, the Company relies primarily on the labour market of the regions it operates in, the Perm Region, and also considers specialists of rare professions, coming from other Russian regions.

In 2021, a new automotive recruitment procedure was launched at Uralkali divisions, which facilitated the submission of sourcing applications for HR heads and allowed to use state-of-the-art tools for recruitment and selection.

In 2020, a methodology was implemented for assessing dismissal risks based on a matrix of shortage of qualified personnel in order to promptly form a talent pool for key staff positions. 2021 saw the testing of the methodology, which analysed employee-related factors and also assessed a staff position's scarcity. The Company proceeded then to training the external and internal talent pools in line with the assessment results. Moreover, the transformed matrix is now used not only by Uralkali's production units but also by administration and management.

Uralkali uses a range of channels to find and attract personnel, including:

Personnel structure by age category, % « GRI 405-1]



- targeted advertising;
- recruiting websites;
- the Bring a Friend referral programme;
- social networks (VK);
- Uralkali's official website;
- corporate information stands;
- mobile application;
- local media;
- regional media (to attract people from other cities and towns for rotation work).

The Company also regularly participates in career guidance events and job fairs. The Company's posts on social media provide information on employment and open positions, revealing employees' social life, as well as offering educational content.

Motivation and Reward

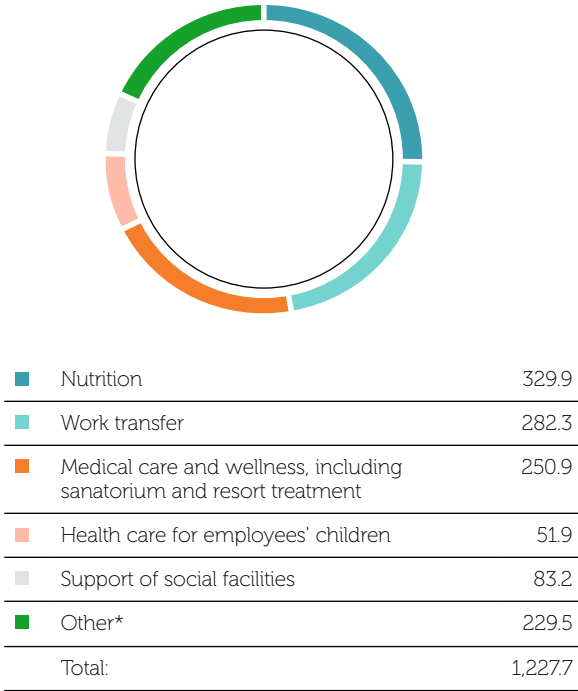


Financial and non-financial incentives are an important element in encouraging productivity for Uralkali employees, who receive competitive salaries and an attractive benefits package (among the best in the industry). Uralkali's remuneration system is transparent, fair and consistent for all employee categories.

Employee salaries are comprised of fixed and variable elements, as well as various surcharges and allowances. The grading system and KPIs allow for an objective assessment of personnel performance by linking the achievements of an individual employee with the performance of the department and the entire Company. The fixed portion is set by the employee's grade. Employee performance is assessed based on KPIs to determine the variable portion of remuneration. The level of KPI performance sets the amount paid in bonuses. In 2021, the average annual salary increased by 9.9% to RUB 982,236 compared to the previous period (RUB 893,424).

Uralkali also provides non-financial incentives for personnel, with the most notable corporate awards of Honorary Potash Worker, Wall of Honour, Letter of Acknowledgement, and others. In addition, employees are regularly rewarded with departmental awards, including Honorary Miner, Honorary Chemist, Letter of Honour, and awards from the administrations of Berezniki and Solikamsk. In 2021, 2,619 employees of Uralkali received its corporate awards.

Expenditures on social programmes for employees, RUB mln



* The Other category includes: Improvement of Housing Conditions (RUB 65.4 million), Retirement Remuneration (RUB 51.3 million), New Year Gifts to Employees' Children (RUB 37.1 million), Paid Extra Vacation Days (RUB 26.2 million), Anniversary Presents (RUB 4.4 million); Arrangement of Sports and Cultural Events (RUB 24.4 million), Financial Support (RUB 15.9 million), Accident Insurance for Production Employees (RUB 4.8 million).

Due to the epidemiological situation caused by the COVID-19 pandemic, awards ceremonies were held either online or at production sites on a one-time basis to eliminate a mass gathering.

¹ Including bonuses.

Social Support

Uralkali employees have a range of social benefits aimed at resolving urgent social issues and improving their quality of life. Social expenditures on personnel amounted to more than RUB 1.2 billion in 2021.

The Company has a Collective Agreement for PJSC Uralkali employees for 2021–2023. The agreement retains all benefits of the compensation package:

- medical care;
- recreation budget;
- food compensation;
- improvement of housing conditions.

Furthermore, Collective Agreements are present in the Company’s subsidiaries and cover 95.1% of Uralkali Group employees. « [GRI 2-30](#) |

Uralkali holds annual promotions to motivate employees to engage in sports. The Company has developed the Regulations on Corporate Sports Games. In 2021, the Company held the games, which included competition in 12 sports — six team sports and six individual ones. Over 2,100 employees from different divisions and subsidiaries took part in the games.

2021 saw Uralkali’s regional sports games, championships in Berezniki and Solikamsk, and regional competitions held in Perm, Yekaterinburg, and Chelyabinsk. During the reporting period, Uralkali continued to implement its health promotion campaign, which provides employees with a discounted price for swimming pools, ski resorts, and bicycle rentals.

Furthermore, one of the large-scale social support programmes for employees held in 2021 is the delivery of two new buildings for 100 apartments in Berezniki for Uralkali employees as part of the housing programme. All apartments were sold to the Company’s employees.

Healthcare Development

The Company conducts regular medical examinations for its employees to detect early signs of disease and take preemptive measures.

All employees are provided with voluntary health insurance (VHI) policy. They can get the necessary advice from health centres and health posts at the mines, as well as from external medical organisations. 2021 marked the end of the construction of a new polyclinic for Uralkali employees in Solikamsk, which will further enhance the availability of medical services. « [GRI 403-6](#) |

Summer wellness campaign for the children of all employees

Traditionally, the summer health campaign involved children resting at Uralkali’s summer camp Ural Gems in Solikamsk, the Perm Region, and health resort Vita on the Black Sea coast in Anapa, the Krasnodar Region. 2021 marked the first time when 270 children spent their holidays at the municipal summer health improvement camp Druzhba in Berezniki, the Perm Region.

This summer, Ural Gems welcomed 816 children aged 7–12 within four 21-day shifts. The Company provided Ural Gems with all conditions for proper recreational and sports activities, such as an indoor swimming pool, a club-house, an outdoor stage, and sports grounds.

The health resort Vita located in Anapa had 824 children aged 9–15 to rest and improve their health again in four 21-day summer shifts.

Uralkali Group employees were to pay no more than 10% of the resort package cost for Ural Gems, Druzhba and Vita. The Company covered the rest of the costs as part of social benefits for employees.

Ensuring proper recreational, health and leisure activities for employees’ children remains one of the key pillars of the Company’s social policy. In 2021, Uralkali’s contribution to the health campaign for children totalled more than RUB 97 million.

In the reporting year, the Company hired extra personnel for health service quality control and reviewed its current systems of treatment and nutrition delivery. This resulted in the conclusion of contracts, containing new terms and conditions to improve the quality of contractor services for future periods.

Each mining site has preliminary medical examination terminals to partly perform temperature and blood pressure measurement functions. Each employee working underground is subject to the preliminary medical examination. Such terminals are also installed for employees working on the surface. The Company plans to come up with a comprehensive employee health monitoring system as part of its Employee Well-being Programme.

In the year under review, a set of measures were taken by Uralkali to prevent the spread of coronavirus infection. [For more information on the Company’s efforts to combat COVID-19, see Other Social Topics section on page 80.](#)

Volunteering

Uralkali has been volunteering for almost eight years, and one of the first areas was help for stray animals. The HR and Communications Directorate continues supervising Uralkali’s volunteer movement, while the corporate events and sports centre provides direct coordination.

Uralkali’s Regulations on Volunteer and Youth Movements outline the goals and objectives of volunteers, taking into account the epidemiological situation in 2021. The document also contains information on the organisational structure and funding for the youth and volunteer movements, as well as details participants’ rights and responsibilities.

Improving the social engagement of employees is the ultimate goal of youth and volunteer movements. They focus on creating a favourable environment for employees to tap their full potential, defining targets for the social and youth policy which is guided by human and corporate values, and supporting social initiatives proposed by staff

members. Company employees have been volunteering in three areas: Children’s Joy, Green Contour, and Help a Friend. In the year under review, all events were held with both face-to-face and virtual participation, with a minimum number of participants due to the ban on mass gatherings.

Children’s Joy	Green Contour	Help a Friend
Helping children with disabilities and cooperating with nursing homes in Berezniki and Solikamsk, as well as orphanages, kindergartens, and schools. With Knowledge Day coming up, Uralkali’s volunteers gave road safety lessons to graduates of Berezniki and Solikamsk kindergartens, today’s first graders. In 2021, Uralkali arranged tours around its corporate museums, I Love Sport events, and creative workshops for Women’s Day and Cosmonautics Day in centres for children deprived of parental care in Berezniki and Solikamsk.	Helping the nature by organising environmental campaigns and clean-up days, including the collection of rubbish and leaves in cities, forests and on riverbanks, as well as planting trees. In summer 2021, 54 volunteers of the Green Contour collected and sorted three tonnes of litter in the Ogurdinsky pine wood, a protected historical-natural complex and popular recreation spot. 17 participants of the Clean Coast contest undertook individual environmental clean-ups and provided a photo report. The team of the Clean Games environmental challenge collected 150 kilograms of litter. Additionally, our volunteers joined the all-Russian campaign Save the Forest and planted pine seedlings along the Solikamsk–Krasnovishersk road. 39 employees participated in the Eco Intelligence contest devoted to the promotion of environmental awareness.	Taking care of homeless animals in the Drug shelter and temporary animal shelters in Berezniki and Solikamsk. In 2021, seven in-person events were held with a minimum number of volunteers due to restrictions on mass gatherings. 34 volunteers visited six shelters for homeless animal and temporary accommodation centres to help clean the grounds and enclosures and to walk the animals. Donations of Company employees allowed to buy food, medicine, and other essentials for them. As part of the Wagon of Kindness for Fluffy Tails campaign, our employees collected 185 kilograms of various items and donated them to shelters for stray animals.

60
total number
of voluntary activities

134
total number
of volunteers

2,224
total number
of beneficiaries

Furthermore, as part of the Talking Book project, Uralkali volunteers recorded audio books for visually impaired people. 14 employees registered on the DOBRO.RU all-Russian portal for volunteers.

The Company leverages various communication channels to engage its staff in volunteer activity. For instance, 2021 marked Uralkali and the corporate media's collaborative project which involved regular interviews with volunteers (campaign leaders and activists). Publications about youth or volunteer activities include contacts of supervisors, and any Uralkali employee willing to join may reach out to a youth specialist or volunteer leader. At the end of 2021, 25 volunteers received corporate awards, while the leader of the Children's Joy campaign became the Volunteer of the Year in Solikamsk.

Uralkali will continue to look for and introduce new topical and sought-after fields of volunteering, involve as many personnel as possible in charitable activities, and strengthen the cooperation with volunteer associations and charity institutions in the cities and region of presence.

In 2022, the Company is set to continue working on the Children's Joy, Help a Friend and Green Contour traditional campaigns as well as to develop the new activities emerged in the reporting period:

- fundraising for families with children at risk and lonely elderly people;
- developing the KVN-Kids movement for children deprived of parental care;
- promoting the Children Tourism campaign targeted at children from orphanages and troubled teenagers;
- carrying out smart volunteering (Talking Book project, etc.);
- conducting campaigns aimed at environmental awareness, as well as various projects, competitions and challenges;
- providing children with disabilities with additional training under the Opportunities Without Limits campaign.

Staff Training and Development

Training Opportunities and Efficiency

« GRI 404-2|

Uralkali fosters an enabling environment for professional and career growth of its employees. The basis of the Company's professional development is the Corporate University, which holds a license for conducting educational activities. Mentoring programmes are implemented for both new employees and interns and employees undergoing training as part of the talent pool or advanced training.

In the reporting period, a number of training programmes were organised for Company staff. The Company conducted strategic sessions based on the safety culture survey, monitored the growth of managing skills among talent pool members succeeding middle managers, and gave training on provisions of the Human Rights and Anti-corruption Policies. Also, Uralkali had a part in boosting the digital skills of its employees under the Human Resources for the Digital Economy federal programme.

In addition, in 2021 Uralkali resumed the programme that allows employees to get higher or secondary vocational education at the Company's expense. Any employee

who passes the competitive selection is offered this option. The Company appreciates the fact that the programme not only helps improve professional skills, but also contributes to staff retention and loyalty.

There were no changes in the approach to building a talent pool in 2021, and an internal pool was formed for all management positions, including foremen.

20,540

employees trained in various areas of professional development

1,391,023

total training hours

VR Simulators for Employees

The professional growth and training is of utmost importance for Uralkali, that is why the Company is constantly searching for and incorporating new learning tools.

In the reporting period, the Company started using VR simulators to drill personal and managerial skills of employees as part of trainings and career guidance. Moreover, one VR simulator, which enables to create scenarios in various functional areas of the electricians' work, has been put to test.

Requirements for qualifications and the number of employees in the pool vary depending on the Company's needs.

Efficiency is a solid indicator that demonstrates the success of employee training. Uralkali reviews the corporate training system as well as individual programmes and runs a comprehensive system for monitoring how the training goes. The programme includes projected and calculated indicators related to the training system improvement. Based on the results, measures are proposed to bring the corporate training system to the next level.

According to the 2021 system evaluation, the following results were obtained for the key metrics:

- 100% target achievement;
- 97.5% employee coverage;
- 67.2 training hours per employee. « GRI 404-1|

Corporate University

In the reporting year, the list of Corporate University programmes was expanded: 14 professional training and retraining programmes, 12 electronic courses, and 12 developmental trainings were added. The ongoing 12 trainings have been converted into a video format and became more user-friendly.

New services were launched on the corporate portal: a Corporate Podcast with a set of relevant developmental topics, and Development Utilities with courses available on external platforms.

Career counselling is also available to all Uralkali employees, providing information on possible growth and development opportunities within the Company. Furthermore, Uralkali offers retraining and rotation for employees in need of special working conditions for health reasons.

Mentoring

In 2020, Uralkali started the Mentoring pilot project at production sites, whereby an experienced mentor is assigned to a new employee in the workplace. Apart from their main duties, mentors also train newcomers, share their knowledge and experience, provide help for successful adaptation of young colleagues and introduce them to the Company's history and values, help them learn the Cardinal Rules on occupational health and safety and teach on how to work in compliance with Uralkali's quality standards. Mentors also accompany all employees undergoing training in the talent pool and during their retraining.

Mentoring criteria are the length of service, expertise, and performance evaluation provided by a manager. To become a mentor, employees are welcome to ask for it or a manager can make the offer.

In 2021, three Company employees were placed on the Honorary Mentors of Russia Wall (available online). The wall was created in April 2020 to provide non-material support for the workforce of domestic enterprises. The project was initiated by non-profit partnership Central Labour Institute.

Diversity and Equal Opportunities

Equal Opportunities

Uralkali does not allow any form of discrimination against any person on the basis of race, gender, age, religion, nationality, social status or other characteristics not relating to their professional qualities and individual performance. The Company's commitment to equal opportunity is enshrined in the [Human Rights Policy](#).

According to the Collective Agreement and internal corporate documents, all employees are entitled to equal conditions of promotion, remuneration and access to professional development.

The Company also guarantees equal opportunities for career growth and offers a wide range of educational programmes. Uralkali is into professional development of its employees, so the Company promotes skilled personnel and established a talent pool.

When recruiting new team members, the Company strives to prioritise local candidates, provided that they have necessary experience and competencies. In case there are no such candidates in the Perm Region who meet the requirements for a relevant position, Uralkali may hire specialists from other regions.

Based on the legislation clauses, Uralkali provides jobs for people with disabilities. In 2021, the Company's enterprises employed 129 people with disabilities (0.6% of the total number). In addition, the Regulations on the selection of personnel and the articles of the Collective Agreement provide for the preferential right to work for a candidate who has received a disability at the Company's enterprises.

According to the employee survey conducted in 2021, 71% of respondents find the workplace environment to be inclusive and with equal opportunities for all.

Diversity and Inclusion Policy

In 2021, a [Diversity and Inclusion Policy](#) was drawn up to ensure professional, cultural and personal diversity among employees. It was approved by the Board of Directors and made available on the Company's website in two languages: Russian and English.

The policy informs stakeholders that Uralkali has zero tolerance for any form of discrimination, and that the Company upholds the uniqueness of each employee, perceiving the diversity of personnel as a strength and advantage.

In accordance with the Policy, Uralkali complies with the [Discrimination \(Employment and Occupation\) Convention of the International Labour Organization \(ILO\)](#) in terms of granting employees equal opportunities and supporting their professional and cultural diversity.

The Company's key diversity and inclusion principles set out in the Policy:

- preventing any form of discrimination in recruitment and promotion;
- ensuring equal opportunities regardless of gender, age or any other characteristics not related to employees' professional or business skills;
- observing the principles of gender, ethnic and other fairness in the workplace when making management- and production-related decisions;
- creating a comfortable and respectful environment, free from humiliation and harassment, where background and lifestyle of our employees are not considered when evaluating their professional skills.

Employment of Young People

To recruit talented young specialists, the Company holds events dedicated to career guidance and special meetings with Uralkali representatives in educational institutions.

Every year, Uralkali enrolls graduates of general education schools to industry-specific institutions of higher education. In 2021, the targeted recruitment totalled 70 students.

In the year under review, the Prospect trainee

programme was launched at the Berezniki branch of the Perm National Research Polytechnic University (PNRPU), with internships offered to final-year students of universities and technical colleges. The programme includes areas where Uralkali faces personnel shortages. Interns balance between learning and working in the Company, thus gaining practical experience and developing competencies at the same time. Doing so, they have an opportunity to get to know the team and are trained as specialists once they complete their study. A total of 28 people took part in the programme in 2021.

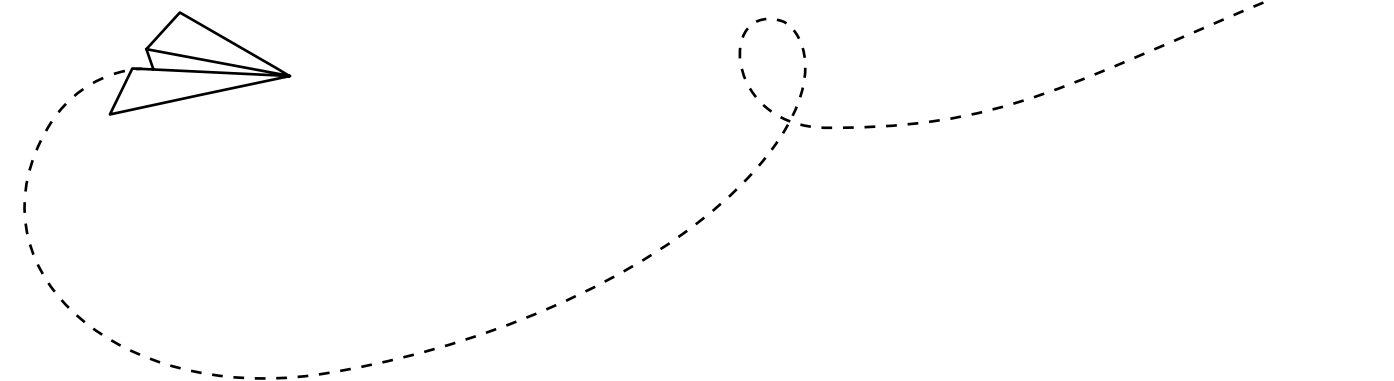
Trade Unions

Trade unions are involved in the organisation of sports and recreational activities and corporate cultural events of the Company. In 2021, the Company's management interacted with trade unions in absentia due to the COVID-related restrictions. In the reporting year, meetings between the CEO and staff members were held, attended by representatives of the directorates, mines and subsidiaries. The meetings covered the key areas of Uralkali's growth, social policy, and COVID-19 prevention measures, as well as employees' questions.

The Social Partnership Agreement between the united trade union and the Company was signed in 2021,

under which the employees receive a number of additional benefits and guarantees in excess of those established by the Collective Agreement:

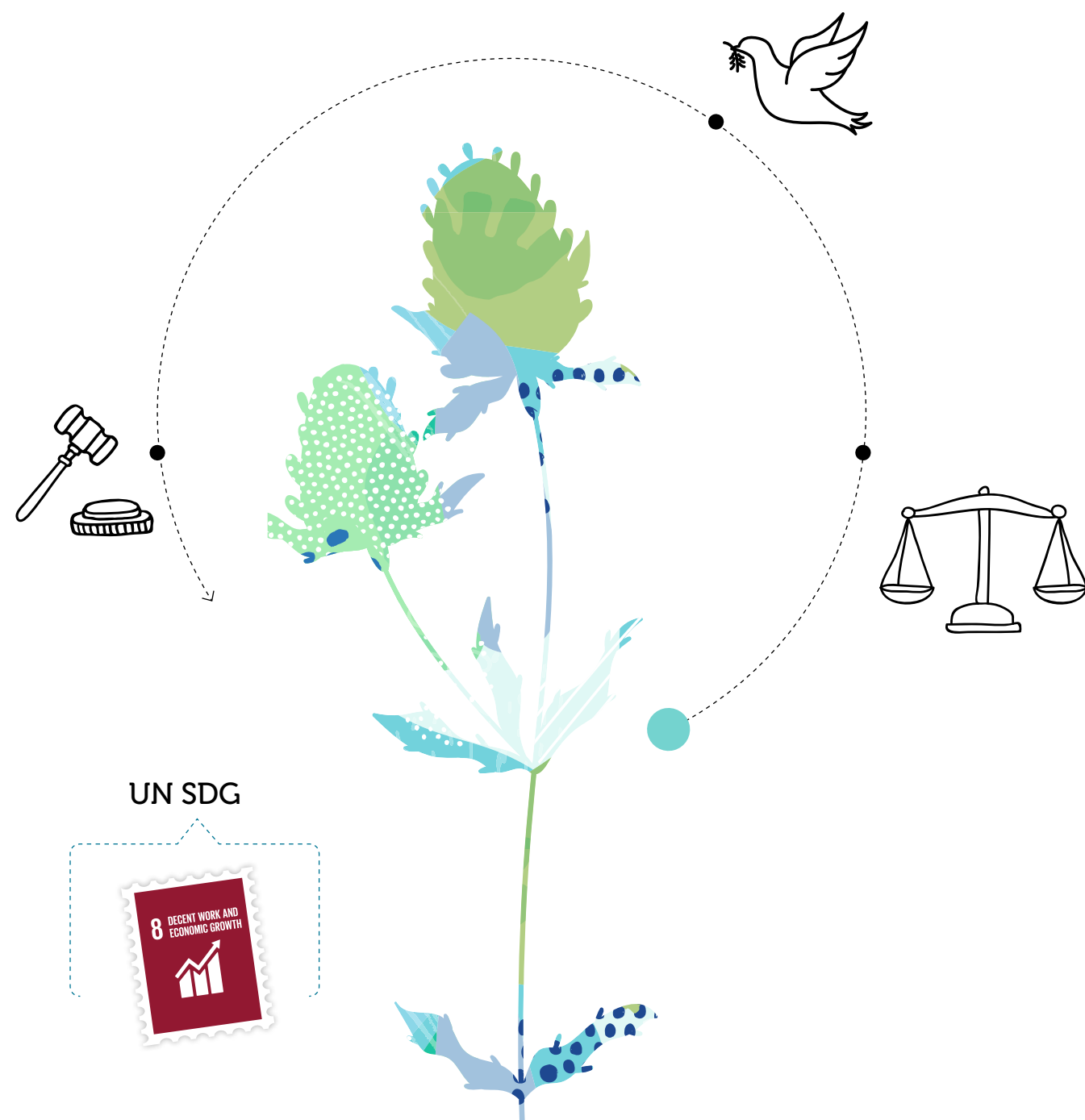
- reimbursement for a wellness trip for one of the family members (10% of the cost);
- extra vacation day per year (for those who have been in a trade union for more than five years, as well as for health and safety officers);
- retirement pay with higher coefficient;
- partial reimbursement for utility services.



HUMAN RIGHTS

Why This Is Important to Us:

Respect for human rights and equal opportunities for all is a prerequisite for long-term and trusting relationships with the Company's stakeholders. Uralkali is steadily improving its internal methods of protecting human rights to be consistent with relevant requirements and best practices.



UN SDG



Our Performance

20%

share of women in senior management positions

0.6%

share of employees with disabilities

95.1%

employees covered by the Collective Agreement
« GRI 2-30|

Commitment to the UN Global Compact Principles

Uralkali is a member of the UN Global Compact and so is committed to its human rights principles:



Principle 1. Businesses should support and respect the protection of internationally proclaimed human rights.

Principle 2. Businesses should make sure that they are not complicit in human rights abuses.

Goals

2025 ESG goals

Human rights risk assessment

Training for employees on human rights issues

Training security contractors on human rights issues

2021 performance highlights

- Developing a methodology for assessing risks to human rights

- Providing training for employees on the Company's principles in business ethics and human rights under the Compliance Training Week

- Providing training for security contractors on the Company's human rights principles while ensuring security measures

“Upholding human rights is one of key elements of Uralkali's ESG Strategy 2025. Joining the UN Global Compact in early 2021 implies Uralkali's steadfast commitment to providing the highest level of corporate governance, social responsibility and environmental protection at our enterprises and in the regions of presence.

In 2021, we updated the Human Rights Policy, which was adopted in 2020, to ensure its full alignment with the principles of UN Global Compact. We aim to further enhancing the Company's human rights initiatives in line with the best practices and standards.”



