



SUSTAINING BALANCE

ESG Report

2022



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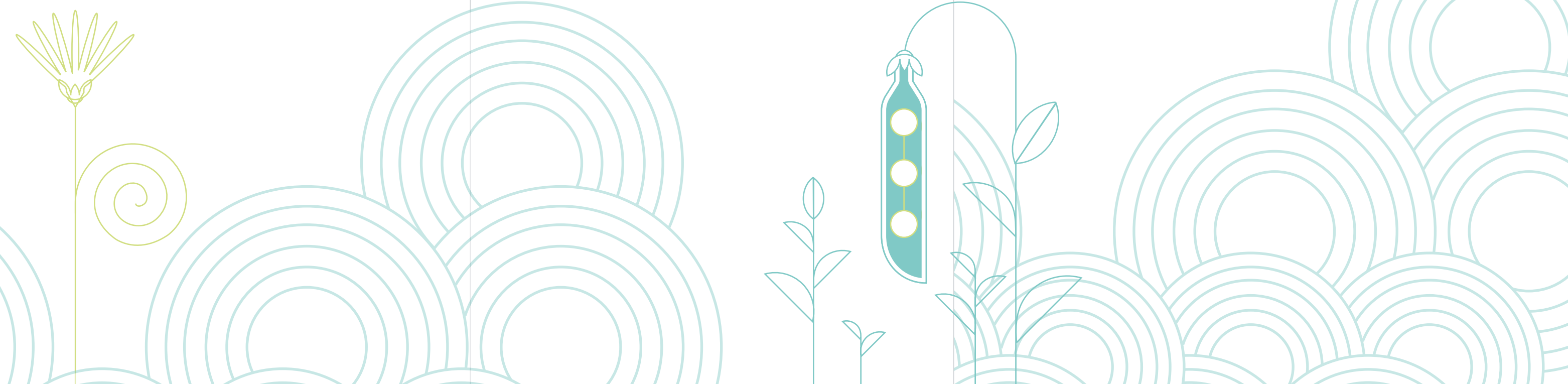
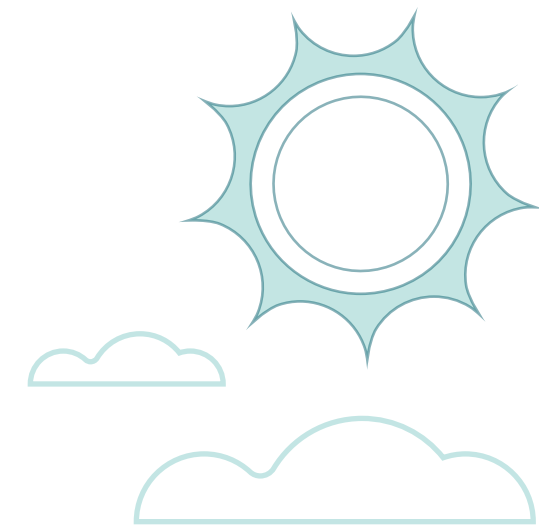
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STATEMENT FROM THE CEO



Vitaly Lauk
CEO



Dear colleagues and partners,

I am proud to present our 2022 ESG Report that outlines the Company's highlights and plans for further ESG development.

We believe that only sustainable growth and shared values for all stakeholders can make us an industry leader. Amid the challenges brought by the year 2022, the Company had to restructure and adapt many of its business processes and make substantial efforts to maintain performance. Meanwhile, the reporting year proved how crucial mineral fertilisers are for global sustainability and food security.

Uralchem is a global leader unifying the full spectrum of fertiliser production and innovative agricultural solutions. We are at the forefront of the drive to produce reliable harvests with the capacity to feed people today and for generations to come. A world without hunger is more than just a dream. It is our mission.

This is a new mission of Uralchem Group – which also includes Uralkali. Our contribution towards global food security is not about words – it is the core of our operations and voluntary initiatives. In 2022, the Group committed to donate some 300 thousand tonnes of mineral fertilisers to the developing countries in need, including to the African continent. The first batch totalling 20 thousand tonnes of Russian fertilisers was sent from Europe to the Republic of Malawi in February 2023.

Throughout 2022, we have been refining our ESG practices and achieving significant progress on all key items of the ESG agenda, and we are glad to share it with you in this Report.

Employee Well-Being

2022 was a challenging year, yet the Company managed to offer its employees decent wages, good social benefits and opportunities for further growth and development. An important step towards a better quality of life for our employees was the development and adoption of the 2023–2025 Employee Well-Being Programme. Also, to mitigate the labour shortage risk, we continued using a shift-based work pattern, expanded our headhunting geography to cover jobs with the highest shortage of employees, and extended career guidance programmes and activities.

Despite external uncertainties, Uralkali has not reduced its employee support. Instead, we enhanced social benefits and compensation. Employee salaries were indexed by 6%, and social expenditures on personnel amounted to RUB 1.6 billion in 2022, 24% up from 2021.