Vladimir Podbornov

Head of Organisational Planning Department

Human Rights

Uralkali is one of the largest employers in the Perm Region and makes a significant contribution to the socio-economic growth of the regions and cities it operates in. This poses a high responsibility in observing human rights, which the Company is fully aware of. Uralkali is working on extending human rights practices: in 2021, the human rights risk assessment methodology was developed, a training course in this area was elaborated for employees, training was provided on the Company's principles in human rights, the Human Rights Policy was updated, approved in 2020, the Diversity and Inclusion Policy has been developed and approved. The Company will take all available measures to mitigate the consequences in case of human rights violation and do its best to prevent such violations in the future.

The Company's strategic human rights goals and objectives:

- updating and refining the human rights due diligence methodology;
- performing human rights risk assessments on Uralkali assets;
- developing the Action Plan for managing the human rights risk.

The Company provides an opportunity to file a complaint on issues relating to violation of human rights through various communication channels: by calling

the call centre, by email, through a form on the official website, through a form on the internal corporate portal. All incoming appeals are addressed by the Ethical Commissioners. The HR and Communications Director is in charge of considering appeals and taking corrective actions based on the results of complaints. « [GRI 2-25](#) |

In 2021, to ensure the [Human Rights Policy](#) is in full compliance with the UN Global Compact, the Company extended the Policy with a set of sections, which outline its commitment to human rights principles in relation to its employees, as well as to suppliers, contractors and local communities. The Company undertook the obligation to pay equally for the work of equal value. « [GRI 2-23](#) |

Uralkali recognises the importance of employee diversity and is putting a lot of effort to achieve it. The Company views employee diversity not only as a foundation for its ethics but also as a potential for efficiency improvement. In 2021, the Company developed the Diversity and Inclusion Policy. [For more information on the Company's diversity and equal opportunities efforts, please refer to the Employee Well-being section on page 54.](#)

In the year under report, Uralkali developed a training course on human rights, which was taken by employees online. Furthermore, information videos on human rights were developed for broadcasting through

video screens at enterprises and in the corporate mobile application. A series of webinars again devoted to human rights compliance was held for employees of the Company, its subsidiaries and affiliates. « [GRI 412-2](#) |

Uralkali's Collective Agreement establishes the rights of employees to collective bargaining, participation in trade unions, and the management of the Company. [For more information on the Company's Collective Agreement and trade unions, please refer to the Employee Well-being section on page 54.](#)

Contracts with security organisations providing services to Uralkali include clauses on the rights of employees in terms of security activity. In 2021, employees of such organisations completed an online training course on human rights as they are at human rights violation risk. The training covered 100% of employees from security organisations.

Safety Oversight

Uralkali endeavours to create favourable and safe working conditions and maintain the health of employees. Uralkali's managers of all levels hold responsibility for safety issues.

Uralkali is committed to the [Voluntary Principles on Security and Human Rights](#) and undertakes all necessary measures to implement and maintain its safety system. The system, which complies with the legislation requirements, is based on a comprehensive and complete risk assessment of employees' safety (in terms of life, work, production, etc.) while recognising and respecting such rights.

In compliance with the principles of the Human Rights Policy, Uralkali is to perform the following functions:

- putting effort to maintain Uralkali and its employees' safety while ensuring human rights are not compromised by improper or excessive use of specialised equipment or facilities;
- ensuring the safety of life and health and creating a favourable working environment for its employees.

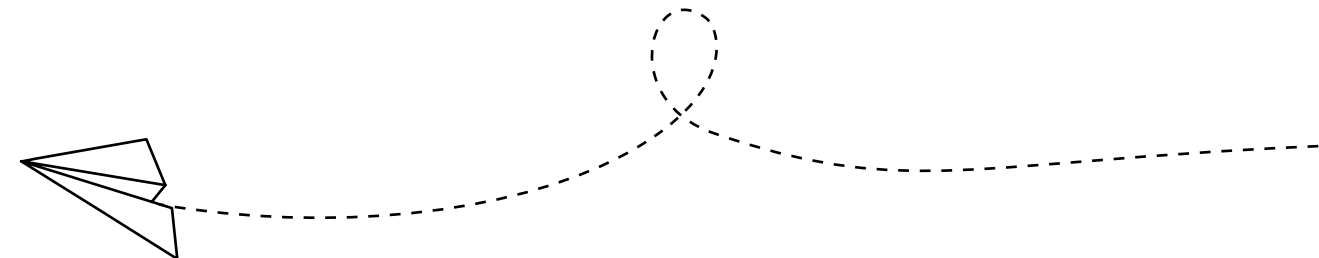
In addition, an agreement in the field of labour safety between the employer and trade unions is valid under the Collective Agreement. [For more information on the Company's practices in terms of labour safety, please refer to the Health and Safety section on page 46.](#)

Rights of Indigenous Communities

Currently, Uralkali's operations do not affect indigenous communities, and there are no plans to expand its geographical presence into such territories.

Uralkali celebrates the respect for the rights of indigenous communities. Uralkali's Human Rights Policy stipulates the following obligations:

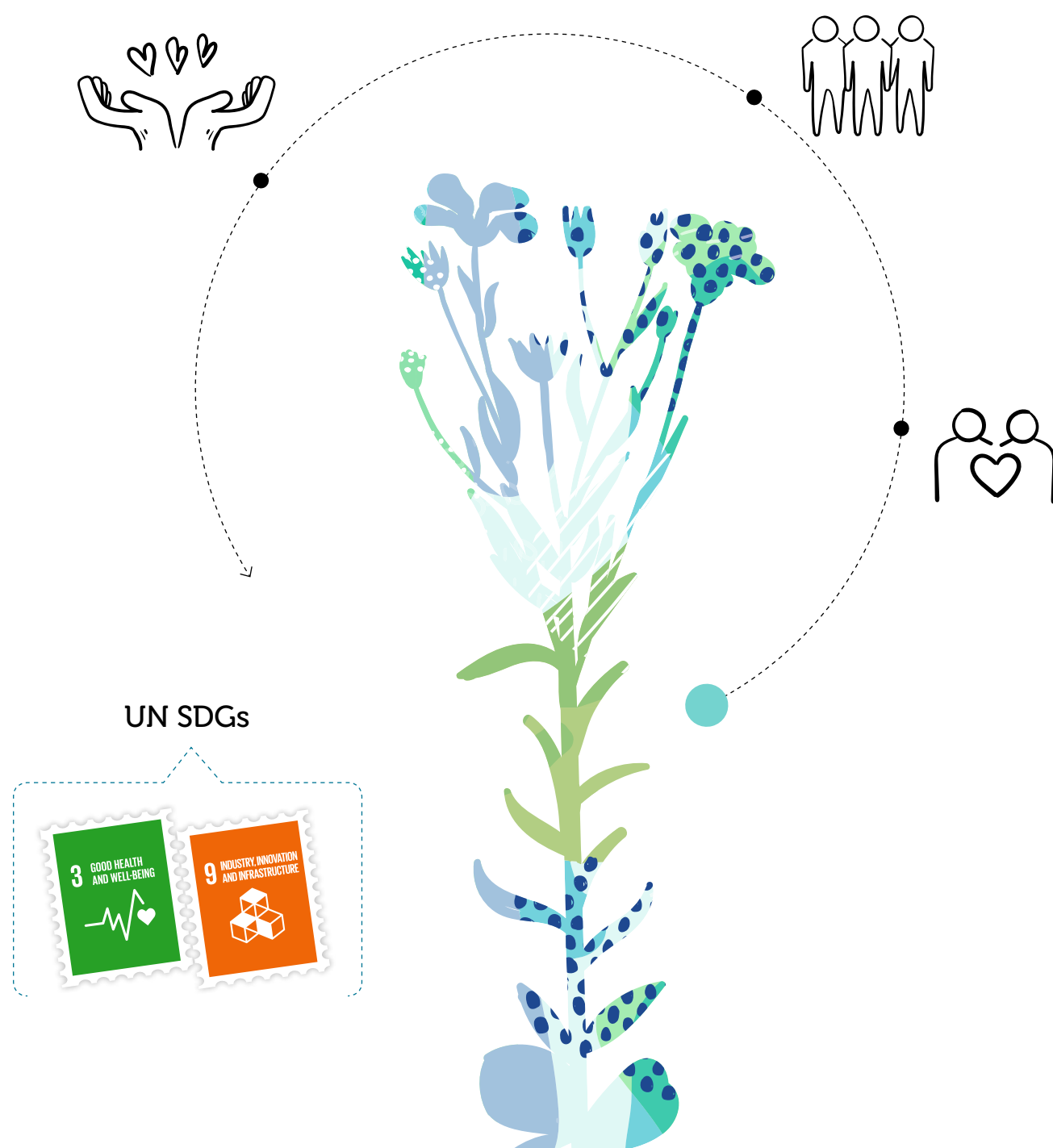
- respecting the rights, culture and customs of local communities, including the rights of indigenous minorities;
- doing its best to remedy adverse effects on the rights of local communities as they occur.



LOCAL COMMUNITIES

Why This Is Important to Us:

Establishment of trusting relationships with local communities is one of prerequisites for the Company's successful and sustainable growth. For years, Uralkali has been working side by side with local communities in its regions of presence. The Company cares about the sustainable future of the regions and implements various large-scale projects to improve quality of their life.



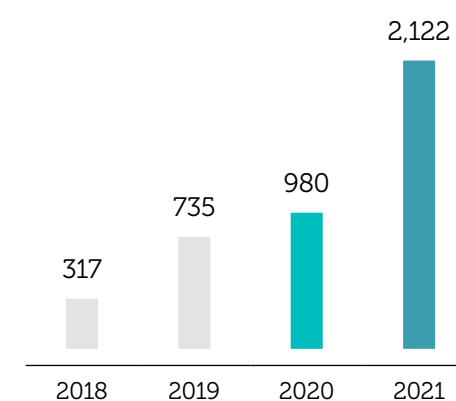
Our Performance

RUB **2.122** mln
social investments in 2021

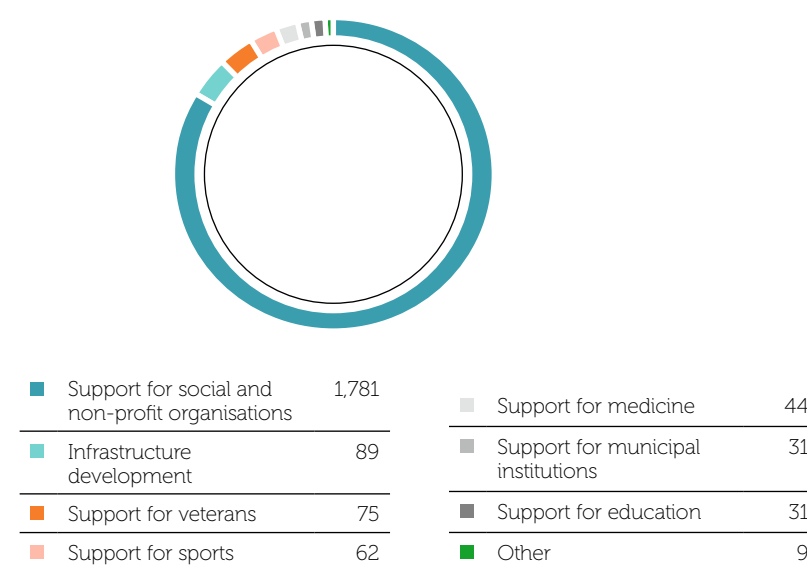
RUB **89** mln
allocated for infrastructure development¹

RUB **44** mln
directed to help medical institutions, including for combating COVID-19

Total social investments², RUB mln
« GRI 203-2|



Social investments in 2021 by purpose, RUB mln
« GRI 203-1|, « GRI 413-1|



Goals

2025 ESG goals

Improving the system of interaction with local communities and charity activities

2021 performance highlights

- Research on social life in the region of presence was conducted to assess the needs of the local communities
- The Programme for Developing the Cities of Presence was prepared
- Uralkali elaborated and approved the Policy on Interaction with Local Communities and the Corporate Charity Policy

¹ Construction of a church.

² Payouts in 2021.

“ We are in touch with local communities and public authorities on a wide range of issues and areas, all addressing socio-economic development in the regions of the Company's operations. Uralkali's charity projects mirror the needs of the local communities in the cities of presence. Through ensuring a stable social environment, Uralkali gains local communities' trust and support.

We also understand how comfortable living conditions and social well-being of employees and their families are important for retaining qualified people. In 2021, Uralkali's social investments totalled RUB 2,122 million.”



Oleg Kalinsky

Head of Government Relations

Comprehensive Development of the Region

The Company takes an active part in the life of the cities of presence, establishing comfortable living conditions, addressing urgent problems of the inhabitants of the Perm region, and encouraging young specialists from Berezniki and Solikamsk to work in their native towns. In matters of social investment management, the Company focuses on the needs and demands of local communities and its own employees to ensure social well-being.

In 2021, Uralkali developed the Policy on Interaction with Local Communities and the Corporate Charity Policy. In early 2022, the two policies were approved at the level of the Board of Directors and made available to the public. These documents consolidate Uralkali's goals, obligations and principles for expanding the regions of presence and interaction with local communities.

« SASB RT-CH-210A.1.1.2]

The Company has cleared out priority socially significant areas identified through questionnaires and surveys of the local population in the areas of presence: support for sports, medicine, education and culture, as well as infrastructure development and the establishment of a comfortable urban environment in host areas. « GRI 413-1], « SASB RT-CH-210A.1.1.1]

In the reporting period, Uralkali developed a roadmap for the development of cities of presence until 2023. As part working on the document and supported by city administrations, Uralkali conducted a survey of

representatives of local communities on the topic of satisfaction with living in host cities. The roadmap lists the main activities that the Company plans to implement in order to develop the urban infrastructure of Berezniki and Solikamsk. Further plans involve updating the document Uralkali's joint work of with representatives of municipalities and the population.

Over the years, the Company has worked closely with representatives of local authorities. This has made it possible to effectively identify the present needs of local communities and offer the necessary support. Interaction with towns and cities close to the Company's operations have been governed by the following agreements:

« GRI 413-1]

- the agreement on cooperation and relations with the Berezniki administration;
- the agreement on cooperation with the Solikamsk administration;
- the trilateral agreement between the Perm Region's government, the Berezniki administration, and PJSC Uralkali;
- the memorandum between PJSC Uralkali and the Municipality of Berezniki on assistance in the city development.

In 2021, the Council of Industrialists was set up in Solikamsk by the Company's initiative to reinforce

interaction with municipal and regional authorities to expand territories further on. At the next meeting of the Council of Industrialists, a joint discussion of Uralkali's initiatives and their approval by local authorities, representatives of the population, and other industrial enterprises in the host region is planned. The Company's long-term plans include drafting a document that would establish a single vector of goals for the development of territories.

Uralkali does not expect to abandon its mining assets in the short term, however it prepares plans in case of liquidation or a temporary shutdown of potash mining enterprises. If Uralkali seals the deposits, it will notify employees and local communities well in advance and provide necessary support in accordance with Russian law and the industry's best sustainability practices.

Medical Industry

Support for the medical industry is another area traditionally covered by the Company's social policy. In 2021, the renovation of a polyclinic for Uralkali employees in Solikamsk was completed. Furthermore, Uralkali continued to provide assistance to the Wagner Hospital with which a cooperation agreement was signed in 2020.

To improve the quality of medical services in Verkhnekamye and the working conditions of trauma surgeons in Berezniki, the Company purchased two sets of shadowless lamps for about RUB 2 million. They were installed in the trauma operating rooms of the hospital. Also, the building that now houses a PCR laboratory was repaired in the reporting period. As part of the Healthcare national project's Fighting Cancer initiative, Uralkali renovated the hospital's rooms to install a new gamma-ray therapy unit.

In addition to the new equipment and the renovation, Uralkali paid grants to the medical staff for innovative solutions under the cooperation agreement and purchased furniture for the children's in-patient clinic. In 2021, the Ural Gems health centre welcomed over 40 medical workers who rested and improved their health, as well as 14 children of the hospital workers for the summer.

For the Solikamsk city hospital, the Company purchased a blood analyser, a hemodynamic monitor for the intensive care department, and arthroscopic equipment for minimally invasive joint surgeries. Uralkali's funds were used to buy a Lada Largus for a dental clinic to transport medical supplies.

Education and Culture

Despite the restrictions in place due to the COVID-19 pandemic, Uralkali continues enhancing education and culture in the region of its activities. The funds allocated by the Company for education support were spent on a trip for Solikamsk pre-schoolers to the national robotics championship in Nizhny Novgorod and to support Robofest, a municipal festival of robotics. In the reporting period, Uralkali additionally financed awards for gifted children and best teachers as part of the Formula Uspekha educational competition in Solikamsk.

Also in 2021, the Company financed and held a number of cultural events. A joint celebration of Solikamsk City Day and Miner's Day was organised, as well as Magic New Year celebrations in the courtyards of Berezniki and Solikamsk. In Solikamsk, Uralkali continued to support the KVN movement; and as part of the Youth Day celebrations in Solikamsk, it also provided assistance to the Green Solikamsk tourist rally, Clean Games environmental quest, a cycling race and a bumper ball tournament. For New Year celebrations, Uralkali built a winter town in Solikamsk and purchased lighting equipment, while special photo-zones and outdoor light projectors were installed in Berezniki.

SKILL ME!

In 2021, for the third year in a row, the Company sponsored a Skill Me! regional competition for primary school students to develop their basic professional skills. The competition took place in the city of Berezniki.

It gathered over 150 teachers and primary students of Berezniki and Perm schools who submitted entries in 14 categories: Drawing Competition, Poetry Competition, Fairy Tales, Dynasty Stories, Notes and Articles, Pro Dolls, LEGO Constructions, Technogadgets, Cartoons, Lapbooks, Rebus Competition, Themed Drawing Competition in English, Interactive Posters, and Methodological Works. This year's competition introduced two new categories in English: Themed Drawing Competition and Rebus Competition for third- and fourth-year students.

Thanks to Uralkali's support, the winners received such gifts as backpacks, wireless headphones, computer mice, notepads, and pens with the Uralkali logo.

Encouraging Sports

With Uralkali's help, Solikamsk para-armwrestlers won nine medals, including six golds, at the World Championships for athletes in Bucharest, Romania.

Uralkali provided assistance for tournaments and competitions for athletes representing Solikamsk federations of judo, volleyball and Greco-Roman wrestling, and also Solikamsk district children's hockey teams.

The Company allocated funds to the Olimpiets Olympic Reserve Sports School for the purchase of roll mats for the wrestling department, and donated two snowmobiles for ski runs.

As usual, we supported the Kickboxing Federation of Solikamsk. In 2021, Solikamsk kickboxers climbed the podium of interregional and all-Russian competitions 23 times, 15 of which were on the top step. Moreover, the World Cup gold was won in Budapest, Hungary, as well as two first places and one second place at the World Championships in Lido di Jesolo, Italy.

As a tradition, Uralkali sponsored sporting events in Berezniki: the Boxing Tournament in memory of the Berezniki OMON fighters, a ski run to commemorate potash worker S. I. Krylov, the Stroganovskaya Regatta small boat race, and the Stroganovskaya Mile snowkiting festival.

For the ninth year in a row, the Company has been implementing the Kali-Basket project for the development of children's basketball as a mass sport among the youth of Berezniki and Solikamsk. 1,680 children and teenagers attend 28 basketball centres, and 23 coaches work there. The club's teams are among the top ten basketball teams in the country, competitors in the finals and semi-finals of the Russian Federation Championship and winners of the Perm Region Championship.

As part of the Champion's Mission project, workshops by mixed martial arts legend Fedor Emelianenko were held for young athletes from Berezniki and Solikamsk. A school basketball league, Kali-Basket Junior, for elementary school students was organised within the project, with more than a thousand children taking part. The open streetball tournament attracted more than a hundred teams from all over the Perm Region.

Infrastructure Support

The Company works on improving living standards in the cities of presence. As part of this work, Uralkali puts an emphasis on urban infrastructure development. In addition to its own initiatives, the Company cooperates

with the authorities and provides financial aid for city-wide significant projects.

Also, the Company sponsored the development of identity, design code and colour solutions for the streets of Berezniki. The identity solution features graphic representation of the city's values: its history, nature, special architectural elements and development trends.

Our expert team worked on the project. A signature logo of Berezniki was designed after a thorough research and with the team's creativity. We also engaged the city residents: they participated in focus groups for the first stage of the research. The narrowed rectangle, a Berezniki special architectural element, was taken as the logo's basis. It looks both like an industrial pipe and an architectural column which is often used in the architecture and monuments of the city.



Housing Programme

Uralkali is engaged in resettlement of citizens from emergency housing in the regions of operation and builds new homes for its employees.

The cooperation went further on with regional and federal authorities to deliver on the programme for the resettlement of residents from emergency housing and the construction of infrastructure on the Right Bank of Berezniki.

Five commercial properties, located in the buildings recognised as emergency, were bought out for RUB 17,754,406 (according to the court decisions). Eight houses have been demolished, and a contract for demolition of another five emergency buildings by the end of 2022 has been signed. During the entire period of the supplementary agreement, demolition work was done for 41 houses.

In 2021, RUB 57 million have been transferred to the Perm Region as additional funding for the resettlement of citizens of Berezniki.

Also in 2021, Uralkali carried out the following projects to support infrastructure in the cities of presence:

- financial support to implement the Solyanaya Versta project for the improvement of the Usolka river embankment in Solikamsk;
- installation of a special lift for people with disabilities who visit Solikamsk's sports centre;
- financial support to decorate the streets of Solikamsk for Victory Day;
- support for the ongoing construction of Nikolsky Church in Berezniki, one of the largest in the Perm Region;
- purchase of 239 seedlings of rare tree species which were planted in a city park in Berezniki;

Support for Non-profit Organisations

Together with public organisations, in 2021 Uralkali proceeded with various charitable projects aimed at supporting vulnerable groups of population, including veterans, children with disabilities and low-income families.

In the reporting period, Uralkali was there for a number of non-profit organisations, including the Salt of the Earth Charitable Foundation, the Bibliograd Non-Profit Partnership, the Solikamsk Fund for the Support and Development of Territorial Public Self-Governance and Initiatives, the Association of the Blind, the Kickboxing Federation, the Judo Federation, the Kali-Basket Association, and the Blagodarenie Foundation. The Company also provided assistance to the Organisation of Disabled People Chernobyl Russia Union, Berezniki Local Organisation All Russia Society of Disabled People, and the Berezniki City Council of Veterans.

In addition, the following charitable initiatives were undertaken by the Company in 2021:

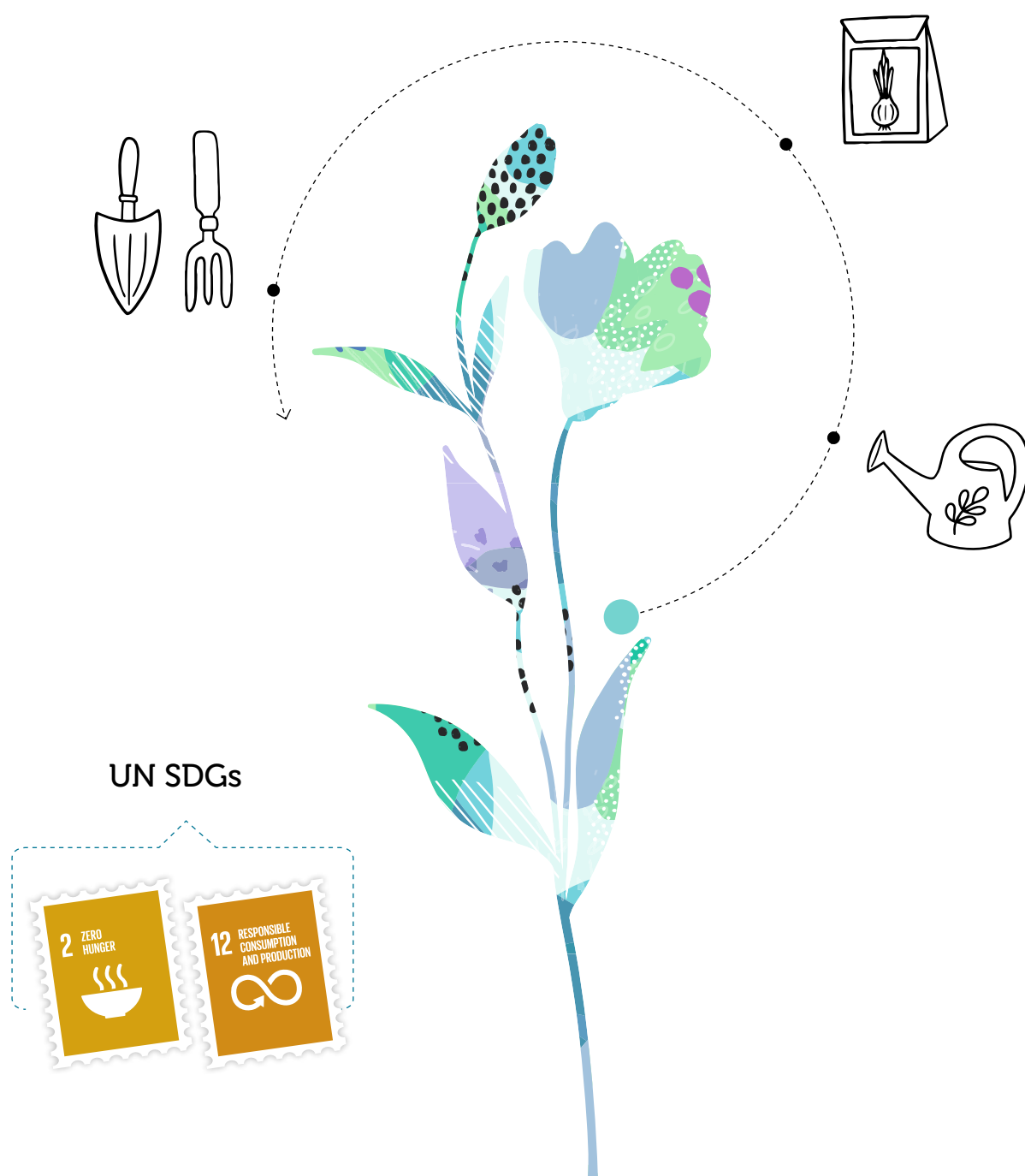
- allocation of funds for the renovation of a special school in Solikamsk;
- donation of fire engines and rescue vehicles for the municipalities of Berezniki and Solikamsk;
- campaigns to prepare children from low-income families for school, and presentation of New Year gifts to children of doctors as well as to children from low-income families;

- donation of exhibit items — production machines and mechanisms — to set up an open-air machinery museum in Berezniki;
- improvement of a memorial in the village of Chyornoye, Solikamsk urban district;
- installation of children's playgrounds in five courtyards of Solikamsk;
- implementation of the Uralkali for Little Champions! project to arrange sports grounds for basketball, volleyball and other outdoor games in 24 kindergartens of Berezniki and Solikamsk.
- socially-oriented activities to support school and kindergarten teachers;
- social and environmental festivals and campaigns in courtyards for their residents with the participation of management companies and housing cooperatives, and the My Yard Is Best-Looking! competition of flowerbeds. More than 200 people took part in the competition;
- financial support of clean-up days for residents of apartment buildings;
- the Postcard for a Veteran and Congratulations to a Veteran campaigns to celebrate veterans and home front workers of the Great Patriotic War on Victory Day;
- presentation of gifts on the eve of Victory Day to 64 veterans of the Great Patriotic War, juvenile prisoners of fascist concentration camps and veterans survived the siege of Leningrad;
- congratulations for more than 2,000 first-year students of Berezniki and Solikamsk schools who were presented with educational games;
- raising funds as part of the Galoshes for the Elderly charity event for the purchase of 68 pairs of insulated shoes that were donated to lonely elderly people with musculoskeletal disorders from nursing homes in Berezniki and Solikamsk.

SUSTAINABLE AGRICULTURE

Why This Is Important to Us:

We produce potash fertilisers to ensure that people around the world are provided with food. Year after year, Uralkali reaffirms its commitment to improving the sustainability of the agricultural sector, not only by producing quality products, but also through cooperation with farmers and promoting knowledge about potash fertilisers and their use.



UN SDGs



Our Performance

>70

countries

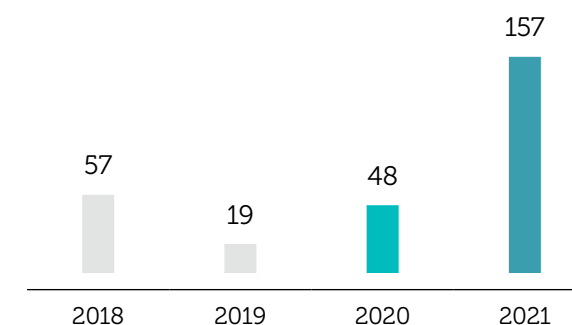
import the Company's products

157

number

of measures taken to improve agronomic expertise

Number of educational activities conducted by Uralkali

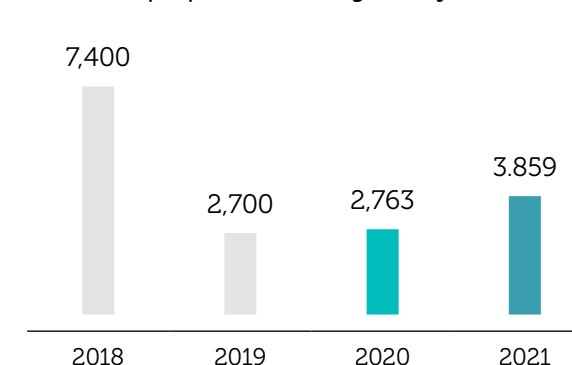


3,859

farmers

and other members of the agricultural community covered by educational measures to improve agronomic literacy

Number of people trained on agronomy



“Developing the sustainable agriculture is one of Uralkali's ESG Strategy priorities. In 2021, we continued putting effort into scientific research of potash fertilizer application in line with industry best practices.

Furthermore, numerous educational events were held to improve the level of potash literacy among agricultural industry representatives in developing countries.”

Dmitry Pereguda

Member of the Management Board¹

Goals

2025 ESG goals

Reach farmers with agronomic expertise programmes
KPI: Reaching more than 20,000 farmers with our agronomic expertise programmes

2021 performance highlights

• The number of farmers covered by the programmes amounted to 3,000 people exceeding the 2021 target

¹ As of the date of the Report approval, Mr. Pereguda is Uralkali's Chief Financial Officer.

Uralkali and Agricultural Players

Uralkali recognises that sustainable agriculture is a prerequisite to ensuring food security globally. Thus, we are actively contributing to the sector's development in the countries that import our products.

For Uralkali, partnering and sharing experiences are essential for business sustainability in the longer term. The Company participates in industry events, as well as cooperates with leading agricultural chemistry experts, international research institutes and advanced agricultural organisations.

Educational Activities

Farmers and other agricultural players in developing countries have the opportunity to study at workshops, seminars and other educational events held by the Company. Uralkali raises awareness by explaining both the benefits and cost-effectiveness of potash fertilisers and how to apply them correctly.

Educational projects are implemented in Russia and developing countries of the Asian and African regions, as well as in Latin America. The Company is committed to the idea of balanced plant nutrition and the value of potassium chloride and potash fertilisers for agricultural producers.

The pandemic has had a significant impact on the opportunity for full-time education and, as a result, the Company increased the number of online educational events. 2021 saw the launch of pilot training webinars in Indonesia, whose participants received digital certificates. A similar webinar was held in Ghana with agronomists and distributors. Uralkali also held a series of workshops and webinars on balanced plant nutrition in Argentina, Nigeria, Ghana, Kenya, Zambia, and Zimbabwe.

The Company's regional teams recorded promo videos on the application of potash fertilisers, which can also be used to engage consumers. They will be broadcasted at conferences and events held by associations the Company collaborates with on some of its projects.

On the back of relaxed COVID-19 restrictions in the end of 2021, the Company relaunched the programme for farmers in Vietnam and expanded it with new crops that grow there. Apart from the educational process, the farmers were given samples of potassium chloride so that they could test the fertiliser and see the effect for themselves.

Education in Africa

As part of educational activities in Africa, Uralkali's subsidiary United Fertilisers Company Limited (UFCL) added a new [Information for Farmers](#) section on its website. It gives information about types of fertilisers, useful web applications and video lectures explaining the importance of balanced application and the specifics of growing particular crops.

A new online service, [Fertilizer Point Application Rates Calculator](#), was launched in 2021 to help African growers to calculate the right amount of fertilisers for the most abundant harvest taking into account various factors: geography, climate patterns, and chemical composition of soils.

In 2022, UFCL continues aggressive promotion of Uralkali's products, raising awareness of the KCl benefits. In the first half of the year, the Company's representatives took part in a number of in-person events, important expositions and agricultural exhibitions held in Côte d'Ivoire, Zambia, and Zimbabwe.

Uralkali expects to continue its hard work in the areas started in 2021, but this time it will focus on field tests instead of holding online events and pitching products via webinars. For 2022, the goal is to reach at least 4,000 people with educational activities aimed not only at farmers, but also at agronomists, distributors and other agricultural players.

Exhibitions and Conferences

Company employees share their industry experience by preparing presentations at Russian and international conferences. In 2021, Uralkali experts presented reports on the growing potassium deficiency in Russian soils at the International Agro-industrial Exhibition AGROVOLGA 2021 and Uralchem's Field Day agricultural exhibition in the Kirov Region.

Golden Autumn Agro-industrial Exhibition

In concert with Uralchem, Uralkali sponsored the business programme of the 23rd Golden Autumn annual agro-industrial exhibition that was held face-to-face and welcomed more than 100 participants from Russian regions.

The Innovations Accelerator round table took place where experts and guests were presented projects dedicated to different topics: fertilisers, crop protection products and digital agricultural tools which are contenders for the corporate accelerator competition Uralchem — Growth Factor.

A plenary session Data Economy in Agriculture addressed the collection, classification and processing of agricultural data and suggested solutions. The participants shared their experience in transforming agricultural production processes and introducing up-to-date farming and crop producing technologies. The session was administered through the offices of the Ministry of Agriculture of the Russian Federation, the FoodNet market working group of the National Technological Initiative coupled with the Commission on Mineral Fertilizers Production and Trading of the Russian Union of Industrialists and Entrepreneurs.

Research and Experimental Work

The Company runs pilot projects to showcase the smart use of potash fertilisers and conducts field trials in collaboration with research institutes in the regions of presence. The format allows for the application of different amounts of fertilisers to selected land plots, providing visible results of the experiment. The trial data are gathered, statistically processed based on several periods and then converted into handouts that are distributed among farmers at exhibitions, seminars and Field Days.

In the year under review, the Company continued activities in Argentina where it promotes the science-based use of potash fertilisers. The scientific project to study the responsiveness of main crops that occupy Argentina will take place in 2021–2022. In the reporting period, Uralkali arranged field tours to study the effect of potash fertilisers on the yield and quality of main crops, so agricultural representatives — agronomists, distributors

and research members — could view the results. The local agricultural community is keen on Uralkali's experiments since they reveal how potassium deficiency in soils is already limiting the yield in many parts of the country.

The Company also publishes results of certain studies and electronic versions of educational materials developed by Uralkali on the Company's website in the [Agrotheque](#) section.

In 2021, the Company has prepared and published a book titled [Potassium — a Key Element of Plant Nutrition](#), which summarises the accumulated experience of industry experts as well as Uralkali's own experience. First off, the book targets agronomists and farmers.

Hotline for Farmers

In the year under review, Uralkali and Uralchem expanded the list of issues received from employees and counterparties via the hotline. At present, the hotline provides additional support to Russian agricultural producers as well as provides information about the availability of certain products in Russian regions and help to promptly contact farmers on a variety of issues. It is also used to coordinate the amount of fertilisers and supply prices in the autumn field season.

The Land of Knowledge Centre for Digital Agriculture

Uralkali Trading SIA participated in a strategic session timed to the launch of a centre for digital agriculture, The Land of Knowledge open agricultural university, based on the Russian State Agrarian University — Moscow Timiryazev Agricultural Academy. The initiative is set out to create a novel learning platform for improving skills and training agricultural professionals both in Russia and around the globe.

The platform offers content and video courses and practical tasks, as well as feedback. At the end of training, the students will receive a state certificate of completion. We are looking to develop a unique ecosystem with digital solutions for the global community of growers.

OTHER SOCIAL TOPICS (S)

Activities Related to COVID-19

Uralkali is implementing measures to counteract the spread of the COVID-19 coronavirus infection. A special internal Commission is held in place to analyse the ongoing situation and inform the staff. Employees not involved in ensuring a continuous production process have been partially transferred to working remotely. Sanitisation and disinfection of premises is carried out. All Company facilities are equipped with hand sanitiser dispensers, and daily temperature checks of employees are organised at the workplace. Also, in 2021, the Company implemented a rehabilitation programme in health centres to address the impact of COVID-19 in employees who survived the infection.

Employees are constantly informed about anti-COVID measures via Uralkali's Internet portal, newspaper, television, mobile app, and social media. Furthermore, the Company set up a hotline to provide them with pandemic-related updates or consultation and answer the questions.

Eight vaccination points opened at mines. To encourage vaccination, the Company offered a cash prize for those fully vaccinated against COVID-19. Employees were given two days off with full pay for their first jab. At the end of 2021, the Company had about 60% of vaccinated and 20% of recently recovered employees.

PCR Laboratory in Berezniki

After the Wagner Hospital full repair, a PCR laboratory to test for COVID-19 opened there in 2021. The city administration provided 400-square-metre premises to place the lab. Uralkali allocated RUB 25 million for the premises repair and necessary equipment.

The renovation resulted into a complete removal of partition walls and their replacement with the new ones, as well as in the set-up of sewerage, heating and electricity systems. The laboratory is divided into red and clean zones with self-contained ventilation systems. Air ducts in the red zone have a separate output with built-in bacterial filters that disinfect the air up to 99.9%.

State-of-the-art materials resistant to disinfectants and UV radiation have been used for the interiors. The lab meets all Rospotrebnadzor requirements and allows for running up to 500 PCR tests per day.

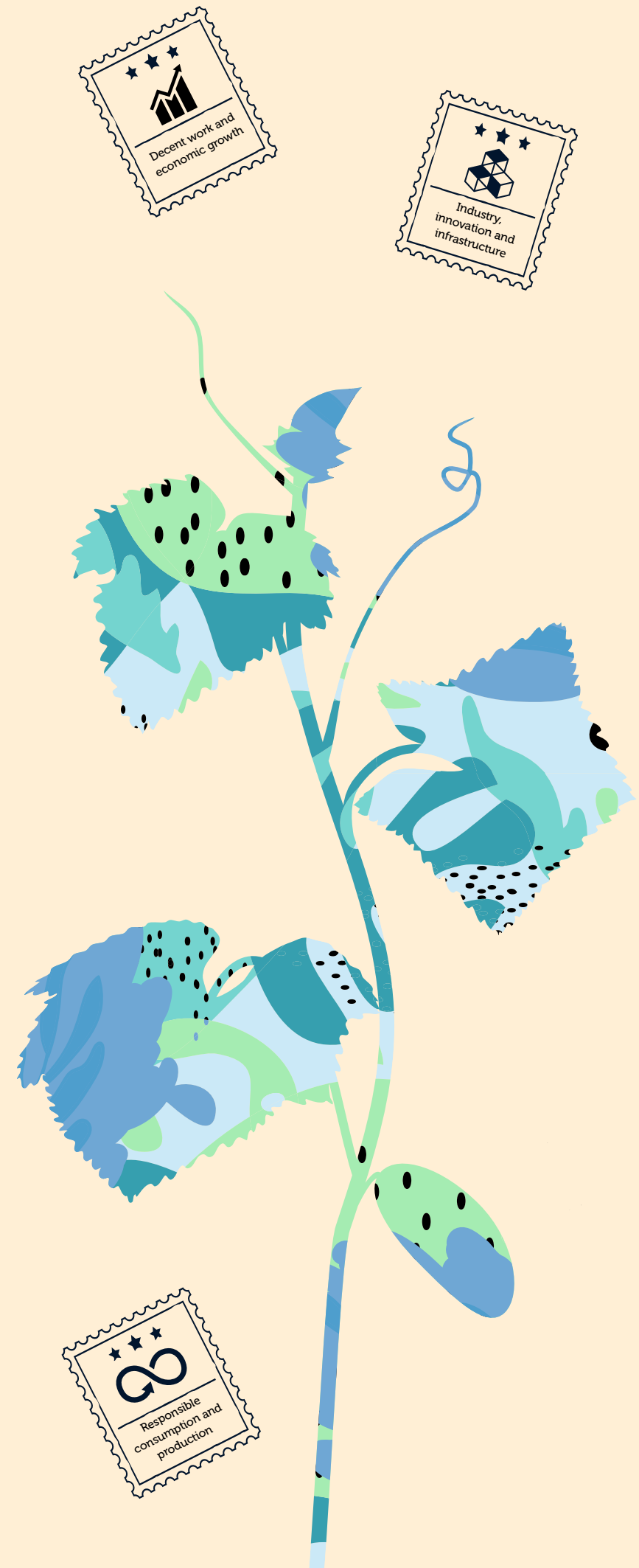
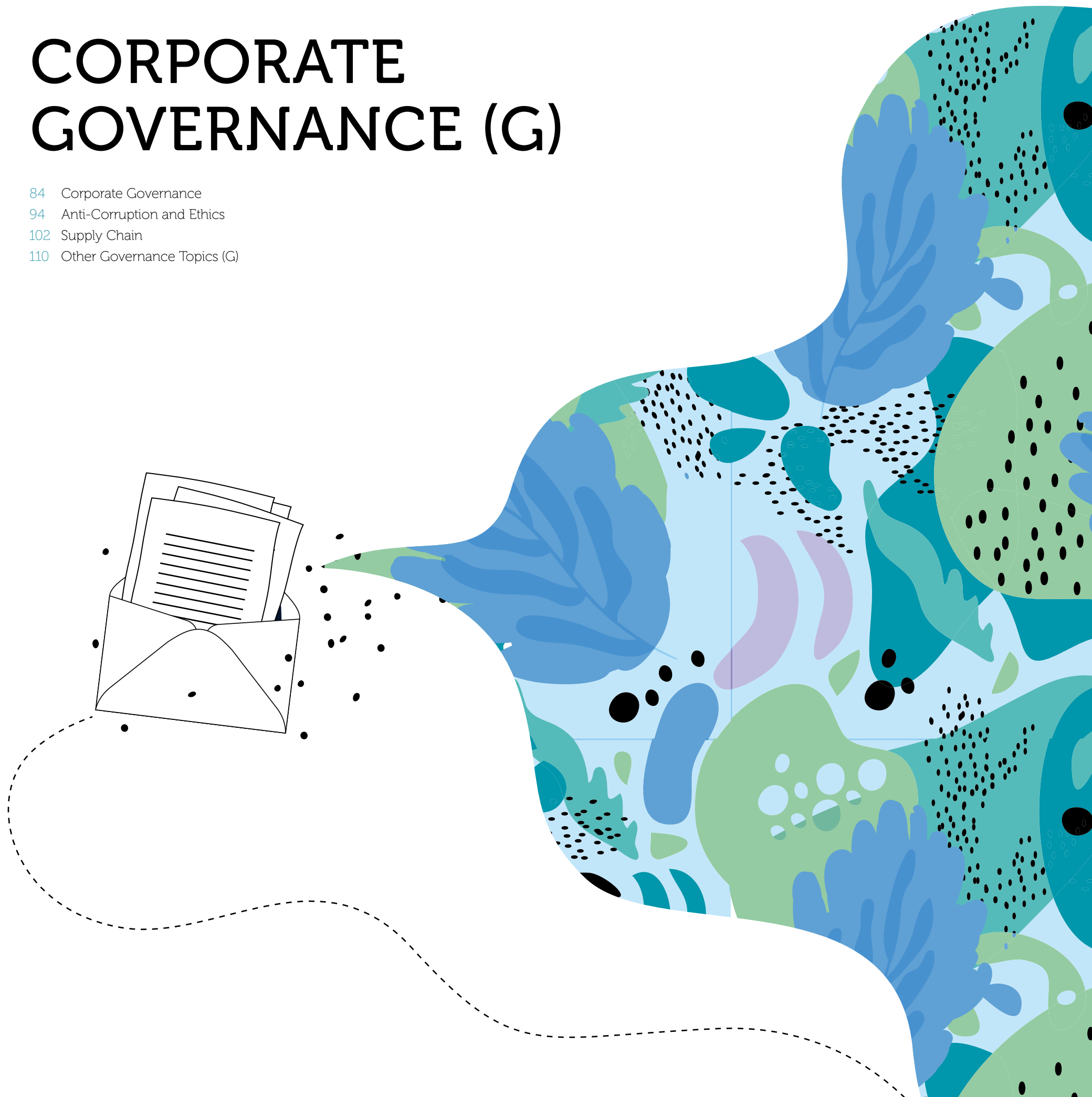
The Company regularly supports health care in the Verkhnekamsky district by helping the Wagner Hospital ensure access to high-quality medical services for the residents.

Moreover, Uralkali allocates funds to support local communities in the fight against the pandemic. In Berezniki, the Company financed air sanitisers for school No. 12 and provided personal protective equipment for the city's volunteers and veterans council. The following equipment has been purchased for the Solikamsk City Hospital:

- blood analyser;
- hemodynamic monitors for the intensive care department;
- arthroscopic equipment for RUB 4 million.

CORPORATE GOVERNANCE (G)

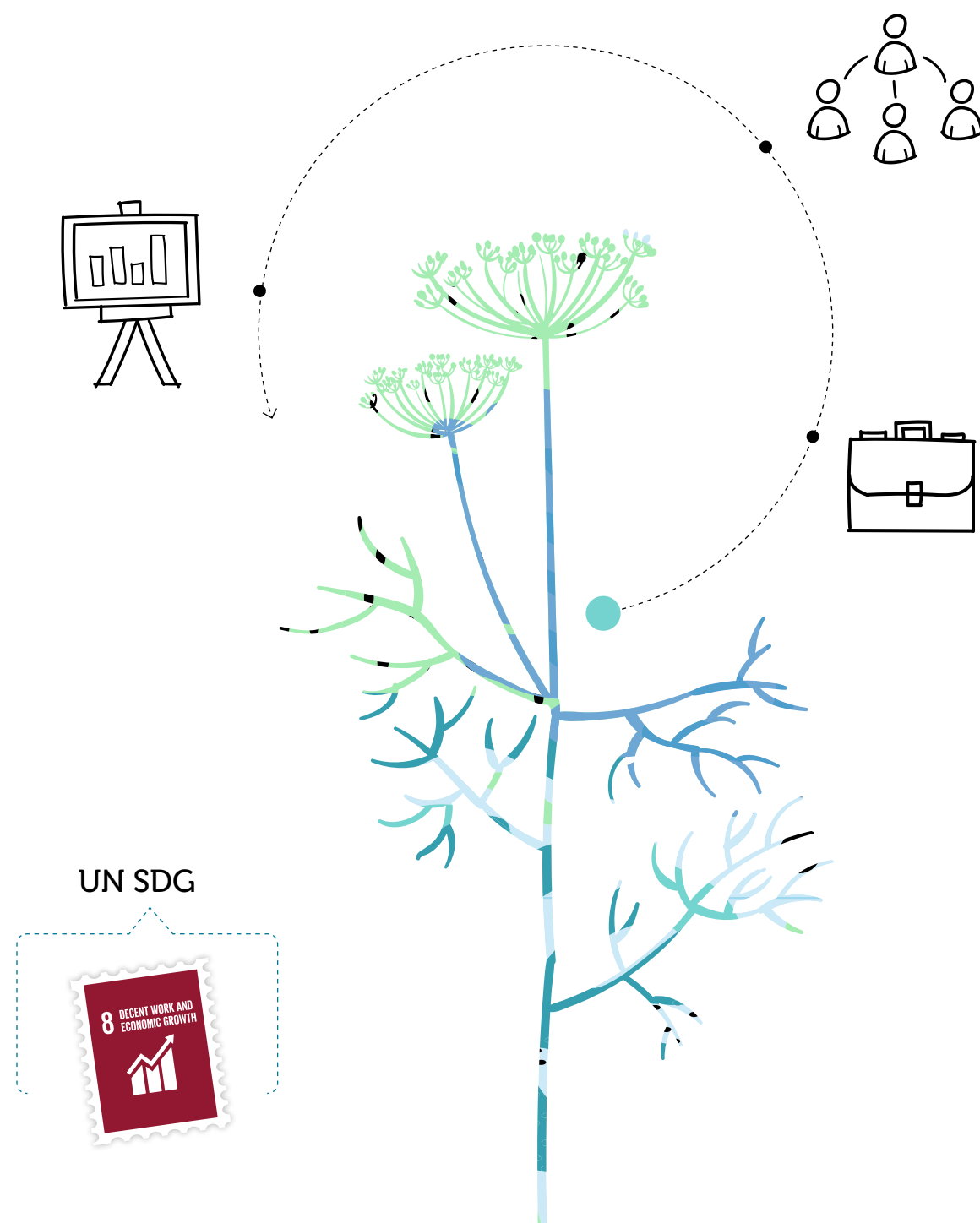
- 84 Corporate Governance
- 94 Anti-Corruption and Ethics
- 102 Supply Chain
- 110 Other Governance Topics (G)



CORPORATE GOVERNANCE

Why This Is Important to Us:

Uralkali follows high standards of corporate governance, considering the transparency of management processes and openness of information about its activities to be the most important factor in sustainable growth.



Our Performance

5 years 8 months

average work experience in the Board of Directors¹

16

Board of Directors meetings in 2021

7

Management Board meetings in 2021

4 out of 7

Board members are INDEPENDENT DIRECTORS « GRI 2-9|

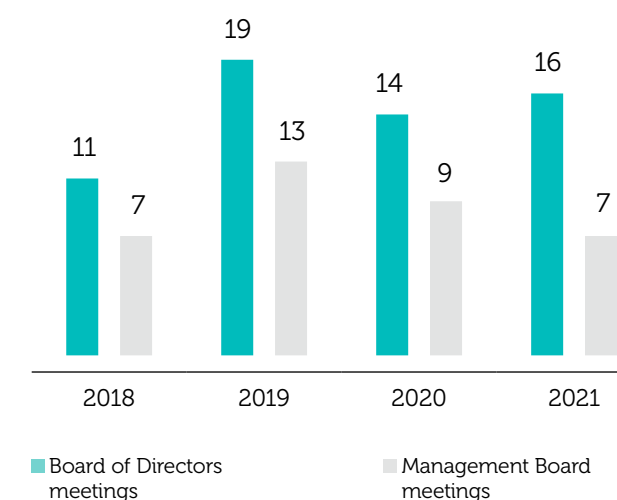
100%

of Board Committees are headed by independent directors « GRI 2-9|

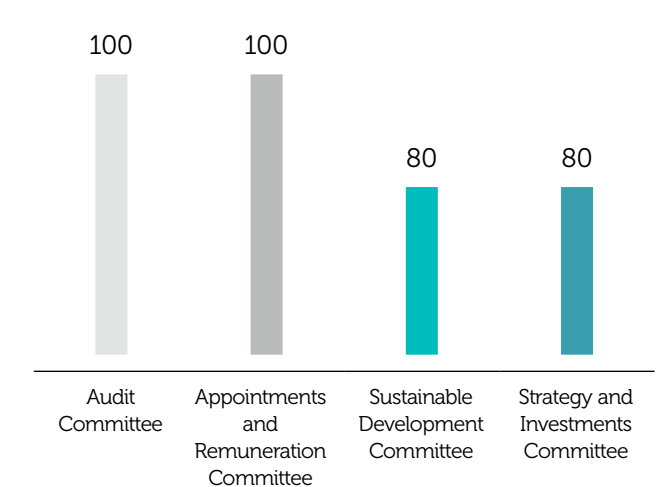
3 out of 7

Management Board members are WOMEN « GRI 2-9|

Meetings of the Board of Directors and the Management Board, ea.



Independent directors on the Board Committees, % « GRI 2-9|



¹ Based on data as of the end of 2021.

“Uralkali holds a leading position in the industry in the area of sustainable development, including in terms of corporate governance, and annually improves its performance in international ESG ratings.

A well-deserved reputation and the trust of stakeholders as a result of many years of reliable work are of great value to Uralkali. We are systematically enhancing the transparency of internal processes, building on corporate norms in detail in internal documents, and increasing the sustainability of supply chains.”