In 2022, the voluntary health insurance programme was expanded, a new out-patient hospital was opened for Uralkali's employees, the first group of residential buildings was built, and 175 flats were sold to employees under the housing programme.

According to an internal survey held in 2022, employee engagement scores went up by 6% to 64%, which confirmed the effectiveness of Uralkali's HR policy.

Safe Work

Uralkali maintains its steadfast commitment to a safer and healthier work environment. The Company's health and safety performance is regularly reviewed by the Sustainable Development Committee of the Board of Directors. In 2022, H&S costs amounted to RUB 2.8 billion.

The year under review saw 14 accidents in the Company, including two fatalities and one severe injury. To address one of the main causes of severe injuries, Uralkali continued to test automated systems for protection of personnel in mine face areas.

The lost time incident frequency rate (LTIFR) among employees stood at 0.08¹, while the severe injury rate decreased to 0.006¹. In 2022, Uralkali introduced reporting of the contractor injury rate, which amounted to 0.17¹ at the year-end.

Environmental Responsibility

Preserving natural resources and minimising our environmental impact is Uralkali's overriding priority. In 2022, Uralkali completed a biodiversity assessment. The findings indicate that the biodiversity status is preserved, and no red-listed plant species were identified within the operating areas of the Company.

In the reporting period, we also added capacity to hydraulic stowage facilities, thereby increasing the share of production waste utilised in hydraulic backfilling. In 2022, this indicator stood at 67.6%.

Uralkali proceeded with the Energy Saving Programme that involves phasing out fuel oil as the back-up fuel for boilers and the main fuel for furnaces. As at the year-end, Uralkali converted boiler shops at Berezniki-2 and Berezniki-4 from fuel oil to diesel.

Development of the Host Region

Among other priorities, the Company's social policy sets out to improve living standards in our host towns. In 2022, the Company's allocations for charity totalled RUB 1.1 billion.

In line with the plan, the Company implemented important charity projects in sports, healthcare, education, culture, infrastructure development and public amenities.

In 2022, Uralkali elevated priority of sports support and development and established the Sports and Youth Policy Directorate within its organisation. The reporting period also saw an agreement between Uralkali and the Corporate Sports Association to promote sports and fitness among local communities.

We continued to implement the programme for resettling residents from at-risk housing and construct new housing and infrastructure on the right-bank part of Berezniki. Between 2013 and February 2023, over 12 thousand people have already been resettled, and around 2 thousand residents will be resettled during 2023.

Sustainable Supply Chain

Uralkali needs to really know its business partners and suppliers. We wish to cooperate with companies that adhere to sustainable development principles and apply best practices in social and environmental responsibility.

2022 saw an introduction in Uralkali of an ESG assessment of suppliers. The assessment covered 13% of the Company's largest suppliers of goods and services (mainly, fuel and electricity). In the years ahead, we will scale up the assessment in accordance with the Company's annual targets. A sustainable supply chain plays an essential part in timely supply of goods and services and thus ensure seamless and efficient operations of our organisation.

In conclusion, I would like to sincerely thank all of our stakeholders for their cooperation, support and contribution to the Company's success. We at Uralkali will continue our consistent actions to ensure our development as a responsible business.

¹ Per 200 thousand hours worked.

ABOUT THE COMPANY

Uralkali¹ is one of the world's largest producers and exporters of potassium chloride (potash or MOP). We support farmers across the globe by offering high-quality crops that feed an ever-growing population in the face of fertile arable land degradation.

We adhere to responsible production practices and engage with agricultural consumers, while continually analysing our product performance to deliver maximum yields where these are needed.

Potassium is an essential element for all living organisms to grow and develop. It 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.