Marina Shvetsova
Legal and Corporate
Affairs Director

Goals

2025 ESG goals	2021 performance highlights
Advancing the internal regulatory corporate governance framework	<ul style="list-style-type: none">Diversity and Inclusion Policy developed and approved, addressing the diversity on the Board of DirectorsCorporate Governance Code updated
Bringing the Board of Directors' composition in line with best global ESG practices	<ul style="list-style-type: none">Number of independent directors on the Board increasedA woman joined the Board of Directors

Corporate Governance Review 2021

Uralkali has a well-developed corporate governance system that respects shareholders and investors' rights, increases Company's attractiveness to investors, and enhances transparency. The Company adheres to but does not restrict the requirements of the applicable legislation of the Russian Federation, guidelines of the Corporate Governance Code of the Bank of Russia, and the best Russian and international corporate governance practices.

Governance Documentation

Uralkali's main documents regulating the corporate governance system are available on the corporate website. Uralkali regularly updates internal documents that define the Company's corporate governance policy. Thus, in 2021, the Corporate Governance Code of PJSC Uralkali was updated, aimed primarily at effectively protecting the rights and interests of Uralkali's

shareholders and was developed in accordance with the recommendations of the Corporate Governance Code of the Bank of Russia.

Governing Bodies

Uralkali's governing bodies are the General Shareholders Meeting, the Board of Directors, the Management Board, and the CEO. The supreme governing body is the General Shareholders Meeting. The Board of Directors manages Uralkali's overall activities whereas the Management Board and the CEO are the Company's executive bodies.

General Shareholders Meeting

General Shareholders Meetings are held in accordance with the current legislation of the Russian Federation and the [Company's Charter](#). The procedure for preparing and holding General Shareholders Meeting is governed by the Regulations on the General Shareholders Meeting of PJSC Uralkali.

In the reporting period, Uralkali held seven General Shareholders Meetings to tackle profit distribution, election to the Board of Directors and the Revision Commission, auditors appointment, adoption of a new Charter, partnership with non-profit organisations and financial and industrial associations, approval of major transactions and dividends payments. « [GRI 2-10](#) |

Board of Directors

The Board of Directors is an essential element of our corporate governance system.

Independent directors represent the majority of votes on the Board. As at 31 December 2021, the Board of Directors has seven members, including four independent directors and three non-executive directors. Executive directors are not included in the Board while its Chairman is an independent director. « [GRI 2-9](#) | « [GRI 2-11](#) |

2021 saw 16 meetings of the Board of Directors to resolve such sustainability issues as the ESG Strategy implementation progress, climate agenda, as well as adoption of the Climate Strategy, internal ESG documents, and the ESG Report for the previous reporting period. « [GRI 2-12](#) |

[For more information on Uralkali's internal ESG documents approved in 2021, please refer to the Sustainable Development Management section on page 92.](#)

In Uralkali, the Board Committees have been established and are permanently operating in accordance with separate [regulations](#) available on the corporate website. In 2021, the Company narrowed down the number of Committees from five to four: the Strategy Committee and the Investment and Development Committee were merged. « [GRI 2-9](#) |

Board Committees structure: « [GRI 2-9](#) |

- Audit Committee;
- Appointments and Remuneration Committee;
- Sustainable Development Committee;
- Strategy and Investments Committee.

Management Board

The Management Board and the CEO implement decisions made by the General Shareholders Meeting and the Board

Composition of the Board of Directors and Board Committees in 2021

Total number of directors	7
Number of independent directors	4 out of 7
The Chairman of the Board of Directors is an independent director	Yes
Number of women on the Board of Directors	1 out of 7
Number of executive directors on the Board of Directors	None
Committees of the Board of Directors chaired by independent directors	100%
Independent directors in the Audit Committee and the Appointments and Remuneration Committee	100%

of Directors. The CEO is the Board's Chairman. In 2021, the Technical Director and the Chief Financial Officer joined the Management Board. As at the end of 2021, the Management Board has seven members, including three women. « [GRI 2-9](#) |

In 2021, the Management Board held seven meetings.

The Company has the following committees under the CEO:

- Health, Safety, Environment and Corporate Social Responsibility;
- Procurement;
- Investments;
- Subsidiary Management;
- Mine Safety;
- Compensation and Benefits;
- Information Technology;
- Innovation;
- Risks;
- Quality.

The CEO also leads the Sustainable Development and the Climate Change Working Groups. « [GRI 2-9](#) |

The CEO, members of the Management Board and senior executives are on the Company's committees and working groups. The committees and working groups monitor and analyse information in these areas, including area-

related risks, and supervise the implementation of required measures.

In 2021, Uralkali saw changes in its organisational structure that included establishment/restructuring of the following directorates:

- Sustainable Development (ESG) and Investor Relations Directorate (new);
- Logistics Directorate (new);
- Production Directorate (restructuring through abolition of the Subsoil Management Directorate and Geology Directorate);
- HR and Communications Directorate (restructuring through replacement of the HR Directorate).

Uralkali cooperates with the following auditors: AO Deloitte & Touche CIS for the audit of statements under the law and IFRS, and JSC Energy Consulting for RAS statements. « [GRI 2-5](#) |

Corporate Secretary

The Corporate Secretary facilitates ongoing interaction with shareholders, coordinates the Company's activities to protect the rights and interests of its shareholders, and makes sure the Board of Directors follows all necessary corporate procedures and works effectively and efficiently, and also coordinates communication between the Board and the management. The activities of the Corporate Secretary are subject to the relevant regulation. « [GRI 2-9](#) |

Criteria for Independence of Members of the Board of Directors « [GRI 2-9](#) |

Uralkali's Board of Directors consists of highly skilled and experienced independent directors with impeccable reputations and unbiased opinion. The Company annually evaluates both nominees to the

Board of Directors and the current members against correlation criteria. The evaluation is based upon the criteria enshrined in the Russian Code of Corporate Governance.

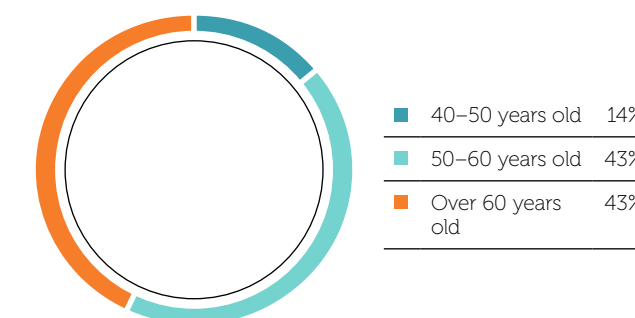
Diversity in Composition of the Governing Bodies « [GRI 2-9](#) |

The Company's Human Rights Policy informs that Uralkali does not allow any form of discrimination against any employee or members of governing bodies on the basis of gender, nationality, age, race or other characteristics not relating to their professional competence.

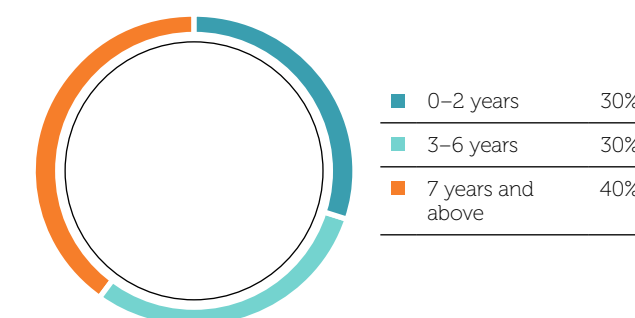
We celebrate diversity in the governing bodies and fair proportion of women on the Board of Directors, its committees and the Management Board. In the year under review, the composition of the Board of Directors was counter-balanced in terms of size, age, period of service and experience, including overseas, and competences. This is what provides members of the governing bodies for all-round and detached consideration of the most urgent Company's issues.

Uralkali's Board of Directors incorporates highly-qualified and multi-skilled members who have an expertise in the fertiliser industry and beyond. For instance, all Board's members are competent in sustainable development and strategic business planning.

Age composition of the Board of Directors, %



Period as a member of the Board of Directors, %



Performance Assessment of the Board of Directors « [GRI 2-18](#) |

A transparent and comprehensive assessment of the Board performance is of great importance for Uralkali. Every year the Board of Directors undergo self-assessment. For this, its members fill out a questionnaire approved at the meeting of the Appointments and Remuneration Committee. It includes over 30 questions on the performance of the Board of Directors, its committees, Chairman and

Secretary, as well as of the management, provision of Board member with information, current document flow, and work planning.

The Company did not carry out any external assessments of the Board of Directors in the reporting period and does not plan to do it so far. However, Uralkali maintains this option open given both internal and external factors.

Remuneration to Members of the Board of Directors, Management Board and CEO

« [GRI 2-19](#) |

Uralkali provides decent remuneration to members of the governing bodies. The procedure on remuneration of the Board of Directors' members, the Management Board and the CEO is established in the relevant internal documents.

[Regulations on Remuneration and Reimbursement of the Members of the Board of Directors](#) of PJSC Uralkali are adopted at the General Shareholders Meeting by a majority vote of the shareholders holding voting shares. Proposals to amend or supplement the regulations are inscribed in the General Shareholders Meeting's agenda according to the procedure enshrined in the Company's Charter. « [GRI 2-20](#) |

Independent and non-executive directors on the Board are eligible for remuneration. Remuneration is paid for activity in day-to-day operations of the Board of Directors and extra duties, including duties of the Committee Chairman, Senior Independent Director, and Deputy Chairman.

Annual remuneration is generally equal and is paid on a monthly basis. However, one-time payment is also possible upon written request of a member of the Board of Directors. A Board member also has the right to submit a written application to the Chairman of the Board of Directors on full refusal to receive remuneration. The Chairman of the Board of Directors is not paid a standard amount but receives a separate and increased remuneration.

In addition to remuneration, the Company covers expenses occurred within the implementation of duties of the Board members. These include expenses for

travel and accommodation in the place of the Board of Directors' meeting.

The Regulations on Remuneration of the Members of the Board of Directors do not provide for the granting of shares as remuneration.

The Regulations on Bonuses for Senior Executives of PJSC Uralkali is applied to members of the Management Board, including the Chief Executive Officer — the Chairman of the Management Board. As for now, the Company does not have a developed long-term incentive programme.

The Company pays a monthly salary to members of the Management Board. The amount of the salary is fixed and set out in the employment contract. Bonuses may be assigned to members of the Management Board at the end of the year. The amount of a bonus is based on annual KPIs set for the respective senior executive. Senior executives' KPIs are fixed in KPI targets showing actual performance results. In this regard, Uralkali's members of the Management Board or top managers do not obtain unlawful bonuses.

Members of the Management Board are also entitled to get reimbursement for expenses incurred in the line of duty. The CEO — Chairman of the Management Board — has the right to reimbursement for expenses tied to representing the Company in professional communities, other companies, and international relations. The Management Board receives compensation the exact same way that the Board of Directors.

Prevention of Conflicts of Interest

« [GRI 2-15](#) |

Uralkali does not allow conflicts of interest among members of the Board of Directors and the Management Board and has taken preventive measures to reduce such risk. These include regular updates to the list of Uralkali's stakeholders, a ban on related party

transactions voting and mandatory disclosures by members of the Board of Directors, the Management Board and the CEO of all persons controlled by or directly related to them, and of positions held in other companies. The above measures are fully compliant

with national legislation on conflict of interest for members of companies' governing bodies.

Under Uralkali's Corporate Governance Code, the Board of Directors is to control conflicts of interest, which is one of

its key functions and duties. In addition, the Board members shall inform the Company about any conflicts of interest in decision-making processes. The Audit Committee under the Board of Directors evaluates the absence of conflicts of interest among Uralkali's external auditors.

Sustainable Development Management

In the reporting year, Uralkali joined the UN Global Compact, which is indicative of the Company's commitment to the highest standards of corporate governance, social responsibility, and environmental protection in the regions of presence.

In 2021, the Board of Directors has elaborated and adopted the following ESG documents: « [GRI 2-12](#) |

- [Climate Strategy](#);
- [Supplier Code of Conduct](#);
- Corporate Governance Code;
- [a set of of internal sustainable development documents](#):
 - Procurement Policy,
 - Tax Policy,
 - Diversity and Inclusion Policy,
 - Human Rights Policy,
 - Environmental Policy,
 - HR Policy,
 - Policy in the Field of Appeal Management for Products,
 - Quality Policy,
 - Technical Policy in the Field of Energy Management,
 - Occupational Health and Safety Policy (along with a statement),
 - Personal Data Processing Policy,
 - Policy on Interaction with Local Communities,
 - Policy on Charity and Sponsorship,
 - Information Policy Regulations.

In 2021, Uralkali established a functional unit — Sustainable Development (ESG) and Investor Relations

Directorate. The key body that oversees sustainable development management is the Board of Directors and the Sustainable Development Committee. Besides them and the new directorate, the ESG governance structure involves the following bodies and officers: « [GRI 2-9](#) |, « [GRI 2-13](#) |

- Sustainable Development Working Group under the CEO;
- Working Group on the Development and Implementation of Carbon Management System under the CEO;
- Committee on Labour, Health, Environmental Safety and Corporate Social Responsibility under the CEO;
- designated staff at the operational level.

The Board of Directors and the Sustainable Development Committee exercise strategic management and control over the Company's sustainable development activities, including in climate change. In the year under review, the Board of Directors and the Sustainable Development Committee addressed a number of major sustainability challenges, monitored and oversaw the ESG Strategy implementation. « [GRI 2-12](#) |, « [GRI 2-14](#) |

The Sustainable Development Working Group under the CEO implements ESG initiatives and activities and serves as a platform for informing employees and counterparties and integrating the relevant principles into Uralkali's operations. The reporting period marked two Working Group meetings where semi-annual and annual results of the ESG Strategy implementation were reviewed.

- Uralkali's website presents additional information on the Company's approach to managing sustainability issues, which is embodied in [corporate ESG policies and codes](#).
- [ESG Data Pack](#) with an extended list of sustainability indicators by ESG-aspects is also available on the website.

Organisational structure of sustainability management



BOARD OF DIRECTORS

Strategic management and control over sustainable development activities

Audit Committee

Appointments and Remuneration Committee

Sustainable Development Committee

Strategy and Investments Committee

Working Group on Sustainable Development

CEO

Making management operational decisions, monitoring and controlling the implementation of the business strategy and sustainable development strategy.
Management of current activities, including ESG issues

Working Group on Sustainable Development

The working group develops and implements initiatives and activities in sustainable development, integrates the principles of sustainable development into major processes in its functional areas of activity

Chief Financial Officer

Chief Technical Officer

HR and Communications Director

Director on Health & Safety and OHS

Internal Audit Director

Legal and Corporate Affairs Director

Production Director

Procurement Director

Chief Information Officer

Security Director

Capital Construction Director

Chief Logistics Officer

Director of Sustainable Development (ESG) and Investor Relations

Working Group Manager

Coordination of sustainable development initiatives and activities aimed at ensuring the transparency of reports and at creating the value for stakeholders in the long term

Head of Government Relations

Head of Public Relations

Marketing Director

OPERATING LEVEL

The Company enterprises' appointed employees responsible for operating activities, personnel management, industrial safety, labour and environmental protection

ANTI-CORRUPTION AND ETHICS

Why This Is Important to Us:

As one of the world's leading potash producers and the largest enterprise in the region of presence, Uralkali is subject to high standards of business integrity. We believe that by committing to ethical business practices and avoiding any form of corruption we present ourselves as a responsible company and earn the trust of stakeholders.

Our Performance

441

requests

were received by the Company's hotline

0

finances

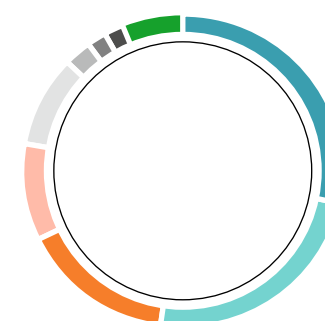
were paid for any violation of the antitrust law in the last five years « [GRI 2-27](#) »

5

inquiries

on business ethics violation were considered by ethical commissioners

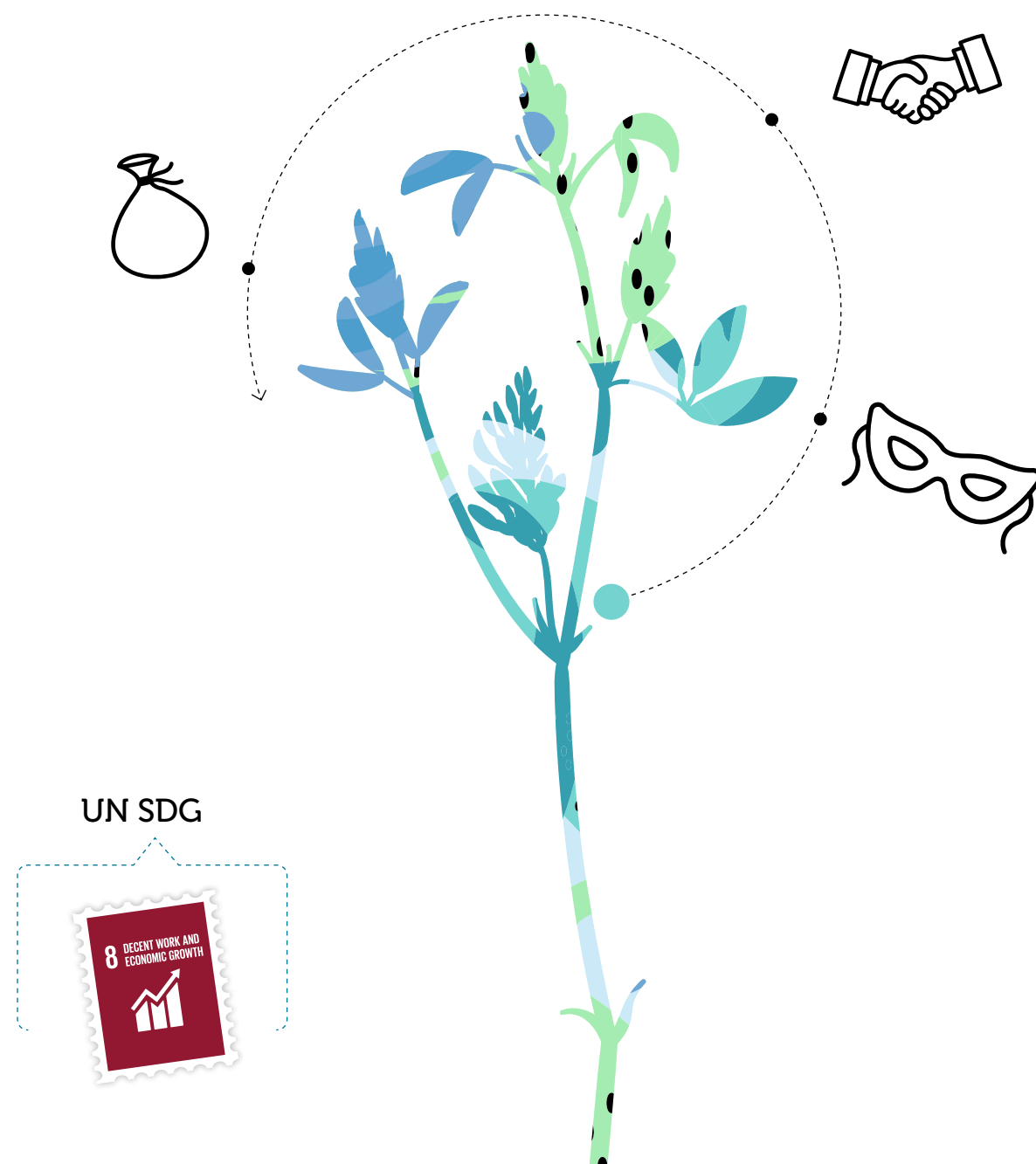
Number of messages (by topic) received by the hotline in 2021



General	126	Social policy	12
Procurement	105	Labour relations	9
IT	69	Theft and corruption	9
Recruitment and training	44	Other	26
Safety	41	Total	441

Goals

2025 ESG goals	2021 performance highlights
Bringing anti-fraud and corruption practices in line with ISO 37001	<ul style="list-style-type: none"> The Company begins to update internal documents in compliance with ISO 37001
Regular provision of information on combating corruption and fraud to employees	<ul style="list-style-type: none"> Information materials on counteraction to corruption and fraud have been developed Training sessions on combating corruption and fraud were conducted for all employees who are at risk of corruption

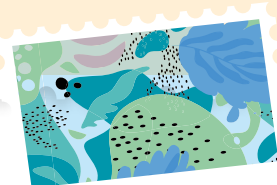


“We value our business reputation and high trust from employees and external stakeholders. Uralkali's corporate culture is built on respect and honesty, which implies the rejection of any form of corruption.

In the year under review, we teamed up with other departments to further improve the compliance control mechanisms, especially business ethics, anti-corruption and anti-trust. Besides, we refined the internal procedures, approved new and brought up to date the existing corporate regulations, and considerable work was done to inform Uralkali employees about the compliance and communications inside the Company.”

Mariya Kuzmina

Internal Audit Director



Business Ethics

« GRI 2-23 |

The high standards of business ethics and an efficient anti-corruption system in place are core to our corporate culture. Uralkali values open and honest relationships with stakeholders and adheres to the principles of integrity and openness. The Company operates pursuant to the national legislation and the Universal Declaration of Human Rights.

The Company has developed and regularly updates the [Code of Corporate Culture](#) which applies to all employees and subsidiaries, as well as counterparties. In the reporting year, 100% of PJSC Uralkali employees and more than 50% of its subsidiaries' personnel confirmed that they were familiar with the Code, and all Company employees received training on its provisions.

The Company does not support political parties, nor send funds or donations for their activities. Uralkali also does not participate in charitable projects with a view to influencing decisions made by governmental and local authorities or related parties that would benefit the Company.

Responsibilities for managing the aspects of business ethics and overseeing the proper implementation of monitoring procedures are shared between the Company's internal divisions and governing bodies. Business ethics issues are reviewed by the Board of Directors and its Committees, and their regulation is

the area of concern of the following Uralkali functional divisions:

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

The Human Resources and Communications Directorate keeps the Code of Corporate Culture (the Code) up to date, as well as informs employees about business ethics and ensures the compliance with the Code's provisions.

To ensure comprehensive monitoring of the adherence to business ethics and human rights principles, the Company operates a hotline and the Institute of Ethical Commissioners. The Human Resources and Communications Directorate receives, registers, systematises, reviews and analyses calls and e-mail messages, as well as guarantees anonymity and draws up reports for consideration by this Institute. All information is verified by the Security Directorate. [For more information, see section Feedback Mechanisms on page 100.](#)

The Institute of Ethical Commissioners acts upon the Regulations on Ethical Commissioners and consists of the

Human Resources and Communications Director, Legal and Corporate Affairs Director and Technical Director. The Committee deals with complicated and controversial ethical issues arising among Uralkali employees. Based on the results of consideration, ethical commissioners give individual advice on proper corporate behaviour for each employee. The Human Resources and Communications Directorate that is responsible for business ethics compliance at the Company level arranges the work of the Institute of Ethical Commissioners in terms of collection, preparation and distribution of relevant materials. In 2021, the ethical commissioners addressed five appeals related to the violation of internal business conduct standards.

The Company's internal documents regulate charity and sponsorship activities, as well as activities that involve giving and receiving business gifts. In the course of the reporting year, the Charity and Sponsorship Policy and

some other internal regulations were revised. They set out general requirements to the organisation and holding of various events for potential counterparties, media representatives and other stakeholders.

Identification and resolution of conflicts of interest are detailed in the Regulations on the Conflict of Interest of PJSC Uralkali. Whenever there is a conflict of interest, personnel should inform about it and address such a conflict, striking the balance between employee and company interests. No matter what the situation, Uralkali employees should be guided by the generally accepted principles of law, morals and ethics and make decisions that are in the Company's best interests.

The rules for handling insider and confidential information are provided for by relevant internal documents. They help the Company to achieve transparency, while contributing to its business interests and preventing cases of information misuse.

Institute of Ethical Commissioners

WHO CAN APPEAL?

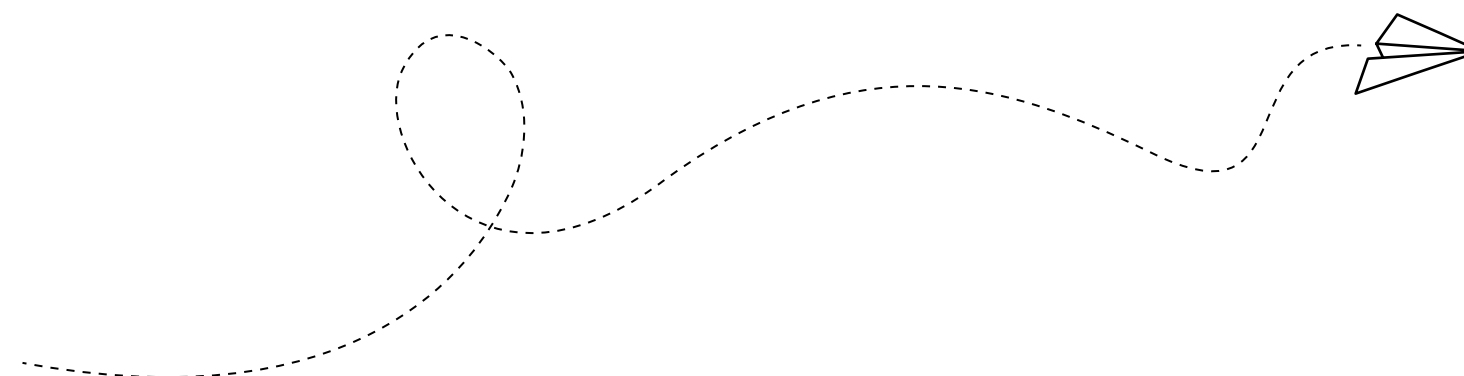
All employees

WHERE TO APPEAL?

ethics@uralkali.com

WHEN TO APPEAL?

Conflicts, complications in relationships



Feedback Mechanisms

« GRI 2-26 |

Uralkali operates communication channels that enable each employee to anonymously report violations of laws or Company policies. One of the feedback mechanisms is a hotline available by phone and email in Russian and English.

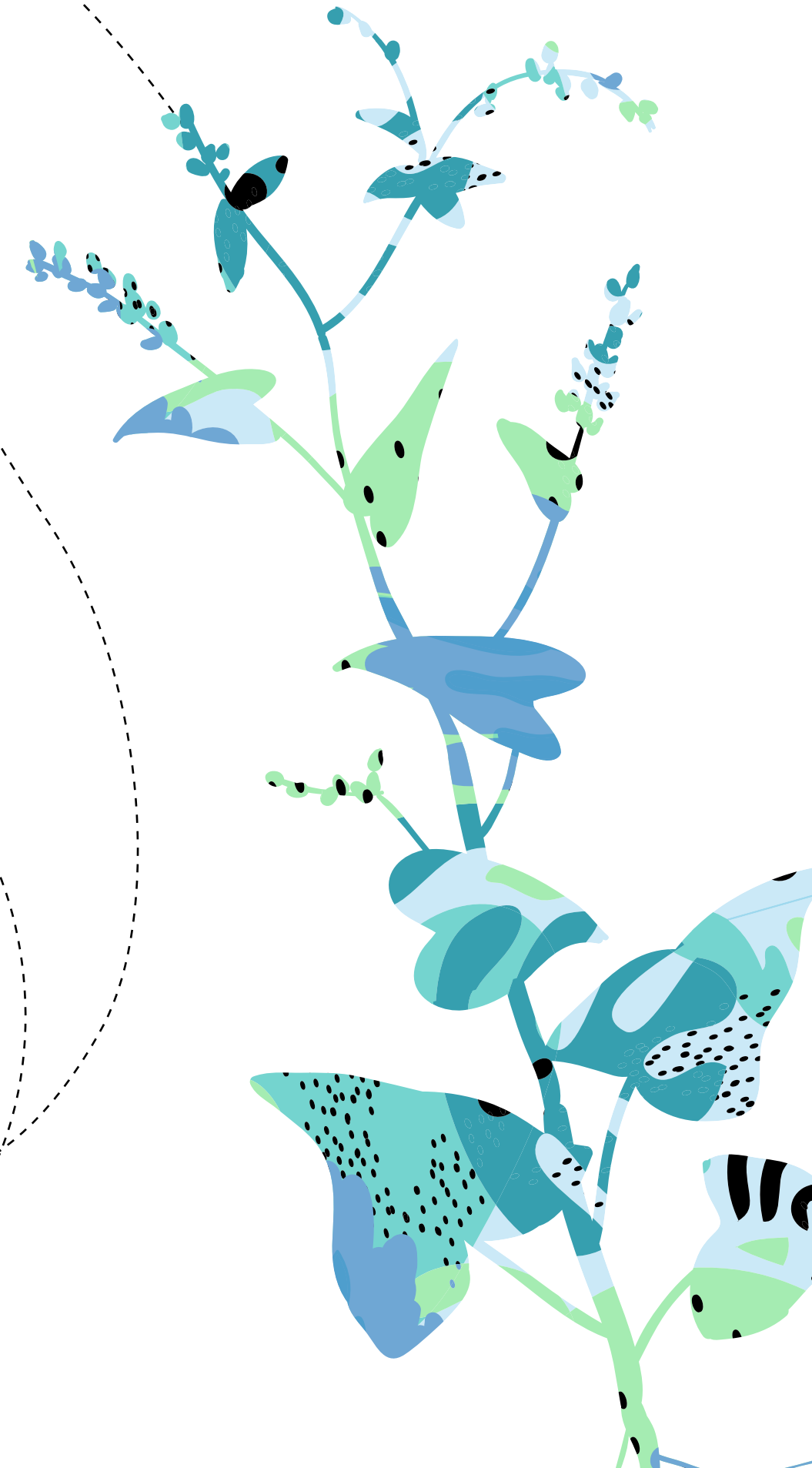
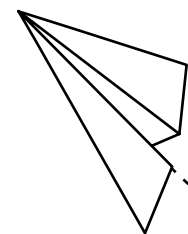
In total, our hotline received 441 calls in 2021, which is 119 more than in 2020. This is due to a growing number of staff comments and suggestions regarding procurement, requests of access control, the connection of remote desktop and new legislation on labour safety in the midst of pandemic.

For more information on the hotline service, please visit our corporate website's section [Feedback Mechanisms](#).

Uralkali runs a proactive campaign to inform its employees on the possible ways to get advice on business ethics and anti-corruption law compliance.

Hotline content is posted on the internal corporate resources as well as on computer desktops of employees. In order to minimise the number of corruption incidents and associated risks, the Company rewards employees who timely report about theft and fraud.

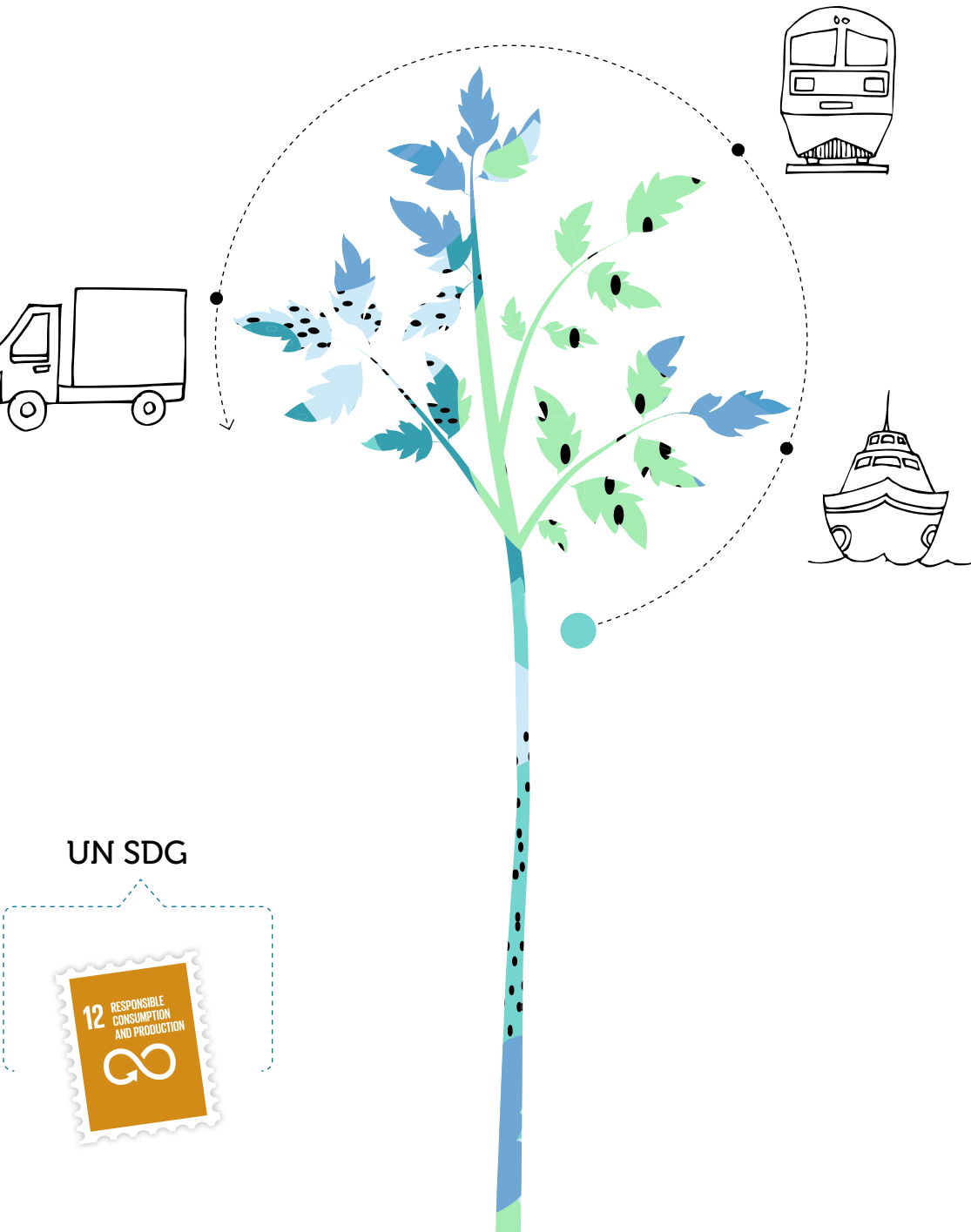
According to the Regulation on the Organisation of the Call Centre in PJSC Uralkali, the received calls are forwarded to departmental heads depending on the subject matter. If an appeal is not anonymous, a response on the results and actions taken will be provided within 14 working days. If a more thorough investigation takes place, this period can be extended to 30 days.



SUPPLY CHAIN

Why This Is Important to Us:

Effective supply chain management is vital for the timely supply of goods and services and ensuring the smooth and efficient performance of the Company. The more complex a supply chain is, the more risks are to be considered in its management. Applying the principles of sustainable development in supply chain management enhances the efficiency of the supply chain itself, allows you to create and increase environmental, social and economic value for all stakeholders.



Our Performance

1,339
suppliers of equipment
and materials

SHARE OF LOCAL SUPPLIERS

85%
by amount of expenses « GRI 204-1

96%
by number

>70
countries
sales geography

~71
mln t
global deliveries of potassium
chloride

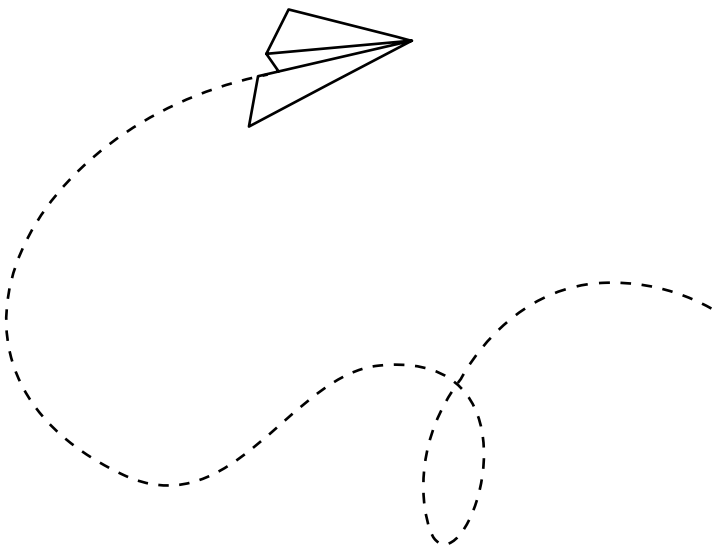
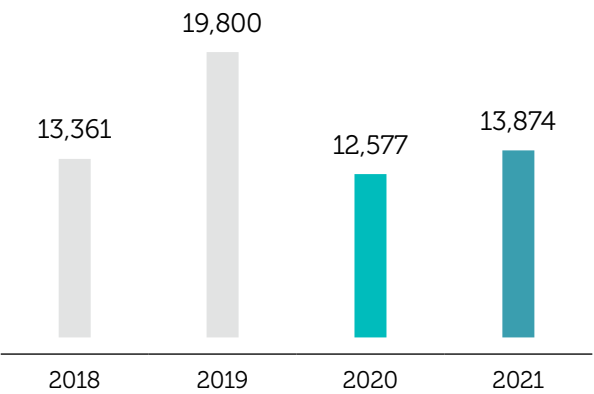
100%
NPS
in the domestic market

Main procurement categories, %



Oil and lubricants	13%	Instrumentation and auto-matic equipment	4%
Chemicals	10%	Pump and compressor equipment	4%
Conveyors, their spare parts and rollers	9%	Office appliances and supplies	3%
Mining equipment and its spare parts	8%	Rail transport	3%
Conveying belt	5%	Packaging and loading materials	3%
Large high-voltage equipment	5%	Other	36%

Total procurement volume, RUB mln



“Applying the principles of sustainable development in supply chain management enhances the efficiency of the supply chain itself, allows you to create and increase environmental, social and economic value for all stakeholders. Thus, in 2021, we started to look at building a system for evaluating suppliers according to ESG criteria, and also developed a supplier code of conduct, which includes the principles of sustainable development.”

The Code is posted on the Company's official website as well as on electronic procurement platform, and any person interested can look this through. We expect our suppliers, contractors and their affiliates to adhere to the principles set out in the Code, but we do not restrict them from following higher standards of sustainable development.”

Dmitry Boyarkin
Procurement Director

Goals

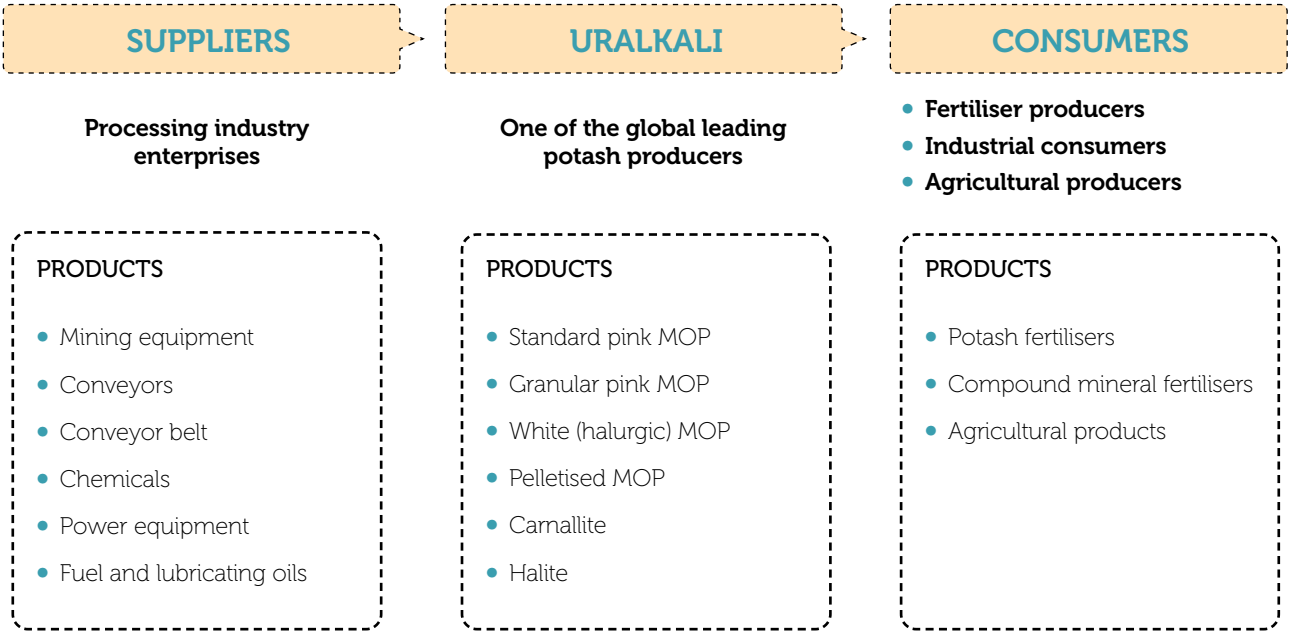
2025 ESG goals	2021 performance highlights
<p>Growing sustainable supply chain</p> <ul style="list-style-type: none">Developing the Supplier Code of Conduct (2021)Assessing more than 50% of suppliers and contractors (by the amount of purchases) for compliance with ESG criteria (2025)	<ul style="list-style-type: none">The Company has developed the Supplier Code of Conduct that provides for ESG requirements for suppliersA system to assess Company suppliers against ESG criteria has been initiatedA test evaluation of suppliers, contractors for their compliance with ESG criteria was performedThe procedure for familiarising and obtaining the confirmation of commitment to the Code's provisions was developed for suppliers

Uralkali's Supply Chain

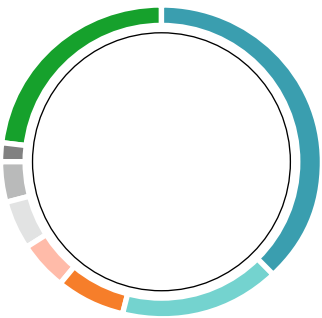
« GRI 2-6], « GRI 204-1]

Uralkali maintains long-standing partnerships with counterparties that are committed to high standards of business conduct. In this area, the Company follows the corporate principles, i.e. competitiveness, sustainability

and risk mitigation across the supply chain. KPIs such as economic performance and timely execution of purchase orders are used to evaluate the efficiency of procurements.



Procurement structure from domestic suppliers by region, %



Moscow and Moscow Region	38
Perm Territory	16
Kemerovo Region	7
Vologda Region	5
Sverdlovsk Region	5
St. Petersburg and Leningrad Region	4
Chelyabinsk Region	2
Other	23

The Company's potassium chloride customers are mainly compound mineral fertiliser producers, industrial consumers and agricultural producers.

Responsible Procurement

Uralkali attaches great importance to building a responsible supply chain and developing long-term partnerships with its suppliers. Suppliers are selected based on the results of competitive procedures, considering compliance with internal regulations and the Anti-corruption Policy.

The main purchasing categories of the Company include mining equipment, conveyors, and reagents. In the reporting period, they accounted for 27% of the total amount of purchases. In total, Uralkali worked with 1,339 suppliers in 2021, of which 1,287 are locals.

Following the 2025 ESG Strategy, the Company has built up on the following:

- elaborating on the Supplier Code of Conduct which contains the principles of sustainable development;
- developing a system for evaluating suppliers against ESG criteria;
- performing a test evaluation of suppliers and contractors for compliance with ESG criteria;
- ensuring that more than 50% of suppliers and contractors (by the amount of purchases) will be covered by the ESG compliance assessment by 2025 (set in motion).

In addition, the Company continues to increase the digitalisation of the procurement process on the SAP Ariba platform, develop the ecosystem of interaction with suppliers, as well as elaborate on category management and automate business processes.

Supplier Code of Conduct

The Supplier Code of Conduct applies to all Uralkali suppliers and provides for the following principles of sustainable development:

- legal compliance;
- environmental protection;
- climate change;
- health & safety;
- employee well-being and human rights;
- local communities;
- corporate governance;
- corruption and ethics;
- confidentiality and protection of data.

Uralkali draws on remarkable in-house logistics capacities. Its main warehouses are located in the Perm Region and JSC "Baltic Bulk Terminal".

With the largest rail fleet in the Russian fertiliser industry, Uralkali supplies compound fertilisers to producers and agricultural and industrial consumers both across Russia and abroad.

Besides, the Company ships its products by sea and river, as well as uses vehicle and conveyor transport.

Quality and Safety of Product Supplies

Uralkali's comprehensive approach ensures reliable and safe supplies, the utmost independence from external suppliers, timely shipments, and effective control over the product's safety.

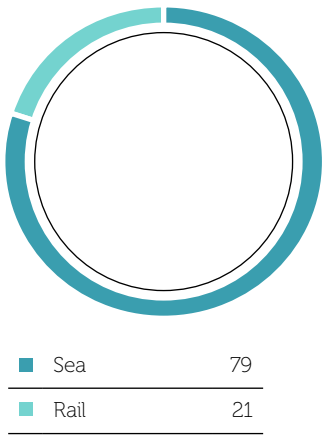
The Company has not experienced severe delays in delivery for the past years, which was thanks to the successful routing. Also, Uralkali pays greater attention to the quality of its products. In the reporting year, 200 in-house wagons were repainted to reduce the risk of iron scales in products, and the Company aims to paint 600 more in 2022.

For the safety of its products, Uralkali takes the following measures:

- wagon clean-ups before loading;
- regular quality, quantity, and marking control during loading;
- using services of certified independent international inspections to control shipments;
- inclusion of provisions relating to the liability for damage to products in contracts with third-party ports.

Uralkali cares about its consumers and offers a wide range of packaging: soft containers of different capacities and 25–50 kg bags. Products are packed either in-house or in transshipment ports.

Export sales structure by transport, %

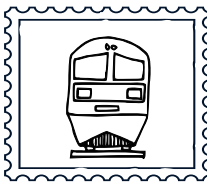


Logistics

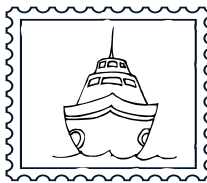
Key Routes and Facilities



Over **1 mln t**
Uralkali's total warehouse capacity worldwide.



About **7,700**
mineral wagons in-house rail fleet.



About **8 mln t a year**
transshipment volume achieved at the Baltic Bulk Terminal (own port).



Customer Interactions

At Uralkali, we value our customers and are committed to supporting the open dialogue, long-term cooperation, and mutual trust. We put a lot of effort to improve the efficiency of our interactions as well as the quality of our products and services.

Benchmarking is a regular practice in the Company, and the results are used for enhancing the product’s appeal.

Uralkali is making steady progress in raising the effectiveness of consumer interactions. For instance, to strengthen cooperation with its customers in Brazil — one of the Company’s largest markets — Uralkali bought a stake in a local fertiliser manufacturer and distributor Fertgrow in the reporting year.

An immediate, careful and conscientious response to appeals related to Uralkali products is crucial, as long as it helps to maintain and improve customer satisfaction and cement its position domestically and globally. Uralkali has a system in place aimed at the timely resolution of appeals and implementation of proposals. It is based on the international standard ISO 10002:2018 “Guidelines for complaints handling in organizations”.

All appeals are registered and processed online. Uralkali analyses appeals from its customers and counterparties throughout the supply chain, including terminals, warehouses, and inspection companies. After that, they are classified by level of implications for a better understanding of their impact on customers and the Company itself.

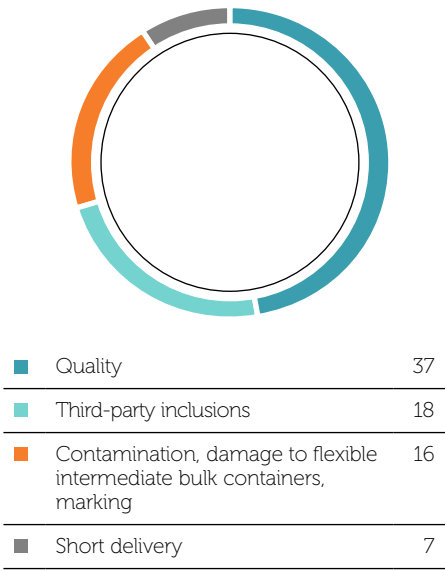
In 2021, the Company developed and approved the [Product Message Management Policy of PJSC Uralkali](#) and updated the regulations on appeals handling in Uralkali and Uralkali Trading SIA.

Uralkali delivers information on product use, properties and compliance with standards in a convenient and effective way. Visit the Company’s [website](#) to find information on our products and their quality, as well as our contact details.

Expanding the Areas of Application: Potassium Chloride Additive for Animal Feed

We strive to offer our customers the product they need. In 2021, the Company started supplying potassium chloride as a food additive for cats and dogs. A preliminary research was carried out that reported a positive effect of potassium chloride for domestic animals who have deficiency of this macronutrient and improvement of other integral indicators of health. The results served as a ground for expansion of feed additive registraion.

Structure of appeals by main topics¹, ea.



¹ Appeals received from customers, warehouses, terminals, and inspection companies.

Meetings with Customers

Uralkali holds regular meetings with its current and potential customers. In the reporting period, Uralkali and UralChem took part in the St. Petersburg International Economic Forum (SPIEF 2021) and presented an exhibition stand to inform about the latest developments and achievements in mineral fertiliser production.

At the forum, Uralkali concluded a number of agreements, including contracts to acquire 100 innovative mineral wagons, engage third-party wagons amid growing shipments, and provide personnel trainings.

Moreover, Uralkali sponsored the International Fertilizer Association (IFA) annual conference and, together with UralChem, presented a stand where they answered questions on products and their application.

ADIPEC 2021 was another event welcoming Uralkali and its information stand where the Company presented potassium chloride as an additive for drilling fluids to reduce the extension of shale rocks and stabilise the drill hole.

Every year Uralkali conducts an assessment of customer satisfaction with the Company’s products. The Net Promoter Score includes various criteria, including logistics, commercial, and other indicators. In 2021, the coverage of the survey grew by 4 p.p. year on year and amounted to 43% of the total number of customers. The NPS reached 100% in the domestic market and 65% abroad.



OTHER GOVERNANCE TOPICS (G)

Tax Policy

« GRI 207-1], « GRI 207-2], « GRI 207-3]

Uralkali, as one of the largest taxpayers in the Perm Region, makes a significant contribution to its social and economic development and actively participates in the development of cities where it operates. The Company's divisions operate in more than ten countries worldwide (in particular, Brazil, Europe, India, China, the USA and Southeast Asia).

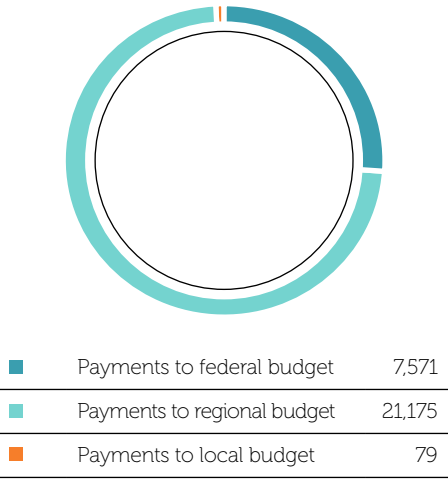
In the reporting period, the [Tax Policy of PJSC Uralkali](#) has been developed and approved by the Board of Directors. It defines the key areas of activity of PJSC Uralkali and its subsidiaries in tax matters. Its main principles include the unconditional and timely compliance with the requirements of the applicable tax legislation, multi-level control of the decision-making system in the field of taxation, and striving for fair and efficient taxation.

Uralkali pays all taxes and duties, as well as prepares and submits tax declarations and reports which are required by the applicable legislation of the countries where the Company operates to tax authorities.

The tax departments support the process of implementing business solutions in Uralkali by constantly monitoring all existing and potential tax risks and the legality of applying tax benefits. The Company regularly monitors and analyses any possible tax risks (in particular, the risk of non-compliance with the applicable tax legislation and international tax agreements due to their frequent amendments and various interpretations, or the risk of entering into contractual relations with unscrupulous counterparties evading taxes).

In order to promptly identify, assess and mitigate tax risks, Uralkali requests the relevant clarification from all responsible authorities and engages external consultants to make conclusions if there is an uncertainty in the applicable tax regulations. In all countries where it operates, Uralkali monitors tax changes in legislation, judicial practice and positions of responsible authorities.