COMPANY ACTIVITIES

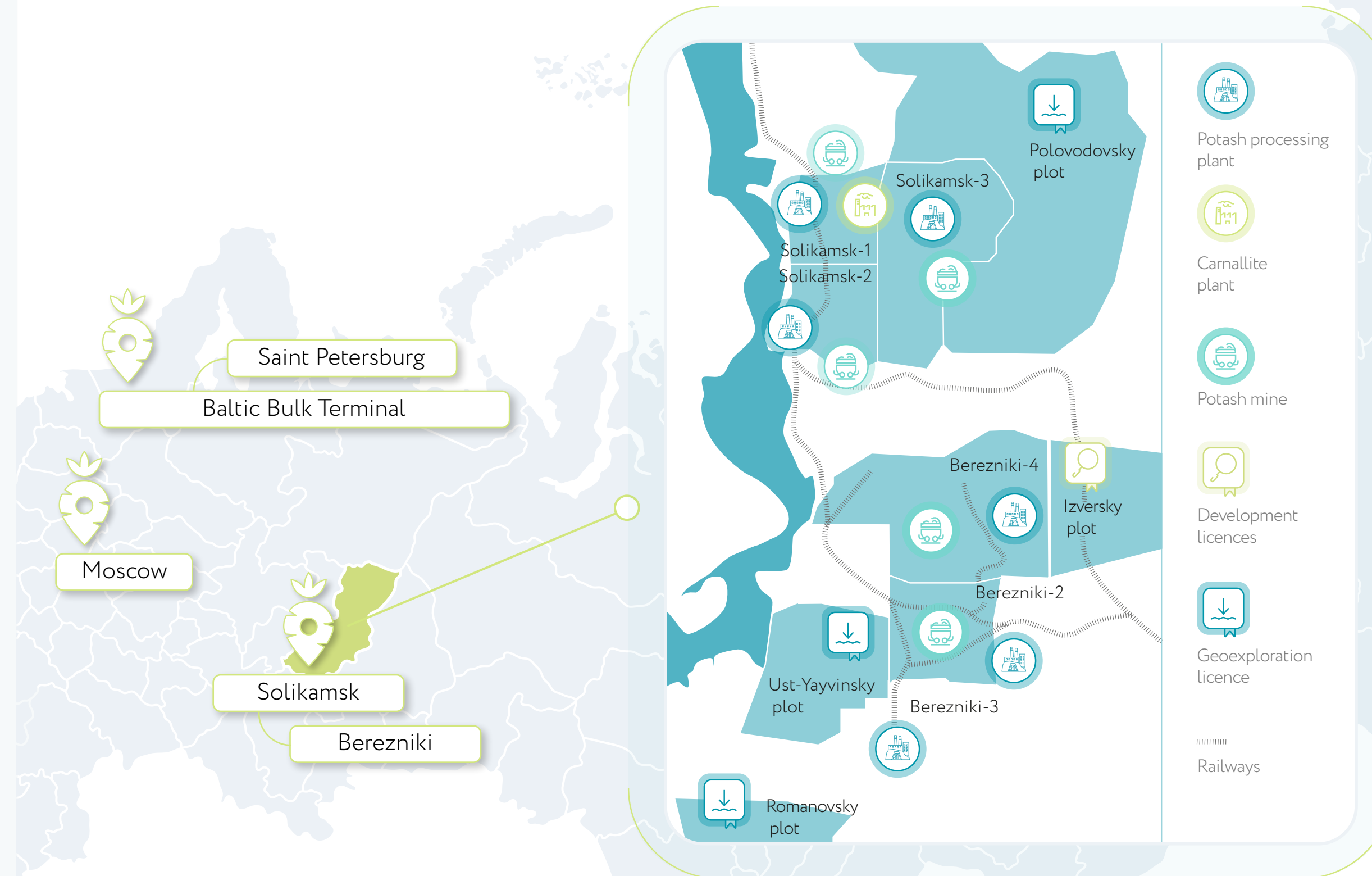
Uralkali production facilities are based in the towns of Berezniki and Solikamsk in the Perm Region, Russia. This is home to the Verkhnekamskoye deposit of potassium and magnesium salts and the world's second-largest deposit of ore reserves.

- 6
potash processing plants
- 1
carnallite plant
- 5
potash mines²
- 3
licences for development of new plots
- 1
licence for geoexploration

> 21 thousand employees in Uralkali

> 7.7 thousand mineral wagons to transport products

Uralkali products meet both the main international and Russian standards as well as strict consumer requirements



¹ Uralkali or the Company means PJSC Uralkali and its subsidiaries in accordance with Appendix 1. About the Report.
² There was no mining at Solikamsk-2 in 2022. Activities at the mine focus on backfilling of mined-out cavities.



OUR PRODUCTS

With vertical integration, Uralkali efficiently manages its value chain: from potash ore mining and processing to supplying finished products worldwide.