Distribution of taxes paid to the budgets of the Russian Federation in 2021, RUB mln



The Company applies its high internal tax standards to all partners and contractors. If there is a doubt that other entity fully and unconditionally complies with the applicable tax legislation and somehow evades taxes, Uralkali will not enter into a contractual or other relationships with such entity.

Uralkali does not adhere to any aggressive tax planning schemes that do not comply with the national legislation of the countries where it operates.

The Company actively participates in professional associations whose activities, among other things, are aimed at improving the applicable tax legislation. Uralkali fully supports initiatives of the Organization for Economic Co-operation and Development (OECD) in the area of preventing base erosion and profit shifting, as well as transfer pricing.

The Company does not conclude any transactions with related organisations for improper purposes and pays taxes at the place of value creation in accordance with

the applicable law. The vast majority of tax payments are made by Uralkali to the budgets of the Russian Federation where the Company's main production facilities are located. In 2021, Uralkali paid RUB 28,826 million in taxes to the budgets of the Russian Federation at all levels (RUB 4,839 million in 2020).

In 2016–2021, PJSC Uralkali paid income tax at a reduced rate of 16.5% under the regional special investment contract (SIC) signed in 2016. In addition, according to the concluded federal SICs, Uralkali is entitled to apply a zero rate to certain investment projects that are the subject of such contracts. In 2021, the standard income tax rate of 20% was applied to the Russian subsidiaries of the Company.

For more information, see Note 24 (Income Tax) of [Uralkali's Consolidated Financial Statements under IFRS](#).

Uralkali fully complies with the requirements of the legislation of each country of its presence in the field of transfer pricing. It also adheres to the arm's length principle when concluding cross-border transactions within the Group and sets prices based on objective factors only. Every year, the Company prepares and submits relevant Country Reports to tax authorities.

Uralkali pays great attention to interaction with tax authorities in all countries and across all areas of its operation, including when performing tax audits, fulfilling requests and complying with the requirements for analysing the terms of transactions and applicable rates. The Company strives to establish strong partnerships with all authorities.

Management of ESG Risks

The Company has a risk management system that identifies, assesses and monitors existing risks. Uralkali's Risk Management and Internal Control System is aimed at reducing the probability of any negative consequences due to certain events. The system is introduced in accordance with the international COSO ERM and ISO 31000 standards and governed by the Risk Management and Internal Control Policy and other internal regulations. Since 2020, the Company has been implementing an updated version of the [Risk Management and Internal Control Policy of PJSC Uralkali](#) prepared by the Internal Audit Directorate and approved by the relevant decision of the Board of Directors.

The principles of sustainable development risk management are integrated into the overall risk management system and implemented by the Risk Management Office within the Internal Audit Directorate.

The Risk Management Office organizes the process of risk management and internal control at all levels, collects and provides complete information about the process to the Board of Directors via the Audit Committee, and to the Management Board of Uralkali. The Audit Committee of the Board of Directors considers the general risk register, which also contains ESG risks.

The Company provides various trainings to all employees on risk management issues. In the reporting period, an online risk management course was prepared by the Company's Corporate University.

In 2021, Uralkali also performed significant activities in the field of identification and assessment of climate risks. Besides, the Company's internal Climate Risk Assessment Standard was developed.

Key ESG Risks

Risk	Risk description	Management/impact on risk level
ENVIRONMENTAL RISKS		
Environmental and mining (geological) risks	Risks associated with the geological structure of the Verkhnekamskoye deposit of potassium salts, exploration, mining and processing of mineral resources, including possible flooding, fires and other accidents	<ul style="list-style-type: none">• Mining development plans, including a significant block of safety measures, are developed and observed each year• Audits are performed regarding the sufficiency of measures aimed at minimising mining risks• Geological safety is monitored and its results are considered by the relevant committees/commissions
HSE non-compliance	Risks associated with health injuries to employees. Risks of environmental impacts and incidents related to issues such as water use, discharge quality, waste treatment, tailings management, air emissions (including greenhouse gases) and local community satisfaction with the environment	<ul style="list-style-type: none">• The Company has approved and maintains safety standards, including cardinal safety rules for life and health• Compliance with labour safety requirements is monitored• Regular safety training and subsequent certification of employees are performed• Identification of potentially hazardous working conditions and provision of additional training in the areas of activity with a high risk of injury• Implementation of measures to prevent employee illness• Environmental impact assessment is performed for all production facilities and industrial environmental control• Environmental protection measures are implemented to reduce the negative impact within the framework of the main environmental aspects of the Company's activities
OPERATING RISKS		
Lack of qualified employees	Risks related to the lack of qualified employees and/or leave of key employees, in particular, in production, mining, geology, as well as risks of loss of key personnel	<ul style="list-style-type: none">• Labour market is monitored, and personnel retention measures are implemented• Level of personnel involvement is determined through surveys• Employees are evaluated, and training is conducted at the Corporate University, which is licensed for 370 programmes, with a distance learning system also being implemented• Succession planning is in place for Key Positions in the Company programme• Wages are competitive, and the Company provides one of the most attractive social packages in the industry, and reimbursement on mortgage rates on housing for key employees
POLITICAL AND LEGAL RISKS		
Compliance with applicable legislation and internal policies	Risks of non-compliance with the laws of Russia and other countries of presence, including anti-monopoly regulations	<ul style="list-style-type: none">• Compliance with regulatory requirements is monitored, as well as any changes in regulations, and necessary control tools are developed• Internal Control System is being improved in order to ensure compliance with the requirements of applicable legislation

Risk	Risk description	Management/impact on risk level
CLIMATE-RELATED RISKS		
Climate change risks	Transition risks (regulatory, market, technological and reputational risks)	<ul style="list-style-type: none">• Changes in regulations in the field of climate changes in the Russian Federation, as well as other countries where products are exported, are monitored• Monitoring and analysis of the possibility of applying new low-carbon technologies take place• Annually, the disclosure of information in the field of climate changes is prepared for all stakeholders in compliance with the TCFD recommendations (as part of the ESG report)
	Physical risks (risks of dangerous meteorological phenomena, temperature changes, changes in precipitation patterns)	<ul style="list-style-type: none">• Reports on dangerous meteorological phenomena in the regions of presence are monitored• Trainings to practice actions in various emergency situations are regularly provided

Participation in Industry and Business Associations

« GRI 2-28], « SASB RT-CH-530a.1]

Uralkali actively participates in the activities of various national and foreign industry and business associations. In 2021, the Company participated in the following organisations:

- International Fertilizer Association (IFA);
- International Plant Nutrition Institute (IPNI);
- Action Africa: Thriving Farms, Thriving Future international project;
- The Fertilizer Institute (TFI);
- Association of Economic Cooperation with African States (AECAS);
- Chamber of Commerce and Industry of the Russian Federation (Perm Chamber of Commerce and Industry);

- Russian Union of Industrialists and Entrepreneurs (RSPP, Committee on Ecology and Environment Management, Working Group of the Committee on Climate Changes and Greenhouse Gas Emissions Regulation);

- Russian Chemists Union.

In the reporting period, Uralkali became a member of AECAS, key structure ensuring the development of economic ties between Russia and Africa from 2019. The association promotes Russian business on the African continent.

In 2021, employees of Uralkali, as a member of AECAS, made a business trip to different African countries, including Nigeria and Ghana. During the trip, the employees met with the representatives of local business and each state.

Cybersecurity and Personal Data Protection

In 2021, Uralkali performed the planned activities to improve its information security. In particular, the Information Security Management System (ISMS) subject to the relevant regulations was introduced. Other internal documents that regulate information security issues include the [Information Policy](#), [Personal Data Processing Policy](#), Information Security Development Strategy of Uralkali Group for 2020–2022.

In 2021, the Information Security Incident Response Commission was established. It consists of the Security Director (Chairperson of the Commission), Deputy Chairperson and representatives of all departments involved in the elimination of incidents. During the reporting period, the Commission considered, among other things, the plan to prevent and eliminate any incidents.

Information security risks are a priority area for the Company. Uralkali's risk register considers five information security risks, including the implementation of information security threats to its corporate data network. Different threat models for each risk, among which the relevant ones are identified, are developed, probability of their implementation is determined, and all risk mitigation measures are established.

Security Awareness

In 2021, the implementation of the Security Awareness programme (aimed at raising the awareness of employees about information security in Uralkali) was successfully completed.

New opportunities related to the implementation of the programme:

- for employees of foreign companies of the Group, all courses were made in English;
- functionality for simulating training cyber attacks and undergoing additional training for employees was added.

The programme provides various courses for all employees, including newly hired:

- basic course (mandatory);
- work with the Company's website and e-mail (mandatory);
- secure processing of personal data;
- correct remote work and other courses.

Uralkali's specialists also take courses directly related to their areas of responsibility. Based on the results of each course in the field of information security, an employee should pass a test and have the relevant score.

In 2021, Uralkali developed the ISMS based on the regulatory approach. Regarding the Company's information security processes, RACI matrices¹ and various performance assessment metrics are fixed, and the CMMI² methodology is used. The RACI matrices indicate all tasks in the field of information security in accordance with ISO 27001, as well as the divisions responsible for their implementation. The performance assessment metrics set limits and calculations for making managerial decisions. According to the CMMI methodology, maturity levels and criteria for the Company's compliance with such levels are determined.

The internal audit of Uralkali's ISMS is performed on an annual basis, while the external audit takes place every two years. The Internal Audit Directorate also performs an additional audit of the ISMS.

In addition to taking any Security Awareness courses, Uralkali's specialists study at the Corporate University, and all materials on information security regulations are published in the corporate media for each employee.

In the reporting period, the procedures applied in case of violation of the Company's information security by its employees were expanded. The External Security Operations Centre (SOC) was established in 2021. The centre collects all information about incidents from internal sources, analyses it around the clock and offers Uralkali possible response measures. All employees of the Company may report any violations of information security by mail and via the Help Desk. The Company performs regular analyses of data sensibility requirements with automated tools and simulation of hacker attacks. In 2021, 88% of participated employees dealt with training cyber attacks.

During the reporting period, the Application Disaster Recovery Plan (DRP) was updated. This plan is currently applied to all business applications that are critical to the Company's activities. In addition, the annual testing of IT services takes place in order to prevent accidents.

¹ Responsibility assignment matrix.

² Capability Maturity Model Integration.

APPENDICES

APPENDIX 1. ABOUT THE REPORT

« GRI 2-1], « GRI 3-1]

Approach to Reporting

The Sustainable Development Report of Uralkali and its subsidiaries (hereafter, the ESG or the Report; Uralkali and its subsidiaries — Uralkali or the Company) features the key sustainability management practices and performance for the period of 1 January–31 December 2021 as well as plans for the future. The 2021 ESG Report was prepared and published on 13 May 2022. The Report is published in Russian and English. « GRI 2-3]

The Report furnishes information on the Company's middle- and long-term strategic plans, milestones and performance, corporate social responsibility and sustainable development policies, economic, social and environmental impact in the regions of presence, and approach to stakeholder engagement.

Since 2012, the Company has disclosed its non-financial information on an annual basis as part of its integrated reporting. « GRI 2-3] In 2020 and 2021, Uralkali published separate sustainability reports for 2019 and 2020 in accordance with major non-financial reporting practices worldwide.

Electronic versions of the reports are available on Uralkali's website in the [Reports and Presentations section](#).

Uralkali's Working Group on Sustainable Development participated in the preparation of the Report, identification of its material topics and contents, as well as approval. The Report was also reviewed and approved by the Sustainable Development Committee and the Board of Directors.

Identification of Material Topics

« GRI 3-1]

Materiality assessment was performed based on global standards and recommendations of the Russian Union of Industrialists and Entrepreneurs. This assessment mainly aims to identify topics relevant to stakeholders and the Company for their disclosure in this Report. We considered the global context and related initiatives when determining these material topics.

In the preparation of the Report for 2021, the following standards and guidelines were applied:



- GRI Standards for sustainability reporting (Global Reporting Initiative) (with reference to the GRI 2021 Standards);



- SASB Standards (Sustainability Accounting Standards Board);



- Business Reporting on SDGs;



- Recommendations of Task Force on Climate-related Financial Disclosures, TCFD.

In addition, we were guided by the following documents:



- UN Global Compact;



- Reference performance indicators in line with the recommendations of the Russian Union of Industrialists and Entrepreneurs (RSPP) for describing the practice of management and drawing up of non-financial reports.

Materiality Matrix

« GRI 3-2]

Following the results of materiality analysis, a list was developed of 23 topics subject for disclosure in the Report, taking into account the significance of these topics for the Company. Uralkali made a complete disclosure of topics of the primary and secondary significance. Third-priority topics are included in sections with other environmental, social, and governance topics and described in less detail, with the focus on main factors of the Company's impact on society and the environment in relevant areas.

Identification of Material Topics

Step 1

Identification

- Benchmarking of material aspects, highlighted in reports of international and Russian agrochemical and mining companies
- Analysis of information requests from business partners, investors and ESG rating agencies
- Analysis of public sources (industry trends and risks, researches, media reports)

PRELIMINARY LIST OF MATERIAL TOPICS PREPARED

Step 2

Prioritisation

- Survey of internal stakeholders: Company management — members of the Sustainable Development Working Group, as well as the Chairman of the Sustainable Development Committee under the Board of Directors
- Prioritisation of the pre-formed list of material topics based on the survey results

REVISED LIST OF MATERIAL TOPICS PREPARED

Step 3

Approval

- Final list of material topics is considered and approved by the Sustainable Development Working Group and the CEO

FINAL LIST OF MATERIAL TOPICS APPROVED

MATERIAL TOPICS « GRI 3-2|



Priority 1

- Water
- Waste
- Carbon management and energy efficiency
- Health and safety
- Geological safety
- Local communities
- Employment
- Human rights
- Corporate governance
- Economic performance
- Anti-corruption and ethics

Priority 2

- Reclamation
- Climate strategy and risks
- Diversity and equal opportunities
- Emergency preparedness
- Sustainable agriculture
- Personnel training and development
- Supply chain

Priority 3

- Air emissions
- Biodiversity
- Product safety
- Tax Policy
- Public Policy

Reporting Boundaries « GRI 3-2|

The Company is committed to consistently improving its disclosure levels, as well as achieving an equal level of disclosure across all topics and indicators.

The Report contains non-financial information on the performance of PJSC Uralkali and its Russian and international subsidiaries. Uralkali's boundaries of quantitative information disclosure are detailed by the key thematic blocks below.

REPORTING BOUNDARIES – ENVIRONMENTAL ASPECT

Enterprises within reporting boundaries	Water withdrawal and water consumption	Effluents	Waste and slurry storages	Air emissions	Biodiversity and reclamation	Carbon management	Energy
PJSC Uralkali	+	+	+	+	+	+	+
LLC "Uralkali-Remont"			+	+		+	+
LLC "Avtotranskali"	+	+	+	+		+	+
LLC "Vagon Depo Balahonzi"			+	+		+	+
LLC "SMT "BSHSU"	+	+	+	+		+	+
LLC N-Resource						+	+
LLC Sylvinite-Transport							
LLC Vodokanal			+	+			
CJSC Novaya Nedvizhimost							

Enterprises within reporting boundaries	Water withdrawal and water consumption	Effluents	Waste and slurry storages	Air emissions	Biodiversity and reclamation	Carbon management	Energy
JSC Solikamsk Construction Trust							
JSC "VNII Galurgii"							
JSC "Baltic Bulk Terminal"	+	+	+	+		+	+
LLC Uralkali-Proekt							
Uralkali Trading SIA							
Uralkali Trading Chicago							
United Fertilizers Company Ltd							

REPORTING BOUNDARIES – SOCIAL ASPECT

Enterprises within reporting boundaries	Health and safety	Employee well-being	Local communities	Sustainable agriculture	Interaction with customers
PJSC Uralkali	+	+	+	+	+
LLC "Uralkali-Remont"	+	+	+		
LLC "Avtotranskali"	+	+	+		
LLC "Vagon Depo Balahonzi"	+	+	+		
LLC "SMT" "BSHSU"	+	+	+		
LLC N-Resource	+	+	+		
LLC Sylvinite-Transport		+			
LLC Vodokanal	+	+			
CJSC Novaya Nedvizhimost	+	+	+		
JSC Solikamsk Construction Trust	+	+			
JSC "VNII Galurgii"	+	+	+		
JSC "Baltic Bulk Terminal"	+	+			
LLC Uralkali-Proekt		+			
Uralkali Trading SIA		+		+	+
Uralkali Trading Chicago		+		+	+
United Fertilizers Company Ltd				+	+

REPORTING BOUNDARIES — GOVERNANCE ASPECT

Enterprises within reporting boundaries	Corporate governance	Anti-corruption and Ethics	Supply chain	Economic performance	Tax Policy
PJSC Uralkali	+	+	+	+	+
LLC "Uralkali-Remont"		+		+	+
LLC "Avtotranskali"		+		+	+
LLC "Vagon Depo Balahonzi"		+		+	+
LLC "SMT" "BSHSU"		+		+	+
LLC N-Resource		+			+

Enterprises within reporting boundaries	Corporate governance	Anti-corruption and Ethics	Supply chain	Economic performance	Tax Policy
LLC Sylvinite-Transport		+			+
LLC Vodokanal		+			+
CJSC Novaya Nedvizhimost		+			+
JSC Solikamsk Construction Trust		+			+
JSC "VNII Galurgii"		+		+	+
JSC "Baltic Bulk Terminal"		+		+	+
LLC Uralkali-Proekt		+			+
Uralkali Trading SIA		+		+	
Uralkali Trading Chicago		+		+	
United Fertilizers Company Ltd					

When disclosing indicators along with the reporting boundaries, other than those described above, information on the businesses covered is indicated in relevant description, tables and charts. The level of disclosure in the previous reporting period can be found in ESG Report 2020.

Data Preparation Method

Operational, social and environmental indicators presented in the Report were calculated, collected and consolidated in line with the principles of non-financial reporting preparation, GRI Standards and RSPP.

The quantitative data are reflected using the generally accepted system of measurement units. All financial indicators disclosed in the Report are given in roubles.

ESG Report 2021 continued the disclosure of quantitative indicators applied in the previous reporting period. The data are presented in detailed tables following the thematic chapters for each aspect of sustainable development. The tables provide for a broad list of indicators and explanations of their dynamics year-over-year. The data sources are official reporting forms, submitted to state statistics bodies every year, as well as the information from management reports.

No significant changes took place in the calculation and reporting methods used in the reporting year. This Report does not contain any significant changes in wording of indicators and data for the historical periods, published in the previous reports. « GRI 2-4| More detailed information on the methods of calculating indicators and changes, if available, is provided in the relevant chapters of the Report. The Company is not currently a member of the Social Charter of Russian Business, but fully subscribes to its principles.

Independent Assurance« GRI 2-5|

To confirm the reliability of information, provided as part of non-financial statements, the Company engaged JSC Deloitte & Touche CIS.

The independent evaluation of the Report was conducted in compliance with the International Standard on Assurance Engagements (ISAE) 3000 Revised, Assurance Engagements Other Than Audits or Reviews of Historical Financial Information, and provides limited assurance. For more information on the boundaries and the volume of report assurance, see Appendix 2. Independent Assurance Report on p. 121.

APPENDIX 2. INDEPENDENT ASSURANCE REPORT



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INDEPENDENT ASSURANCE REPORT

Independent practitioner’s limited assurance report to PJSC Uralkali Board of Directors on the 2021 ESG Report for the year ended 31 December 2021.

Scope of limited assurance engagement

We have been engaged by PJSC Uralkali to perform an assurance engagement in accordance with International Standard on Assurance Engagements (ISAE) 3000 (‘the Standard’) to provide public limited assurance of Selected Data prepared with reference to the GRI Standards presented in PJSC Uralkali ESG Report (‘the Report’) for the year ended 31 December 2021.

Limited assurance procedures and roles

Selected Data

We carried out limited assurance on accuracy of the following data related to 2021 year and included into the Report:

- 1. Selected key performance indicators specified below in the section “Selected non-financial performance data for public limited assurance”; and
- 2. PJSC Uralkali’s self-declaration in preparing its Report 2021 with reference to the Global Reporting Initiative (GRI) Sustainability Reporting Standards as stated on page 141 of the Report.

Our key limited assurance procedures

To achieve limited assurance, the ISAE 3000 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.

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To form our conclusion, we undertook the following procedures:

- Analysed 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 PJSC Uralkali 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 sustainability issues;
- Performed selective review of disclosures in the Report on compliance with GRI Standards.

Inherent limitations

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 reporting documents 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 PJSC Uralkali 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 PJSC Uralkali for our work, for this Report, or for the conclusions we have formed.

Our engagement provides limited assurance as defined in ISAE 3000. 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 Directors are responsible for the preparation, accuracy and completeness of the sustainability information and statements contained within the Report. They are responsible for determining PJSC Uralkali 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 Assurance Engagements other than Audits or Reviews of Historical Financial Information issued by the International Auditing and Assurance Standards Board.

Independence and quality control

- We have complied with the independence and other ethical requirements established by the Rules on Independence of Auditors and Audit Firms and the Code of Professional Ethics for Auditors approved by the Audit Council of the Ministry of Finance of the Russian Federation and by the Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants, which are based on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behavior.
- The firm applies the International Standard on Quality Control 1 and accordingly maintains a comprehensive system of quality control including documented policies and 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 PJSC Uralkali to perform limited assurance procedures on accuracy of the following key performance data of the 2021 reporting year included into the Report:

Energy	• Electricity consumption, natural value, GJ;
	• Consumption of purchased electricity, natural value, GJ;
	• Electricity sold, natural value, GJ;
	• Heat consumption, total natural value, GJ;
	• Consumption of purchased heat, natural value, GJ;
	• Heat sold, natural value, GJ;
	• Consumed associated gas and natural gas, natural value, GJ;
	• Consumed diesel, petrol and fuel oil, natural value, GJ;
	• Actual volume of generated electricity (generation), natural value, GJ;
	• Total electricity purchased from renewable sources (wind, solar, hydroelectric), GW-h; percentage of electricity consumption from renewable sources in total energy consumption, %.
Water resources	• Amount of water withdrawn, total thousand m3 and broken down: <ul style="list-style-type: none">• by sources, thousand m3;
	• Volume of water discharged, total thousand m3 and broken down: <ul style="list-style-type: none">• by receiving objects, thousand m3;• by the quality of water treatment, thousand m3.

Greenhouse gas (GHG) emissions	<ul style="list-style-type: none"> Direct GHG emissions (Scope 1) for year 2021, total mln tons of CO2 equivalent and broken down: <ul style="list-style-type: none"> by type of gas, mln tons of CO2 equivalent; Energy indirect GHG emissions (Scope 2) for year 2021, mln tons of CO2 equivalent; GHG emissions intensity ratio (Scope 1 and Scope 2) for year 2021, tons of CO2 equivalent / ton of product; Direct GHG emissions (Scope 1) for year 2021, calculated in accordance with updated methodology, total mln tons of CO2 equivalent and broken down: <ul style="list-style-type: none"> by type of gas, mln tons of CO2 equivalent;
	<ul style="list-style-type: none"> Energy indirect GHG emissions (Scope 2) for year 2021, calculated in accordance with updated methodology, mln tons of CO2 equivalent; GHG emissions intensity ratio (Scope 1 and Scope 2) for year 2021, calculated in accordance with updated methodology, tons of CO2 equivalent / ton of product; Direct GHG emissions (Scope 1) for year 2020, calculated in accordance with updated methodology, total mln tons of CO2 equivalent and broken down: <ul style="list-style-type: none"> by type of gas, mln tons of CO2 equivalent; Energy indirect GHG emissions (Scope 2) for year 2020, calculated in accordance with updated methodology, mln tons of CO2 equivalent; GHG emissions intensity ratio (Scope 1 and Scope 2) for year 2020, calculated in accordance with updated methodology, tons of CO2 equivalent / ton of product.
	<ul style="list-style-type: none"> The total amount of air emissions, tons and broken down: <ul style="list-style-type: none"> by type of emissions, tons.
	<ul style="list-style-type: none"> Total waste generated, tons and broken down: <ul style="list-style-type: none"> by hazard classes, tons; by types of handling and disposal, tons; Share of production waste utilised (backfilling), %.
Air emissions	
Waste	
Regulatory compliance	<ul style="list-style-type: none"> Non-compliance with environmental laws and regulations: <ul style="list-style-type: none"> The total amount of significant fines for non-compliance with environmental laws and regulations accrued for payment in the reporting year, thousand rub.; The number of non-financial sanctions, pcs.

Occupational and Industrial Safety	<ul style="list-style-type: none"> Occupational injuries: <ul style="list-style-type: none"> The number of accidents, units; Fatal injuries, units; Fatal-Injury Frequency Rate (FIFR), number of cases per 200 thousand working hours; The rate of high-consequence work-related injuries, number of cases per 200 thousand working hours; Lost time injury frequency rate (LTIFR), number of cases per 200 thousand working hours; Process Safety Events - Tier 1, number per mln hours worked.
	<ul style="list-style-type: none"> The headcount at the end of the year, persons and broken down: <ul style="list-style-type: none"> by contract type (indefinite period / fix-term contract), persons; by type of employment (partial / full), persons; by the region, persons; by gender, persons; by categories of employees, persons; by age, persons; The average annual headcount, persons; Employee turnover, %; Diversity of management bodies and employees broken down: <ul style="list-style-type: none"> by gender, persons; by age, persons.
HR management	
Development of the region of presence	<ul style="list-style-type: none"> Amount of social investments, mln rubles.

Limited assurance conclusion

Based on the scope of our work and the assurance procedures performed nothing has come to our attention that causes us to believe that the aforementioned Selected Data, which we were engaged to provide limited assurance on, as specified in the 'Roles and responsibilities' section above are materially misstated.


 Natalya Kaprizina
 Engagement partner
 AO "Deloitte & Touche CIS"
 (ORNZ № 12006020384)

13 May 2022

APPENDIX 3.