Mining





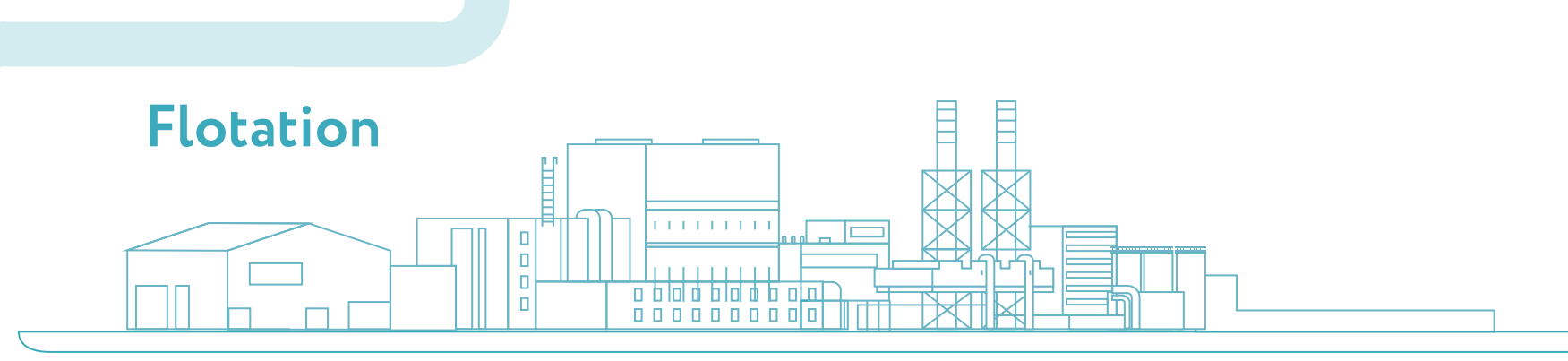
Milling

Pink MOP

KCl concentration
95%




-  Standard
-  Granular



White MOP

KCl concentration
95% and 98.2%



-  Standard and fine
-  Pelletised



The Company's quality management system is certified under ISO 9001:2015.

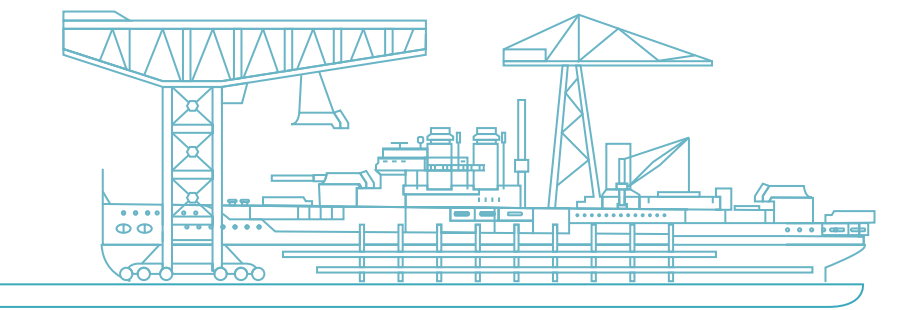
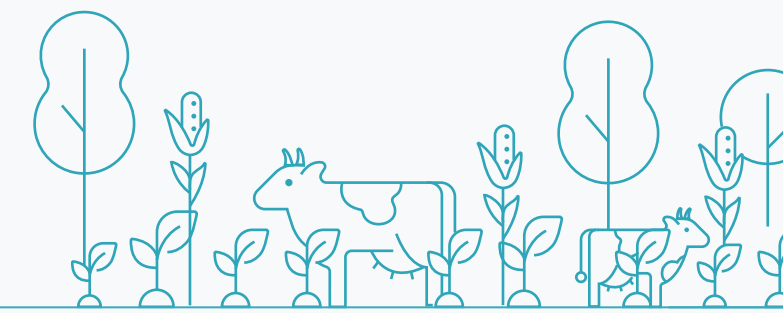
Control at all production stages facilitates high product quality and a safe and responsible production process while minimising our effect on the environment.

- For direct application to soils
- In blended NPK fertilisers

- India, South-East Asia, Russia

- Applied to soils using special machinery
- Can be blended with nitrogen and phosphate fertilisers

- Brazil, USA, Europe, Central America



Properties

- Raw material in blended NPK fertilisers
- Soluble in water
- In potassium sulphate, potassium nitrate, potassium hydroxide and for other industrial purposes
- Purpose-made for long-distance transport to foreign potassium hydroxide producers without anticaking agents

Traditional markets

- China, Russia, Europe
- South America

2022 IN FIGURES



CO₂-eq
1.2 mln t
GHG emissions¹

RUB 7.7 bln
environmental expenditures

21,957 pers.
headcount at the year-end

9.8%
labour turnover

13%
suppliers that have undergone ESG assessment (by procurement amount)

20%
women in management positions

5.1 mln m³
water consumption

6 thousand t
air emissions

0.08
lost time incident frequency rate (LTIFR)²

1.1 bln
charity expenses³

2 out of 7
members of the Board of Directors are women

6 out of 7
members of the Board of Directors have expertise in sustainable development

68%
share of production waste utilised through backfilling

7,725 pers.
coverage of agronomic literacy programmes

¹ Scope 1 and 2.

² Per 200 thousand hours worked.

³ The amount does not include resettlement expenses and cost of products supplied to Africa.

AWARDS AND ACHIEVEMENTS



ESG Ratings and Indices

Sustainalytics

24.0 "medium" risk level

No. 1 among agrochemical companies from throughout the world

NCR

Group I of the ESG index, high-level compliance with ESG standards

RAEX

3rd place out of 160 companies ("A" rating)¹

No. 1 in the social component

RSPP

Group A of the ESG indices: 2022 Responsibility and Transparency, and 2022 Sustainability Vector

Forbes

Gold Gold employer status among 118 companies in the fourth ranking of Russia's best employers



Awards

Leaders of Russian Business: Dynamics, Responsibility, Stability (National Contest)

In 2022, the Company won the Sustainability Reporting Excellence/ESG category for its performance in 2021

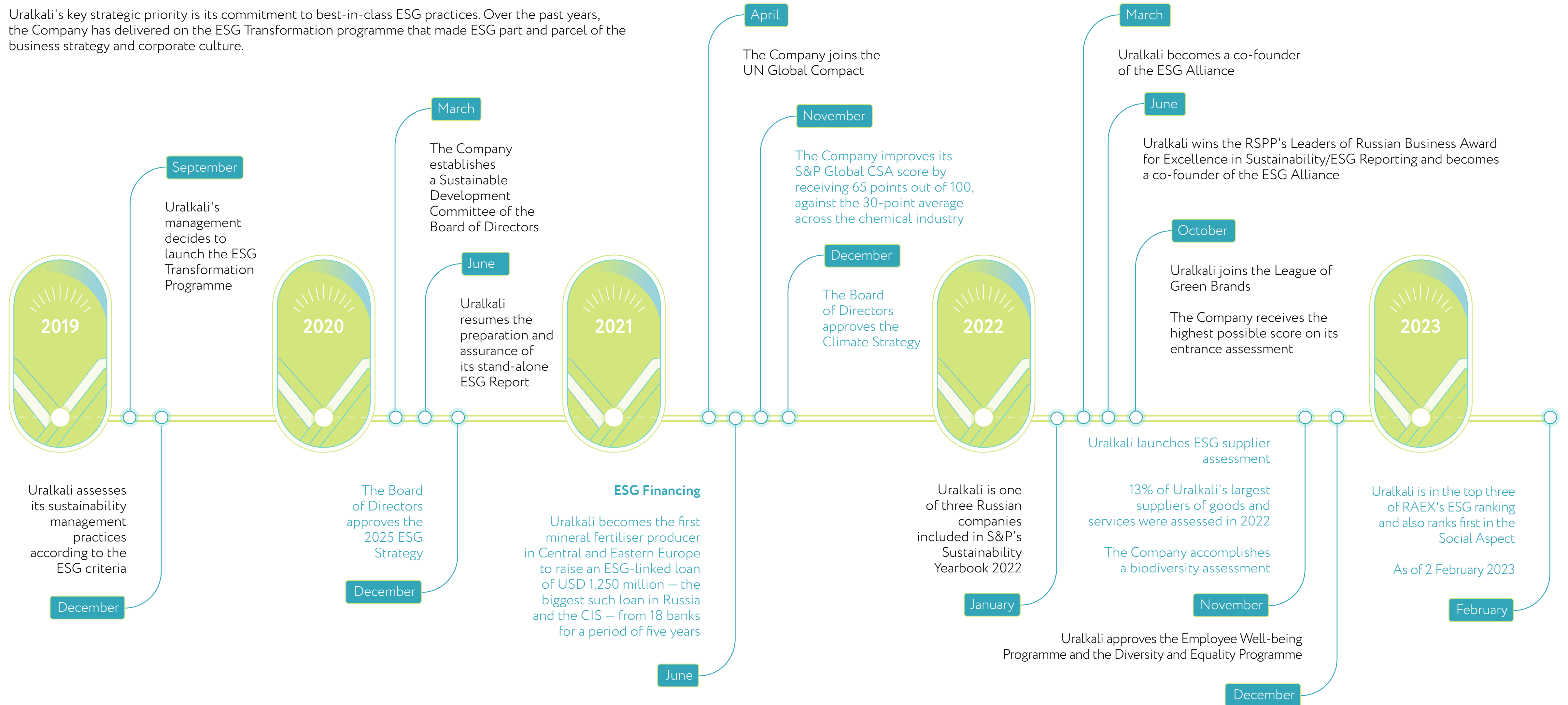
100 Best Goods of Russia (National Contest)

In 2022, Uralkali was among the contest winners with its potassium chloride (feed additive) product

¹ As of 2 February 2023.

2019–2022 ESG TRANSFORMATION PROGRAMME

Uralkali's key strategic priority is its commitment to best-in-class ESG practices. Over the past years, the Company has delivered on the ESG Transformation programme that made ESG part and parcel of the business strategy and corporate culture.



STATEMENT FROM THE CHIEF SUSTAINABILITY OFFICER



Dear shareholders, colleagues and partners,

In 2022, Uralkali operated under fraught circumstances. Yet, we went on scaling up our ESG practices and enhancing overall business sustainability. The Company will always prioritise occupational, environmental and geological safety, employee welfare and trust-based community relations despite external factors.

Based on our ESG Strategy progress as of the year-end, we have remained on track with its foremost targets and KPIs amid all the challenges of 2022. Namely, Uralkali completed a biodiversity assessment, refined contractor injury registration process, certified the Company's products under the Agricultural Products, Raw Materials and Food with Improved Characteristics national standard, developed an Employee Well-being Programme and a Diversity and Equality Programme, and also launched a supplier ESG assessment procedure.