MAIN QUANTITATIVE DATA

Environmental Aspect (E)

Management Approach to Environmental Issues

Name	UOM	2018	2019	2020	2021	Trends in 2021/2020
TOTAL ENVIRONMENTAL COSTS AND INVESTMENTS						
Total OHS costs and investments, including:	RUB thousand	3,671,786	4,992,088	5,243,297	6,715,846	28%
Current environmental protection costs	RUB thousand	1,684,890	2,273,747	2,239,448	2,466,379	-
Capital investments in environmental protection activity	RUB thousand	1,955,272	2,707,619	2,987,287	4,235,352	-
Payments for negative impact on the environment	RUB thousand	31,623	10,722	16,562	14,115	-
Funds collected in compensation for damage caused by violation of environmental legislation (excluding fines paid for environmental impact)	RUB thousand	0	0	0	0	-
NON-COMPLIANCE WITH ENVIRONMENTAL LAWS AND REGULATIONS (ACCORDING TO PJSC URALKALI) <i>GRI 2-27</i>						
Number of notes of breaching environmental legislation	pcs.	11	1	0	3	-
Total amount of fees, fines and penalties for non-compliance with environmental laws and regulations	RUB thousand	2,610	20	0	200	-

Water Resources

Name	UOM	2018	2019	2020	2021	Trends in 2021/2020
TOTAL WATER WITHDRAWAL VOLUME BY SOURCE TYPE <i>GRI 303-3, SASB RT-CH-140A.1</i>						
Amount of water withdrawn, including:	thousand m³	24,288	22,813	23,880	24,072	1%
Surface water (including swamps, rivers, lakes)	thousand m³	19,247	17,676	19,427	19,154	-
Groundwater	thousand m³	3,254	2,928	2,487	2,013	-
Rainwater collected and stored by the Group	thousand m³	1,077	1,377	1,114	1,377	-
Waters of the seas and oceans	thousand m³	0	0	0	0	-
Produced water	thousand m³	0	0	0	0	-

Name	UOM	2018	2019	2020	2021	Trends in 2021/2020
TOTAL WATER WITHDRAWAL, AND A BREAKDOWN OF THIS TOTAL BY FRESH AND OTHER WATER <i>GRI 303-3</i>						
Third-party water (municipal and other water supply systems), including:	thousand m³	710	832	852	1,528	-
surface water (including swamps, rivers, lakes)	thousand m³	0	0	0	0	-
groundwater	thousand m³	601	724	764	1,403	-
rainwater collected and stored by the Group	thousand m³	0	0	0	0	-
waters of the seas and oceans	thousand m³	0	0	0	0	-
produced water	thousand m³	0	0	0	0	-
drinking water from water supply systems	thousand m³	109	108	88	125	-
TOTAL WATER WITHDRAWAL, AND A BREAKDOWN OF THIS TOTAL BY FRESH AND OTHER WATER <i>GRI 303-3</i>						
Amount of water withdrawn, including:	thousand m³	24,288	22,813	23,880	24,072	1%
Fresh water	thousand m³	22,424	20,252	21,391	21,344	-
Other water	thousand m³	1,864	2,561	2,489	2,728	-
TOTAL WATER DISCHARGE <i>GRI 303-4</i>						
Total water discharge	thousand m³	16,566	17,584	15,450	14,851	-4%
Total water discharge, and a breakdown of this total by receiving facilities, including:	thousand m³	13,090	13,788	11,646	10,991	-
surface water (including swamps, rivers, lakes)	thousand m³	9,457	9,888	8,253	7,759	-
groundwater	thousand m³	0	0	0	0	-
rainwater collected and stored by the Group	thousand m³	0	0	0	0	-
waters of the seas and oceans	thousand m³	104	151	162	150	-
third-party water	thousand m³	3,528	3,749	3,231	3,082	-
Sales of water to third parties	thousand m³	3,477	3,795	3,805	3,860	-
TOTAL WATER DISCHARGE, AND A BREAKDOWN OF THIS TOTAL BY WASTEWATER QUALITY <i>GRI 303-4</i>						
Wastewater discharge, including:	thousand m³	13,090	13,788	11,646	10,991	-6%
clean (according to the standard)	thousand m³	0	0	0	0	-
treated (according to the standard)	thousand m³	6,415	6,849	7,465	4,790	-
insufficiently treated	thousand m³	5,689	5,945	3,209	5,405	-
contaminated (without treatment)	thousand m³	985	994	971	796	-
TOTAL WATER DISCHARGE, AND A BREAKDOWN OF THIS TOTAL BY FRESH AND OTHER WATER <i>GRI 303-4</i>						
Wastewater discharge, including:	thousand m³	13,090	13,788	11,646	10,991	-6%
Fresh water	thousand m³	1,658	1,705	1,504	1,298	-
Other water	thousand m³	11,432	12,083	10,141	9,693	-
TOTAL WATER CONSUMPTION VOLUME BY SOURCE TYPE <i>GRI 303-5, SASB RT-CH-140A.1</i>						
Total water consumption, including:	thousand m³	7,721	5,229	8,430	9,221	9%

Name	UOM	2018	2019	2020	2021	Trends in 2021/2020
SPECIFIC WATER CONSUMPTION						
Specific water consumption	m³/t of production	0.67	0.47	0.74	0.75	1%
Volume of products manufactured	tonne	11,494,850	11,098,174	11,344,941	12,346,989	-
VOLUME OF WATER CONSUMPTION IN RECYCLING AND CIRCULATING WATER SUPPLY SYSTEMS						
Water consumption in recycling and circulating water supply systems (PJSC Uralkali)	thousand m³	122,400	128,900	122,720	122,800	0%
Recycling and circulating water surplus against water consumption rate	times	16	25	15	14	-
CHEMICAL OXYGEN DEMAND (COD) OF WASTEWATER DISCHARGED						
Chemical oxygen demand of wastewater discharged	tonne	217	297	229	237	3%

Waste and Slurry Storages

Name	UOM	2018	2019	2020	2021	Trends in 2021/2020
TOTAL WASTE GENERATION, WITH A BREAKDOWN OF THIS TOTAL BY HAZARD CLASSES <i>GRI 306-3, SASB RT-CH-150A.1</i>						
Total waste generation	tonne	32,394,192	30,221,426	30,528,754	32,934,458	8%
Hazardous waste, including:	tonne	1,300	1,299	1,107	2,354	-
Hazard class I	tonne	12	11	8	6	-
Hazard class II	tonne	13	15	13	12	-
Hazard class III	tonne	1,275	1,273	1,086	2,336	-
Non-hazardous waste, including:	tonne	32,392,892	30,220,127	30,527,647	32,932,104	-
Hazard class IV	tonne	3,564	5,486	4,387	4,436	-
Hazard class V	tonne	32,389,328	30,214,641	30,523,260	32,927,668	-
TOTAL WASTE RECYCLED AND REUSED <i>GRI 306-4</i>						
Total waste recycled and reused	tonne	18,975,317	21,707,836	23,647,810	25,913,521	10%
Waste disposal, including:	tonne	17,860,442	20,518,988	22,474,456	25,886,196	-
hazardous waste	tonne	0	0	0	0	-
non-hazardous waste	tonne	17,860,442	20,518,988	22,472,456	25,886,196	-
Reuse of waste, including:	tonne	0	0	0	651	-
hazardous waste	tonne	0	0	0	648	-
non-hazardous waste	tonne	0	0	0	2	-
Transferred to third-party organisations for disposal, including:	tonne	1,114,875	1,188,848	1,173,354	26,674	-
hazardous waste	tonne	332	744	398	460	-
non-hazardous waste	tonne	1,114,544	1,188,105	1,172,955	26,214	-

Name	UOM	2018	2019	2020	2021	Trends in 2021/2020
volume of recycled reinforced concrete (in the amount of non-hazardous waste)	tonne	25,106	18,233	21,100	14,191	-33%
TOTAL WASTE REMOVED <i>GRI 306-5</i>						
Total waste removed	tonne	15,623,501	10,787,551	9,228,619	8,903,271	-3%
Waste disposal at the enterprises, including:	tonne	15,602,253	10,756,918	9,203,991	8,869,326	-
hazardous waste	tonne	0	0	0	0	-
non-hazardous waste	tonne	15,602,253	10,756,918	9,203,991	8,869,326	-
Waste disposal at the municipal landfill, including:	tonne	20,189	29,952	23,851	31,996	-
hazardous waste	tonne	1.1	0.8	0.7	1.4	-
non-hazardous waste	tonne	20,188	29,951	23,850	31,995	-
Transferred to third-party organisations for disposal and storage, including:	tonne	1,058	681	777	1,949	-
hazardous waste	tonne	966	558	709	1,893	-
non-hazardous waste	tonne	92	123	69	56	-
Waste incineration, including:	tonne	0	0	0	0	-
hazardous waste	tonne	0	0	0	0	-
non-hazardous waste	tonne	0	0	0	0	-
SPECIFIC WASTE GENERATION						
Specific waste generation	t/t of production	2.82	2.72	2.69	2.67	-1%
Total waste generation	tonne	32,394,192	30,221,426	30,528,754	32,934,458	-
Volume of products manufactured	tonne	11,494,850	11,098,174	11,344,941	12,346,989	-
HYDRAULIC BACKFILLING OF HALITE WASTE AND CLAY-SALT SLURRIES IN MINED-OUT AREAS OF MINES						
Halite waste and clay-salt slurries used for backfilling	tonne	16,327,708	18,793,227	20,935,175	22,993,845	11%

Climate and Energy Efficiency

Name	UOM	2018	2019	2020	2021	Trends in 2021/2020
TOTAL GHG EMISSIONS ACCORDING TO PJSC URALKALI (SCOPE 1 AND SCOPE 2)						
Greenhouse gas emissions*	t CO ₂ eq.	1,788,837	1,709,906	1,703,581	1,715,257	0.7%
* Value for 2019 differs from that presented in ESG Report 2020 since the data were refined in 2021.						
TOTAL DIRECT GHG EMISSIONS ACCORDING TO PJSC URALKALI, AND A BREAKDOWN OF THIS TOTAL BY RECORDED GASES (SCOPE 1) <i>GRI 305-1, SASB RT-CH-110A.1</i>						
Direct GHG emissions (Scope 1), including:	t CO ₂ eq.	1,215,407	1,063,343	1,082,997	1,134,625	5%
Carbon dioxide (CO ₂)	t CO ₂ eq.	1,214,121	1,062,219	1,081,855	1,133,416	-
Methane (CH ₄)	t CO ₂ eq.	564	493	502	528	-

Name	UOM	2018	2019	2020	2021	Trends in 2021/2020
Nitrous oxide (N ₂ O)	t CO ₂ eq.	722	631	640	681	-
TOTAL ENERGY INDIRECT GHG EMISSIONS ACCORDING TO PJSC URALKALI (SCOPE 2) <i>GRI 305-2</i>						
Energy indirect GHG emissions (Scope 2)	t CO ₂ eq.	573,430	646,563	620,584	580,631	-6%
SPECIFIC GHG EMISSIONS ACCORDING TO PJSC URALKALI (SCOPE 1 AND SCOPE 2) <i>GRI 305-4</i>						
Specific GHG emissions (Scope 1 and Scope 2)	t CO ₂ eq./t of production	0.156	0.154	0.150	0.139	-8%
TOTAL GHG EMISSIONS (UPDATED METHODOLOGY) (SCOPE 1 AND SCOPE 2) ¹						
Greenhouse gas emissions	t CO ₂ eq.	1,521,874	1,524,464	1,612,607		5.8%
TOTAL DIRECT GHG EMISSIONS, AND A BREAKDOWN OF THIS TOTAL BY RECORDED GASES (UPDATED METHODOLOGY) (SCOPE 1) <i>GRI 305-1, SASB RT-CH-110A.1</i>						
Direct GHG emissions (Scope 1), including:	t CO ₂ eq.	951,373	977,474	1,022,530		5%
Carbon dioxide (CO ₂)	t CO ₂ eq.	949,799	975,685	1,020,633		-
Methane (CH ₄)	t CO ₂ eq.	537	555	581		-
Nitrous oxide (N ₂ O)	t CO ₂ eq.	1,037	1,234	1,316		-
TOTAL ENERGY INDIRECT GHG EMISSIONS (UPDATED METHODOLOGY) (SCOPE 2) <i>GRI 305-2</i>						
Energy indirect GHG emissions (Scope 2)	t CO ₂ eq.	570,502	546,990	590,077		8%
SPECIFIC GHG EMISSIONS (UPDATED METHODOLOGY) (SCOPE 1 AND SCOPE 2) <i>GRI 305-4</i>						
Specific GHG emissions (Scope 1 and Scope 2)	t CO ₂ eq./t of production	0.137	0.134	0.131		-2%
TOTAL NON-ENERGY INDIRECT GHG EMISSIONS (SCOPE 3) <i>GRI 305-3</i>						
Non-energy indirect GHG emissions (Scope 3)	t CO ₂ eq.	1,809,705	1,774,420	1,403,299		-21%
TOTAL FUEL CONSUMPTION, AND A BREAKDOWN OF THIS TOTAL BY FUEL TYPES <i>GRI 302-1, SASB RT-CH-130A.1</i>						
Total fuel consumption, including:	GJ	21,786,176	19,118,212	19,443,793	17,788,730	-9%
Natural gas	GJ	16,848,235	14,463,295	14,745,942	13,215,811	-
Associated gas	GJ	4,091,035	3,862,114	3,953,532	3,678,391	-
Diesel	GJ	343,795	365,251	345,062	390,283	-
Petrol	GJ	52,991	45,170	36,363	37,659	-
Metallurgical coke*	GJ	483	914	667	1,927	-
Liquefied gas*	GJ	190	185	132	6,274	-
Kerosene*	GJ	0	0	0	302	-
Fuel oil	GJ	449,447	381,283	362,095	458,114	-
* Significant increase in 2021 compared to 2020 is related to expanding the reporting boundaries.						

Name	UOM	2018	2019	2020	2021	Trends in 2021/2020
TOTAL ENERGY PURCHASED FOR OWN NEEDS, AND A BREAKDOWN OF THIS TOTAL BY ENERGY TYPES <i>GRI 302-1, SASB RT-CH-130A.1</i>						
Total energy purchased, including:	GJ	6,100,679	6,879,186	6,550,223	7,041,663	8%
Electricity	GJ	5,684,362	5,663,511	5,466,858	5,926,792	-
Heat	GJ	416,317	1,215,675	1,083,365	1,114,871	-
TOTAL ENERGY TRANSFERRED TO THIRD-PARTY CONSUMERS <i>GRI 302-1</i>						
Total energy transferred, including:	GJ	418,334	126,265	100,602	121,143	20%
Electricity	GJ	5,391	17,612	16,617	17,148	-
Heat	GJ	412,943	108,653	83,985	103,995	-
TOTAL ENERGY CONSUMPTION <i>GRI 302-1, GRI 302-3</i>						
Total energy consumed	GJ	27,468,521	25,871,133	25,913,591	24,726,429	-4.6%
Specific energy consumption	GJ/t of production	2.390	2.331	2.284	2.003	-12%

Air Emissions

Name	UOM	2018	2019	2020	2021	Trends in 2021/2020
TOTAL AIR EMISSIONS <i>GRI 305-7, SASB RT-CH-120A.1</i>						
Total air emissions, including:	tonne	6,546	7,457	7,312	7,520	3%
Nitrogen oxides (NOx)	tonne	1,855	2,620	2,658	2,629	-
Sulphur oxides (SOx)	tonne	384	388	357	362	-
Particulate matter (PM)	tonne	2,449	2,600	2,531	2,628	-
Volatile organic compounds (VOCs)	tonne	217	231	199	205	-
Carbon oxide	tonne	1,532	1,511	1,483	1,603	-
Other gaseous and liquid compounds	tonne	109	108	83	93	-
SPECIFIC AIR EMISSIONS						
Specific air emissions	kg/t of production	0.57	0.67	0.64	0.61	-5%
Volume of products manufactured	tonne	11,494,850	11,098,174	11,344,941	12,346,989	-

¹ The volumes of GHG emissions (Scope 1 and 2) according to the updated methodology were calculated for the last 3 years: 2019, 2020, 2021.

Biodiversity and Reclamation

Name	UOM	2018	2019	2020	2021	Trends in 2021/2020
TOTAL STERLET FRY RELEASED (ACCORDING TO PJSC URALKALI)						
Release of sterlet fry, total	thousand pcs.	57	55	39	41	-
DISTURBED AND RECLAIMED LAND (ACCORDING TO PJSC URALKALI)						
Disturbed lands at the beginning of the year	ha	1,853.1	1,918.4	1,918.4	1,916.0	-
Disturbed lands	ha	0	0	15.7	0	-
Reclaimed lands	ha	0	0	15.7	31.8	-
Disturbed lands at the end of the year	ha	1,853.1	1,918.4	1,916.0	1,884.2	-
* Values of disturbed and reclaimed lands area differ from those presented in ESG Report 2020 due to recalculation of values in 2021. As of the end of 2020, the area of disturbed lands is less than that in early 2020 since a land area of the Selyanka quarry was refined in 2021.						
BIODIVERSITY CONSERVATION COSTS (ACCORDING TO PJSC URALKALI)						
Biodiversity conservation costs	RUB thousand	2,876	2,259	953	1,032	-

Social Aspect (S)

Safety

Name	UOM	2018	2019	2020	2021	Trends in 2021/2020
WORKERS COVERED BY A LABOUR AND INDUSTRIAL SAFETY MANAGEMENT SYSTEM GRI 403-8						
Workers covered by a labour and industrial safety management system	persons	12,457	12,655	12,737	13,304	4%
Number of the Company's workers covered by a labour and industrial safety management system that has been internally audited*	persons	12,457	12,655	12,737	13,304	-
WORKERS COVERED BY A LABOUR AND INDUSTRIAL SAFETY MANAGEMENT SYSTEM GRI 403-8						
Workers covered by a labour and industrial safety management system	%	100	100	100	100	-
Number of the Company's workers covered by a labour and industrial safety management system that has been internally audited*	%	100	100	100	100	-
* All enterprise's employees are considered to be covered by a labour and industrial safety management system that has been internally audited if at least one subdivision/facility of this enterprise has been internally audited.						

Name	UOM	2018	2019	2020	2021	Trends in 2021/2020
INDICATORS FOR THE COMPANY'S EMPLOYEES						
LOST TIME INJURY FREQUENCY RATE (LTIFR)* GRI 403-9						
Lost Time Injury Frequency Rate (LTIFR)	number of cases per 200 thousand working hours	0.08	0.11	0.07	0.07	0%
* Total injuries, including fatalities. The volume of disclosure includes only work-related injuries.						
TOTAL RECORDABLE INCIDENT RATE (TRIR) SASB RT-CH-320A.1						
Total Recordable Incident Rate (TRIR)	number of cases per 200 thousand working hours	0.40	0.56	0.26	0.52	100%
* Total injuries, including fatalities. The volume of disclosure includes only work-related injuries.						
LOST DAYS RATE (LDR) GRI 403-9						
Lost Days Rate (LDR)		8.28	7.41	10.26	6.71	-35%
ACCIDENTS AND INJURIES AMONG THE COMPANY'S EMPLOYEES GRI 403-9, SASB RT-CH-320A.1						
Total number of accidents among employees*	units	13	18	11	11	0%
Number of fatalities	units	0	3	0	1	-
Rate of fatalities as a result of work-related injury	number of cases per 200 thousand working hours	0.00	0.02	0.00	0.01	-
Number of high-consequence work-related injuries**	units	4	6	3	4	33%
Rate of high-consequence work-related injuries**	number of cases per 200 thousand working hours	0.025	0.038	0.019	0.024	0%
Number of minor injuries among the Company's employees	units	51	71	30	75	150%
* Total injuries, including fatalities. The volume of disclosure includes only work-related injuries.						
** Excluding fatalities and mild cases.						
NUMBER OF HOURS WORKED GRI 403-9						
Total number of hours worked	work hours	31,610,004	31,898,377	31,910,541	33,310,961	-
NUMBER OF DAYS LOST FOR DISABILITY GRI 403-9						
Number of days lost for disability due to work-related injuries	days	1,309	1,182	1,637	1,118	-32%

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Employee Well-being

	UOM	2018	2019	2020	2021	Trends in 2021/2020
AVERAGE HEADCOUNT <i>GRI 2-7</i>						
Total employees	persons	19,759	20,036	20,150	20,712	2.8%
HEADCOUNT BY GENDER (AS AT THE END OF THE YEAR) <i>GRI 2-7</i>						
Total employees	persons	20,258	20,382	20,467	21,072	3.0%
Total working men	persons	13,931	14,119	14,319	14,866	-
Total working women	persons	6,327	6,263	6,148	6,206	-
HEADCOUNT BY AGE (AS AT THE END OF THE YEAR) <i>GRI 401-1</i>						
Total employees	persons	20,258	20,382	20,467	21,072	3.0%
18 to 30 years	persons	3,053	2,916	2,833	3,006	6.1%
30 to 35 years	persons	3,614	3,467	3,289	3,108	-5.5%
35 to 40 years	persons	3,128	3,261	3,479	3,752	7.8%
40 to 50 years	persons	5,812	6,012	6,124	6,324	3.3%
50 to 60 years	persons	3,769	3,757	3,786	3,783	-0.1%
Over 60 years	persons	882	969	956	1,099	15.0%

	UOM	2018	2019	2020	2021	Trends in 2021/2020
HEADCOUNT BY EMPLOYMENT CONTRACT (AS AT THE END OF THE YEAR) <i>GRI 2-7</i>						
Temporary (permanent) contract	persons	19,590	19,804	19,878	20,394	2.6%
By gender:						
Women	persons	-	-	-	5,848	
Men	persons	-	-	-	14,546	
Fixed-term contract	persons	668	578	589	678	15.1%
By gender						
Women	persons	-	-	-	358	
Men	persons	-	-	-	320	
Open-term contract	%	96.7	97.2	97.1	96.8	-0.3%
HEADCOUNT BY EMPLOYMENT TYPE (AS AT THE END OF THE YEAR) <i>GRI 2-7</i>						
Full-time employment	persons	78	66	48	60	25.0%
By gender						
Women	persons	-	-	-	43	
Men	persons	-	-	-	17	
Part-time employment	persons	20,180	20,316	20,419	21,012	2.9%
By gender						
Women	persons	-	-	-	6,161	
Men	persons	-	-	-	14,851	
HEADCOUNT BY REGION (AS AT THE END OF THE YEAR) <i>GRI 2-7</i>						
Total employees	persons	20,258	20,382	20,467	21,072	3.0%
Moscow	persons	69	77	76	56	-26.3%
St. Petersburg	persons	485	516	502	498	-0.8%
Perm Region	persons	19,644	19,727	19,824	20,419	3.0%
Outside the Russian Federation	persons	60	62	65	99	52.3%
RATIOS OF STANDARD ENTRY LEVEL WAGE OF EMPLOYEES* COMPARED TO LOCAL MINIMUM WAGE IN SIGNIFICANT REGIONS OF THE COMPANY'S PRESENCE <i>GRI 202-1</i>						
Moscow	RUB	3.88	4.04	4.98	6.25	-
St. Petersburg	RUB	1.11	1.42	1.06	1.24	-
Perm Region	RUB	1.00	1.00	1.00	1.00	-
* Regardless of gender, all categories of employees are entitled to the same wage for the same amount of work performed, the number of hours worked and the quality of work performed. Entry level wage refers to wages paid to full-time employees in the lower category (i.e., minimum wage).						
PROPORTION OF SENIOR MANAGEMENT HIRED FROM THE LOCAL COMMUNITY <i>GRI 202-2</i>						
Perm Region	%	89.7	89.1	86.8	88.4	-
Moscow	%	84.6	78.6	83.3	90.0	-
St. Petersburg	%	93.3	93.8	93.8	100.0	-
Other	%	100.0	100.0	100.0	100.0	-
Total for the Company	%	89.8	88.9	87.3	89.4	-
*Senior management: the CEO, Area Director, Deputy CEO, Chief Accountant and its Deputy, Head of Department, Chief Engineer, Head of Mine, Head of Plant, Head of Department, Head of Complex, and Project Manager and its Deputy.						