I was pleased to see that our efforts are reflected in top-tier ESG ratings. For instance, a leading global ESG ranking issued by Sustainalytics rated Uralkali first among 56 agrochemical companies.

Through 2022, the Company also maintained and strengthened its position in national ESG rankings. Based on the December 2022 revaluation, Uralkali ranked third in the RAEX ranking, taking the lead in the social component, and also joined the highest Group I in the ESG rankings by RBC and NCR.

The pandemic, energy crisis and global political environment exacerbated food security, particularly in developing countries. Uralkali's core activities and voluntary social projects contribute to UN Sustainable Development Goal 2 (Zero Hunger) and to food security around the globe. To address the food crisis, Uralchem-Uralkali Group committed to donate around 300 thousand tonnes of mineral fertilisers to developing countries. In 2022, the humanitarian shipment totalling 20 thousand tonnes of fertilisers was made to the Republic of Malawi, and a handover ceremony was held in March 2023.

To summarise, I would like to thank our Board of Directors, and all employees and partners of the Company. We highly appreciate your contribution to the development of new approaches and consistent implementation of sustainability initiatives. 2022 was a stormy year, yet our performance shows Uralkali is on the right track.

Elena Eskina
Chief Sustainability Officer



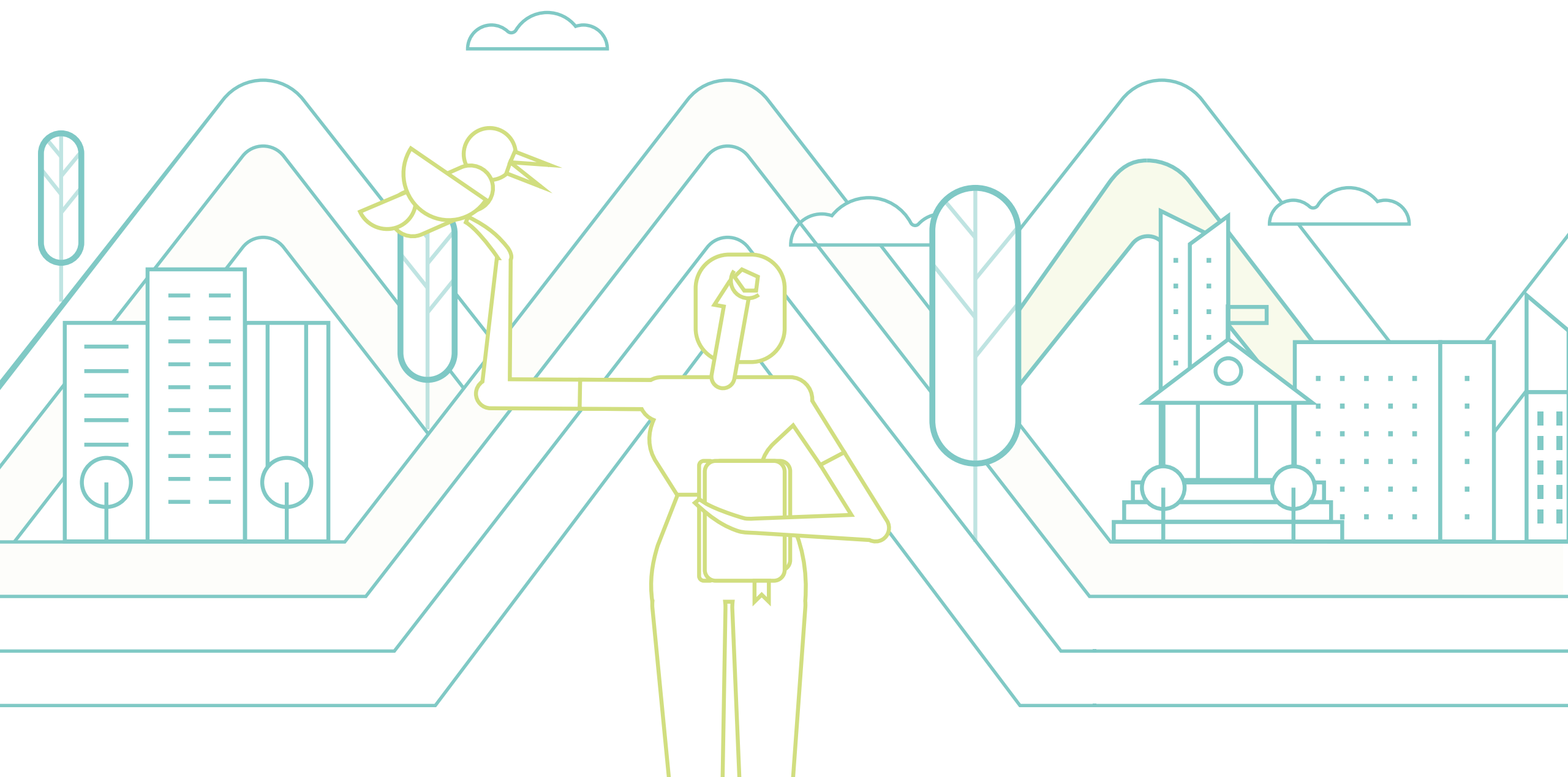
2025 ESG STRATEGY

Uralkali has an ESG Strategy in place, which is part of the Company's overall business strategy and which underpins its sustainability activities. The Strategy includes 10 priority areas addressing the Company's social and environmental impacts.

Our sustainability management stands upon the ESG Strategy. Each priority area builds on certain goals, sub-goals and an action plan for the year. Strategy-based goals and objectives have a place in KPIs of directors and key managers and affect their remuneration.

The Strategy was devised in 2020. Thus, the Company has been heading for its goals for two years, summarising 2021 and 2022 interim progress. For more information on performance in each of the Strategy's priority areas, please refer to the Strategy and Goals tables at the beginning of each section of Uralkali's stand-alone ESG Report.

We monitor the ESG Strategy performance on a half-year basis. The Sustainable Development Working Group assesses ESG activities at the executive level. In the meantime, the Company's Board of Directors and its Sustainable Development Committee review strategy achievements.



Mission

We produce potash fertilisers to provide people all over the world with food

URALKALI'S 2025 ESG STRATEGY



FUNDAMENTAL ESG TOPICS

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

NEW CHALLENGES

- o Climate change
- o Sustainable agriculture
- o Supply chain



OUR CONTRIBUTION TO THE UN SDGS AND NATIONAL DEVELOPMENT GOALS

ESG STRATEGY AREA	UN SDGS AND RELATED TARGETS	NATIONAL DEVELOPMENT GOALS OF THE RUSSIAN FEDERATION THROUGH 2030	ESG GOALS ¹	STATUS DETAILS
ENVIRONMENT	 Target 12.4	NATIONAL GOAL  Comfortable and Safe Environment	<ul style="list-style-type: none"> Increasing the share of production waste utilised through backfilling by 10% Abating sulphur dioxide air emissions by 25% Developing the Biodiversity Conservation Programme Conducting a water audit 	25
CLIMATE CHANGE	 Target 13.2	-	<ul style="list-style-type: none"> Abating GHG emissions (Scope 1 and 2) by 10% (2025) and 20% (2030) Achieving carbon neutrality by 2050 	20
SAFETY	 Target 3.4	NATIONAL GOAL  Preservation of the Population, the Health and Welfare of the People	<ul style="list-style-type: none"> Reducing severe injury rate by 10% (annually) Certifying 100% of production assets under ISO 45001 	32
EMPLOYEE WELL-BEING	 Target 8.3 and 8.5	NATIONAL GOAL  Conditions for Self-Fulfilment and the Unlocking of Talent	<ul style="list-style-type: none"> Ensuring voluntary labour turnover does not exceed 6.5% Ensuring the level of absenteeism due to temporary disability does not exceed 7% 	40
LOCAL COMMUNITIES	 Target 9.1	NATIONAL GOAL  Comfortable and Safe Environment	<ul style="list-style-type: none"> Implementing programmes for developing host towns 	52
HUMAN RIGHTS	 Target 8.5	-	<ul style="list-style-type: none"> Covering human rights due diligence across 100% assets Developing the Diversity and Equality Programme 	49
SUSTAINABLE AGRICULTURE	 Target 2.4	-	<ul style="list-style-type: none"> Covering over 20 thousand farmers with agronomic literacy programmes The Company plans to: donate about 300 thousand tonnes of fertilisers to the countries in need 	61
ANTI-CORRUPTION AND ETHICS	-	-	<ul style="list-style-type: none"> Improving the internal legal framework of corporate governance 	66
ANTI-CORRUPTION	-	-	<ul style="list-style-type: none"> Keeping employees informed on how to combat corruption and fraud 	71
SUPPLY CHAIN	 Target 12.6	-	<ul style="list-style-type: none"> Ensuring that our suppliers and contractors are assessed against ESG criteria (over 50% procurements by amount) 	76

¹ 2020 is the base year.

HUMANITARIAN FERTILISER SHIPMENTS TO AFRICA



The initiative serves UN Sustainable Development Goal 2 – End hunger, achieve food security and improved nutrition and promote sustainable agriculture.

Fertilisers are a key element of food security. The hunger currently experienced in various parts of the world could be eliminated to a large extent through an effective use of mineral fertilisers. In 2022, exports of Russian grain and fertilisers faced various obstacles, which led to disruptions in supply including to African countries.