	UOM	2018	2019	2020	2021	Trends in 2021/2020
NEW EMPLOYEE HIRES AND EMPLOYEE TURNOVER <i>GRI 401-1</i>						
New employee hires	persons	3,347	3,199	3,056	4,413	44%
Employee turnover	%	9.21	8.65	7.82	9.60	-
Voluntary employee turnover	%	6.2	5.6	4.6	6.1	-
RECRUITMENT COSTS						
Total new employee hires	RUB	-	6,303,670	5,288,486	5,842,000	10%
including full-time employees	RUB	-	6,154,349	5,110,065	5,802,514	14%
PERCENTAGE OF EMPLOYEES RECEIVING INDIVIDUAL PERFORMANCE AND CAREER DEVELOPMENT REVIEWS TAKEN INTO ACCOUNT WHEN DETERMINING REMUNERATION <i>GRI 404-3</i>						
Percentage of employees	%	100	100	100	100	-
<i>Management by objectives. Employees have pre-defined and measurable goals set at least once a year with the participation of the manager. Goal fulfilment is systematically monitored.</i>						
EMPLOYEE ENGAGEMENT LEVEL						
Total employee engagement	%	54	55	-	58	-
Survey coverage (of total employees)	%	56	84	-	43	-
By gender:	%					
Men	%	-	53	-	58	-
Women	%	-	58	-	59	-
<i>In 2020, the engagement survey was not conducted due to the COVID-19 pandemic restrictions. The coverage decrease is associated with the way it was conducted. (In 2021, the survey was conducted via a mobile app for the first time).</i>						
DIVERSITY OF SENIOR MANAGEMENT BY GENDER <i>GRI 405-1</i>						
Total	persons	222	231	217	216	0%
Women	persons	52	55	46	43	-7%
Men	persons	170	176	171	173	1%
Percentage of women in top management positions	%	23%	24%	21%	20%	-
DIVERSITY OF SENIOR MANAGEMENT BY AGE <i>GRI 405-1</i>						
Total	persons	222	231	217	216	0%
18 to 30 years	persons	0	0	0	0	0%
30 to 35 years	persons	9	8	8	8	0%
35 to 40 years	persons	33	26	21	19	-10%
40 to 50 years	persons	115	122	112	111	-1%
50 to 60 years	persons	52	59	61	60	-2%
Over 60 years	persons	13	16	15	18	20%
NUMBER OF EMPLOYEES WITH DISABILITIES AND PERCENTAGE OF TOTAL EMPLOYEES						
Number of employees with disabilities as at the end of the year	persons	122	123	123	129	5%
Percentage of employees with disabilities of total employees (as at the end of the year)	%	0.6	0.6	0.6	0.6	0%

	UOM	2018	2019	2020	2021	Trends in 2021/2020
NUMBER OF EMPLOYEES IN THE TALENT POOL						
Workers	persons	223	236	428	481	12%
Managers	persons	505	775	840	890	6%
Specialists/clerks	persons	204	636	687	616	-10%
Number of employees in the Group's talent pool	persons	932	1,647	1,955	1,987	2%
AVERAGE HOURS OF TRAINING PER EMPLOYEE <i>GRI 404-1</i>						
Hours of training	hours	64.1	67.4	49.8	67.2	35%
NUMBER OF EMPLOYEES TRAINED <i>GRI 404-2</i>						
Number of employees trained	persons	16,023	16,723	15,412	20,540	33%
PERCENTAGE OF EMPLOYEES RECEIVING REGULAR PERFORMANCE AND CAREER DEVELOPMENT REVIEWS <i>GRI 404-3</i>						
Percentage of employees	%	14.3	25.1	30.0	30.0	-
Total hours of training	hours	-	-	1,003,348	1,391,023	39%
Total hours of training (without compulsory training)	hours	-	811,304	622,832	582,314	-7%
Total costs for training	RUB	-	67,800,642	49,378,536	72,615,363	47%
EMPLOYEES OF SECURITY CONTRACTORS TRAINED IN HUMAN RIGHTS <i>GRI 410-1</i>						
Percentage of employees of security contractors trained in human rights	%	-	-	-	100	
PERCENTAGE OF EMPLOYEES COVERED BY COLLECTIVE BARGAINING AGREEMENTS <i>GRI 2-30</i>						
Percentage of employees covered by collective bargaining agreements	%	94.9	94.8	95.1	95.1	0.0%

Local Communities

Name	UOM	2018	2019	2020	2021	Trends in 2021/2020
SOCIAL INVESTMENTS BY MAIN ACTIVITY <i>GRI 413-1</i>						
Total social investments (Total):	RUB mln	317	735	980	2,122	117%
Infrastructure investments and services supported, including:	RUB mln	214	651	897	2,033	-
Assistance to public and non-profit organisations	RUB mln	39	426	621	1,781	-
Educational support	RUB mln	21	91	99	31	-
Support for veterans	RUB mln	64	65	68	75	-
Encouraging sports	RUB mln	38	43	51	62	-
Medicine support	RUB mln	1	0	34	44	-
Assistance to municipal institutions	RUB mln	16	13	20	31	-
Other	RUB mln	36	14	4	9	-
Social investments, including:	RUB mln	103	85	84	89	-
Social investments (building a temple)	RUB mln	103	85	84	89	-

Name	UOM	2018	2019	2020	2021	Trends in 2021/2020
SOCIAL INVESTMENTS BY TYPE <i>GRI 203-1</i>						
Total social investments (Total):	RUB mln	317	735	980	2,122	117%
Financial support (transferring funds)	RUB mln	310	732	942	2,114	-
Employee volunteering during work hours without loss of pay	RUB mln	0	0	0	0	-
Pro bono support	RUB mln	0	0	0	0	-
In-kind support	RUB mln	6	3	39	8	-
Other	RUB mln	0	0	0	0	-
SOCIAL INVESTMENTS BY TYPE						
Total social investments (Total):	%	100	100	100	100	-
Charitable donations	%	32	12	13	18	-
Charitable programmes (excluding charitable donations)	%	68	88	87	82	-
Sponsorship	%	0	0	0	0	-
PERCENTAGE OF PRODUCTION UNITS THAT IMPLEMENT PROGRAMMES OF OPERATIONS WITH LOCAL COMMUNITIES <i>GRI 413-1</i>						
Percentage of production units that implement programmes of operations with local communities	%	100	100	100	100	0%

Sustainable Agriculture

Name	UOM	2018	2019	2020	2021	Trends in 2021/2020
PARTICIPANTS OF EDUCATIONAL ACTIVITIES ORGANISED TO RAISE THE LEVEL OF AGRONOMIC EXPERTISE						
Number of events	units	57	19	48	157	227%
Participants of educational activities organised to raise the level of agronomic expertise	units	7,400	2,700	2,763	3,859	40%
<i>Easing restrictions on mass events coupled with an online format provided more participants covered by educational activities.</i>						
NUMBER OF COUNTRIES IMPORTING THE COMPANY'S PRODUCTS						
Number of importing countries	units	63	61	75	70	-7%

Corporate Governance (G)

Name	UOM	2018	2019	2020	2021	Trends in 2021/2020
BUSINESS ETHICS						
Number of confirmed violations of internal codes of business conduct	units	1	5	1	7	-
COMPLIANCE WITH LEGISLATION <i>GRI 206–1 GRI 2-27</i>						
Significant fines for violation of antitrust laws	RUB	0	0	0	0	-
Litigation related to obstruction of competition and violation of antitrust laws	units	-	-	0	0	-
FEEDBACK CHANNELS <i>GRI 2-26</i>						
Total*	units	-	356	322	441	-
Appeals disaggregated by category						
Procurement	units	-	91	89	105	-
General	units	-	52	51	126	-
Recruitment and training	units	-	121	64	44	-
IT	units	-	28	42	69	-
Safety	units	-	25	17	41	-
Labour relations	units	-	5	7	9	-
Sales	units	-	9	5	7	-
Health & Safety	units	-	8	2	7	-
Permit and access regime	units	-	1	2	8	-
Social Policy	units	-	2	6	12	-
Illiquid assets	units	-	3	4	4	-
Stocks	units	-	3	1	0	-
Fraud and corruption across the departments	units	-	5	26	9	-
Issues related to information safety	units	-	0	1	0	-
Corporate newspaper delivery	units	-	1	0	0	-
Logistics	units	-	2	5	0	-

** Increase in total appeals in 2021 is due to a growing number of staff comments and suggestions regarding procurement, requests of access control, the connection of remote desktop and new legislation on labour safety in the midst of pandemic.*

SUPPLY CHAIN *GRI 2-6, 204-1*

Total number of suppliers	units	-	1,344	1,269	1,339	6%
Share of local suppliers in the total number of suppliers**	%	-	95.8%	95.7%	96.1%	+0.4 p.p.
Share of local supplier procurement in total procurement volume**	%	-	79.9%	84.4%	84.8%	+0.4 p.p.

** By local suppliers we mean Russian suppliers

Name	UOM	2018	2019	2020	2021	Trends in 2021/2020
TAXES <i>GRI 207-4</i>						
Distribution of taxes paid						
Total	RUB mln	5,698	15,740	4,839	28,826	584%
Payments to federal budget	RUB mln	2,145	4,701	2,365	7,571	-
Payments to regional budget	RUB mln	3,456	10,937	2,390	21,175	-
Payments to local budget	RUB mln	97	102	85	79	-
NUMBER OF CUSTOMER APPEALS DISAGGREGATED BY MAIN TOPICS						
Total	units	60	93	58	78	34%
Short delivery	units	3	5	2	7	-
Inclusions	units	9	15	10	18	-
Package contamination and damage, labeling	units	6	12	8	16	-
Quality	units	42	61	38	37	-
CUSTOMER SATISFACTION STUDY						
Customer satisfaction, the Russian Federation	%	88	92	100	100	0 p.p.
Customer satisfaction, export	%	77	70	70	66	-4 p.p.
Share of customer participated in the study, % of total customers***	%	35	32	39	43	+4 p.p.
*** At the time of the study.						

APPENDIX 4. GRI INDEX TABLE

Uralkali has reported the information cited in this GRI content index for the period from 01.01.2021 to 31.12.2021 with reference to the GRI Standards..

GRI Index		RSPP reference performance indicator ¹	Report section	Index confirmation	Page
GRI 1: FOUNDATION 2021					
GRI 2: GENERAL DISCLOSURES 2021					
1. THE ORGANISATION AND ITS REPORTING PRACTICES		Aspect: Public policies			
GRI 2-1	Organisational details	Not applicable	About the Company About the Report		06 116
GRI 2-2	Entities included in the organisation's sustainability reporting	Not applicable	About the Report Consolidated Financial Statements for the Year Ended 31 December 2021		116
GRI 2-3	Reporting period, frequency and contact point	Not applicable	About the Report Contacts		116 151
GRI 2-4	Restatements of information	Not applicable	About the Report		116
GRI 2-5	External assurance	Not applicable	About the Report Corporate Governance		116 84
2. ACTIVITIES AND WORKERS					
GRI 2-6	Activities, value chain and other business relationships	Not applicable	About the Company Supply Chain		06 102
GRI 2-7	Employees	Not applicable	About the Company Employee Well-being Quantitative Indicators on the Social Aspect	Assessed as part of the confirmation (see Appendix 2)	06 54 134
3. GOVERNANCE					
GRI 2-9	Governance structure and composition	Not applicable	Corporate Governance Quantitative Indicators on the Governance Aspect		84 141
GRI 2-10	Nomination and selection of the highest governance body	Not applicable	Corporate Governance		84
GRI 2-11	Chair of the highest governance body	Not applicable	Corporate Governance		84
GRI 2-12	Role of the highest governance body in overseeing the management of impacts	Not applicable	Corporate Governance		84
GRI 2-13	Delegation of responsibility for managing impacts	Not applicable	Corporate Governance		84
GRI 2-14	Role of the highest governance body in sustainability reporting	Not applicable	Corporate governance		84
GRI 2-15	Conflicts of interest	Not applicable	Corporate Governance		84

¹ RSPP reference performance indicators are indicators recommended by the Russian Union of Industrialists and Entrepreneurs (RSPP) for using in the preparation of corporate non-financial reports, and also in corporate management systems for monitoring, control and evaluation of key performance indicators. The indicators in the 2020 ESG Report of Uralkali are given in accordance with the [Reference Performance Indicators. Recommendations for Practice Management and Corporate Non-Financial Reporting Use.](#)

GRI Index		RSPB reference performance indicator	Report section	Index confirmation	Page
GRI 2-18	Evaluation of the performance of the highest governance body	Not applicable	Corporate Governance		84
GRI 2-19	Remuneration policies	Not applicable	Corporate Governance Quantitative Indicators on the Governance Aspect		84 141
GRI 2-20	Process to determine remuneration	Not applicable	Corporate Governance		84
4. STRATEGY, POLICIES AND PRACTICES					
GRI 2-22	Statement on sustainable development strategy	Not applicable	CEO's Statement About the Company ESG Strategy		04 06 16
GRI 2-23	Policy commitments	1.1. Basic business conduct principles	Human Rights Anti-corruption and Ethics		66 94
GRI 2-25	Processes to remediate negative impacts	Not applicable	Human Rights		66
GRI 2-26	Mechanisms for seeking advice and raising concerns	Not applicable	Anti-corruption and Ethics Quantitative Indicators on the Governance Aspect		94 141
GRI 2-27	Compliance with laws and regulations	Non-compliance with environmental laws and regulations Non-compliance with social and economic laws and regulations	Anti-corruption and Ethics Environmental Quantitative Targets Quantitative Indicators on the Governance Aspect	Assessed as part of the confirmation (see Appendix 2)	94 128 141
GRI 2-28	Membership associations	3.3.5 Participation in non-governmental organisations (e.g., industrial or sectoral) and/or national and international organisations that are related to the company's interests	Other Governance Topics (G)		110
5. STAKEHOLDER ENGAGEMENT		Aspect: Labour/management relations			
GRI 2-29	Approach to stakeholder engagement	Not applicable	About the Company Stakeholder Engagement		06 20
GRI 2-30	Collective bargaining agreements	3.1.4. Coverage by collective bargaining agreements	Employee Well-being Quantitative Indicators on the Social Aspect		54 134
GRI 3: MATERIAL TOPICS 2021					
GRI 3-1	Process to determine material topics	Not applicable	About the Report		116
GRI 3-2	List of material topics	Not applicable	About the Report		116
GRI 3-3	Material topic management	Not applicable	About the Company About the Report		

GRI Index		RSPB reference performance indicator	Report section	Index confirmation	Page
MATERIAL TOPICS					
GRI 200	Economic				
GRI 202	Market presence 2016				
GRI 202-1	Ratios of standard entry level wage by gender at significant locations of operation compared to the local minimum wage	Not applicable	Quantitative Indicators on the Social Aspect		134
GRI 202-2	Proportion of senior management hired from the local community	Not applicable	Employee Well-being Quantitative Indicators on the Social Aspect		54 134
GRI 203	Indirect economic impacts 2016				
GRI 203-1	Infrastructure investments and services supported	Not applicable	Local Communities Quantitative Indicators on the Social Aspect		70 134
GRI 203-2	Significant indirect economic impacts	Not applicable	Local Communities		70
GRI 204	Procurement practices 2016				
GRI 204-1	Proportion of spending on local suppliers	Not applicable	Supply Chain Quantitative Indicators on the Governance Aspect		102 141
GRI 205	Anti-corruption 2016				
GRI 205-1	The organisation's operations assessed for risks related to corruption	Not applicable	Anti-corruption and Ethics		94
GRI 205-2	Communication and training about anti-corruption policies and procedures	Not applicable	Anti-corruption and Ethics		94
GRI 205-3	Confirmed incidents of corruption and actions taken	Not applicable	Anti-corruption and Ethics		94
GRI 206	Anti-competitive behaviour 2016				
GRI 206-1	Number of legal actions regarding anti-competitive behaviour and violations of anti-trust and monopoly legislation in which the organisation has been identified as a participant	Not applicable	Anti-corruption and Ethics, Quantitative Indicators on the Governance Aspect		94 141
GRI 207	Tax 2019				
GRI 207-1	Approach to tax	Not applicable	Other Governance Topics (G)		110
GRI 207-2	Tax governance, control, and risk management	Not applicable	Other Governance Topics (G)		110
GRI 207-3	Stakeholder engagement and management of concerns related to tax	Not applicable	Other Governance Topics (G)		110

GRI Index		RSPP reference performance indicator	Report section	Index confirmation	Page
GRI 300	ENVIRONMENTAL				
GRI 302	Energy 2016				
GRI 302-1	Energy consumption within the organisation	2.2. Energy consumption	Climate Change and Energy Management	Assessed as part of the confirmation (see Appendix 2)	24
		2.2.1. Unit energy consumption in natural units	Main Quantitative Data		130
GRI 302-3	Energy intensity	Not applicable	Climate Change and Energy Management		24
			Main Quantitative Data		131
GRI 302-4	Reduction of energy consumption	Not applicable	Climate Change and Energy Management		24
GRI 303	Water and Effluents 2018	Aspect: Water			
GRI 303-1	Responsible management of water as a shared resource	Not applicable	Environment		34
GRI 303-2	Management of water discharge-related impacts	Not applicable	Environment		34
GRI 303-3	Water withdrawal	Not applicable	Environment	Assessed as part of the confirmation (see Appendix 2)	34
			Environmental Quantitative Targets		128
GRI 303-4	Waste water effluents	2.7. Waste water effluents	Environment	Assessed as part of the confirmation (see Appendix 2)	34
		2.7.2. Pollutant effluents	Environmental Quantitative Targets		128
GRI 303-5	Water consumption	2.3. Consumption of fresh water for own needs	Environment		34
		2.3.1. Specific water consumption in kind	Environmental Quantitative Targets		128
		2.4. Share of recycled water in total water consumption for own needs			
GRI 304	Biodiversity 2016				
GRI 304-1	Operational sites owned, leased, managed in, or adjacent to protected areas and areas of high biodiversity value outside protected areas	Not applicable	Environment		34
GRI 305	Emissions 2016				
GRI 305-1	Direct (Scope 1) GHG emissions	2.5. Greenhouse gas emissions	Climate Change and Energy Management	Assessed as part of the confirmation (see Appendix 2)	24
			Main Quantitative Data		129–130
GRI 305-2	Energy indirect (Scope 2) GHG emissions	2.5. Greenhouse gas emissions	Climate Change and Energy Management	Assessed as part of the confirmation (see Appendix 2)	24
			Main Quantitative Data		129–130
GRI 305-3	Other indirect GHG emissions (Scope 3)	2.5. Greenhouse gas emissions	Climate Change and Energy Management		24
			Main Quantitative Data		129–130
GRI 305-4	GHG emissions intensity	Not applicable	Climate Change and Energy Management	Assessed as part of the confirmation (see Appendix 2)	24
			Main Quantitative Data		129–130

GRI Index		RSPP reference performance indicator	Report section	Index confirmation	Page
GRI 305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	2.6. Emission of pollutants into the atmosphere 2.6.1. Specific emissions in kind	Other Environmental Topics (E) Main Quantitative Data	Assessed as part of the confirmation (see Appendix 2)	41 131
GRI 306	Waste 2020				
GRI 306-1	Waste generation and significant waste-related impacts	Not applicable	Environment		34
GRI 306-2	Management of significant waste-related impacts	Not applicable	Environment		34
GRI 306-3	Waste generated	Not applicable	Environment Environmental Quantitative Targets	Assessed as part of the confirmation (see Appendix 2)	34 128
GRI 306-4	Waste diverted from disposal	Not applicable	Environment Environmental Quantitative Targets	Assessed as part of the confirmation (see Appendix 2)	34 128
GRI 306-5	Waste directed to disposal	2.8. Waste volume 2.8.1. Specific amount of waste in kind	Environment Environmental Quantitative Targets	Assessed as part of the confirmation (see Appendix 2)	34 128
Aspect: General					
Not applicable	Non-compliance with environmental laws and regulations	2.9. Number of significant emergencies with environmental impact 2.10. Recovered environmental damage	Environmental Quantitative Targets		128
Not applicable	Not applicable	2.12. Environmental protection investments	Environmental Quantitative Targets		128
GRI 400	SOCIAL				
GRI 401	Employment 2016	Aspect: Employment			
GRI 401-1	New employee hires and employee turnover	3.1.1. Total workforce by territorial association 3.1.2 Employee turnover	Employee Well-being Quantitative Indicators on the Social Aspect	Assessed as part of the confirmation (see Appendix 2)	54 134
GRI 403	Occupational health and safety 2018	Aspect: Labour/management relations			
GRI 403-1	Occupational health and safety management system	Not applicable	Health and Safety		46
GRI 403-2	Hazard identification, risk assessment, and incident investigation	Not applicable	Health and Safety		46
GRI 403-3	Occupational health services	Not applicable	Health and Safety Employee Well-being		46 55
GRI 403-4	Worker participation, consultation, and communication on occupational health and safety	Not applicable	Health and Safety		46

GRI Index		RSPP reference performance indicator	Report section	Index confirmation	Page
GRI 403-5	Worker training on occupational health and safety	Not applicable	Health and Safety		46
GRI 403-6	Promotion of worker health	Not applicable	Employee Well-being		54
GRI 403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Not applicable	Health and Safety		46
GRI 403-8	Workers covered by an occupational health and safety management system	Not applicable	Health and Safety		46
GRI 403-9	Work-related injuries	3.15. Rate of occupational injuries 3.16. Number of work-related fatalities	Health and Safety	Assessed as part of the confirmation (see Appendix 2)	46
GRI 403-10	Work-related ill health	3.17. Number of occupational diseases	Quantitative Indicators on the Social Aspect		134
GRI 404	Training and education 2016	Aspect: Labour/management relations			
GRI 404-1	Average hours of training per year per employee	3.110. Number of training hours per employee	Quantitative Indicators on the Social Aspect		134
GRI 404-2	Programs for upgrading employee skills and transition assistance programmes	Not applicable	Employee Well-being Quantitative Indicators on the Social Aspect		54 134
GRI 404-3	Percentage of employees receiving regular performance and career development reviews	Not applicable	Quantitative Indicators on the Social Aspect		134
GRI 405	Diversity and equal opportunities 2016	Aspect: Labour/management relations			
GRI 405-1	Diversity of governance bodies and employees	3.112. Participation of women in management bodies	Employee Well-being Quantitative Indicators on the Social Aspect	Assessed as part of the confirmation (see Appendix 2)	54 134
GRI 405-2	Ratio of basic salary and remuneration of women to men	Not applicable	Quantitative Indicators on the Social Aspect		134
GRI 406	Non-discrimination 2016				
GRI 406-1	Incidents of discrimination and corrective actions taken	Not applicable	Quantitative Indicators on the Social Aspect		134
GRI 410	Security practices 2016				
GRI 410-1	Security personnel trained in human rights policies or procedures	Not applicable	Quantitative Indicators on the Social Aspect		134

GRI Index		RSPP reference performance indicator	Report section	Index confirmation	Page
GRI 413	Local communities 2016	Aspect: Community			
GRI 413-1	Operations with local community engagement, impact assessments, and development programs	3.3.1 Interaction with authorities on public issues of importance (social and economic development issues in areas of presence)	Local Communities Quantitative Indicators on the Social Aspect	Assessed as part of the confirmation (see Appendix 2)	70 134
GRI 415	Public Policy 2016				
GRI 415-1	Political contributions	Not applicable	Political contributions — 0 Incentive payments for representatives of public authorities — 0		
Aspect: Labelling of products and services					
Not applicable	Not applicable	3.4.2. Product quality management	Sustainable Agriculture		76

APPENDIX 5. SASB REFERENCE TABLE

Index	Section		Page
GENERAL ASPECTS			
RT-CH-000.A	Production by reportable segment	About the Company	06
ENVIRONMENTAL ASPECT			
Water Resources Management			
RT-CH-140a.1	Total water withdrawn, total water consumed	Environment	34
Hazardous waste management			
RT-CH-150a.1	Amount of hazardous waste generated, percentage recycled	Environment	34
Air quality			
RT-CH-120a.1	Air emissions	Environment	34
Greenhouse gas emissions			
RT-CH-110a.1	Greenhouse gas emissions	Climate Change and Energy Management	24
Energy management			
RT-CH-130a.1	Total energy consumed	Climate Change and Energy Management	24
SOCIAL ASPECT			
Workforce health & safety			
RT-CH-320a.1	Total recordable incident rate (TRIR) Rate of fatalities as a result of work-related injury	Quantitative Indicators on the Social Aspect	134
Community relations			
RT-CH-210a.1	The Company's practices in interaction with local communities, including descriptions of processes, procedures and approaches to risk management in this area	Local Communities	70
Safety & environmental stewardship of chemicals			
RT-CH-410b.1.	Percentage of products that contain the substances classified 1–2 according to the Globally Harmonized System of Classification and Labelling of Chemicals (GHS)	Environment	34
RESPONSIBLE GOVERNANCE PRACTICES			
Management of the legal & regulatory environment			
RT-CH-530a.1	The Company's positions related to government regulations and/or policy proposals that address environmental and social factors affecting the industry	Anti-corruption and Ethics	110

APPENDIX 6. UN GLOBAL COMPACT PRINCIPLES

UN Global Compact Principle		Section	Page
Human rights			
Principle 1	Businesses should support and respect the protection of internationally proclaimed human rights	Human Rights	66
Principle 2	Businesses should make sure that they are not complicit in human rights abuses	Human Rights	66
Labour Relations			
Principle 3	Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining	Human Rights	66
Principle 4	Businesses should uphold the elimination of all forms of forced and compulsory labour	Human Rights Policy of PJSC Uralkali	-
Principle 5	Businesses should uphold the effective abolition of child labour	Human Rights Policy of PJSC Uralkali	-
Principle 6	Businesses should uphold the elimination of discrimination in respect of employment and occupation	Human Rights	66
Environmental Protection			
Principle 7	Businesses should support a precautionary approach to environmental challenges	Environment	34
Principle 8	Businesses should undertake initiatives to promote greater environmental responsibility	Environment	34
Principle 9	Businesses should encourage the development and diffusion of environmentally friendly technologies	Environment	34
Anti-corruption			
Principle 10	Businesses should work against corruption in all its forms, including extortion and bribery	Anti-corruption and Ethics	94

DISCLAIMER

This ESG Report has been prepared on the basis of information available to the Public Joint-Stock Company Uralkali and its subsidiaries (hereinafter — Uralkali) as at the date hereof. This ESG Report contains forward-looking statements. All forward-looking statements and all subsequent oral or written forward-looking statements attributable to Uralkali or any persons acting on its behalf are expressly qualified in their entirety by the cautionary statements below.

All statements made in this ESG Report, other than statements of historical facts, may be forward-looking statements. Words such as “forecasts”, “believes”, “expects”, “intends”, “plans”, “prediction”, “will”, “may”, “should”, “could”, “anticipates”, “estimates”, “seeks”, “considers”, “assumes”, “continues”, “strives”, “projects” and any other expression or word with similar meaning or the negative thereof usually indicate the forward-looking nature of a statement.

Forward-looking statements may include statements relating to Uralkali’s operations, financial performance, earnings, economic indicators, operating and production results, dividend policies, capital expenditures, as well as trends in commodity prices, production and consumption, costs, expenses, development prospects, useful lives of assets, reserves, commencement and completion dates of production projects, acquisition, liquidation or disposal of certain entities and other similar factors and economic projections with respect to Uralkali’s business or the industry and markets in which it operates.

Forward-looking statements are not guarantees of future performance. They involve numerous assumptions regarding Uralkali’s present and future strategies and the environment in which it operates and will operate in the future, including a number of known and unknown risks, uncertainties, and other factors (including the impact of financial and trade sanctions imposed by the USA, the EU, the Great Britain and a number of other countries on the Russian financial system, Russian officials, Russian defence, import, export, particular companies and individuals in February–May 2022) that could cause Uralkali’s or the industry’s actual results, levels of activity, performance or achievements to be materially different from any future results, levels of activity, performance or achievements expressed or implied by such forward-looking statements. Uralkali provides no assurance whatsoever that its or the industry’s actual results, levels of activity, performance or achievements will be consistent with future results, levels of activity, performance or achievements expressed or implied by any forward-looking statement made in this ESG Report or otherwise.

Uralkali accepts no responsibility for any losses whatsoever that may result from any person’s reliance on any such forward-looking statement. Except where required by the applicable law, Uralkali expressly disclaims any obligation or undertaking to disseminate or publish any updates or amendments to forward-looking statements to reflect any change in expectations or new information or subsequent events, conditions or circumstances.

This ESG Report was approved by Uralkali’s Board of Directors on 13 May 2022 (Meeting Minutes of the Board of Directors No. 407 dated 13 May 2022).

2021 ESG Report assurance



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