To address this first-of-its-kind global food crisis, Uralchem-Uralkali Group agreed in November 2022 to donate more than 260 thousand tonnes of mineral fertilisers, which are blocked in the EU, to developing countries. This decision was reached following extensive negotiations with the participation of the UN. In total, the Group intends to donate some 300 thousand tonnes of fertilisers to developing countries.

about **300,000 tonnes**

Uralchem-Uralkali Group intends to donate of fertilisers to the countries in need

20,000 tonnes

supplied to the Republic of Malawi as humanitarian aid



“These fertilisers are meant for 400,000 households. Most will be used in the fields, but a significant proportion will also be sent to irrigation projects.¹ Literally, we have farmers in every village and so fertilisers will also be used everywhere.”

Sam Dalitso Kawale

Minister of Agriculture of Malawi

Shipment to Malawi

The first consignment of 20,000 tonnes of Russian fertilisers exported from the EU has been delivered to the Republic of Malawi. The delivery to Malawi was carried out in close cooperation with the UN World Food Programme, which chartered a vessel to transport the fertilisers from the Netherlands to Mozambique, from where they were delivered overland to Malawi.

The importance of supply to Malawi cannot be overstated. The majority of the country’s population works in the agricultural sector, which generates about a third of the country’s GDP. The general economic situation in Malawi is very challenging, with more than half of the population living below the poverty line.

¹ There are irrigation stations operating in the country, from which water is centrally supplied to fields for irrigation. Fertilisers are dissolved in water at these stations and piped to the fields as an aqueous solution.

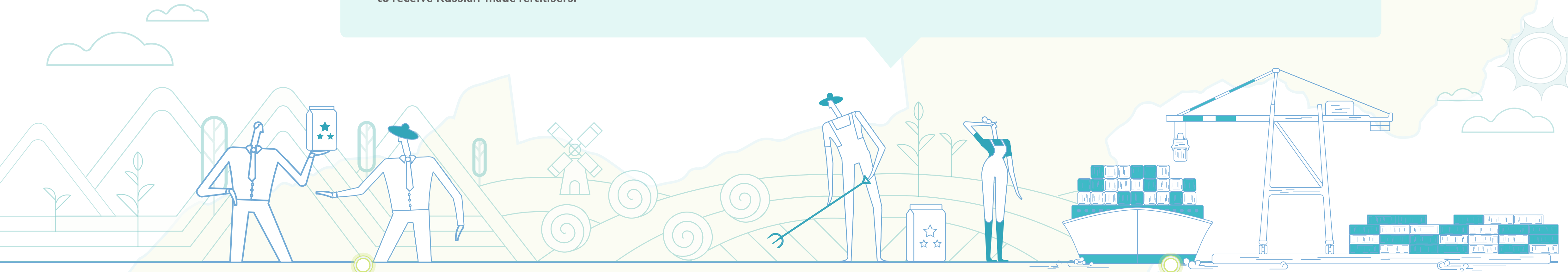
Helping Farmer Biwi Limani's Family

For the people of the Republic of Malawi, farming is a way of life: what they grow is both a means of feeding themselves and a way of earning a living.

Farmer Biwi Limani's family is comprised of six people. Every morning they get up and go to work in the fields. The family grows maize, soya, and tobacco on 6 hectares of land. Fertilisers can be crucial for crop yields. Thanks to our international humanitarian initiative, the family of Biwi Limani was able to receive Russian-made fertilisers.

"We have been waiting for these fertilisers as the harvest directly depends on them, and the earnings of my family as well, you know? Without fertilisers the yield will be a third less, while with fertilisers it will be a third bigger and faster. Thirty percent, you know? It is a matter of survival."¹

Biwi Limani, a farmer



Handover Ceremony

A ceremony for the transfer of fertilisers from Uralchem-Uralkali Group to Malawi was held on 6 March 2023. The event was attended by Sam Dalitso Kawale, Minister of Agriculture of Malawi, Nikolay Krasilnikov, the Russian ambassador to Zimbabwe and Malawi, as well as representatives of Uralchem-Uralkali Group and the UN World Food Programme. A fertiliser pick-up point was set up for local residents at the handover ceremony.

The fertiliser supply to Malawi by Uralchem-Uralkali Group was recognised by President Lazarus Chakwera and announced as an achievement of economic diplomacy.

Uralkali thanks the UN and World Food Programme leadership, the Governments of Mozambique and Malawi, and representatives of many other parties involved in the process of organising this supply, for their assistance.

Future Plans for Humanitarian Supply

Uralchem-Uralkali Group hopes that joint efforts at all levels will make it possible to arrange humanitarian shipments of more fertilisers of the Group to developing countries. Unfortunately, most of the Group's fertilisers in the EU remain blocked up to the present. The example of Malawi and the demand for fertilisers from the local population has proven the importance of this humanitarian mission in fighting against the global food crisis.

In early 2023, Uralchem-Uralkali Group will donate to Kenya more than 34,000 tonnes of its fertilisers. This shipment will also be made in close cooperation with the United Nations that chartered a vessel to transport fertilisers. The supply to Kenya will be the second humanitarian shipment of Uralchem-Uralkali Group to Africa from the European Union.

¹ Source: Food Safari special feature by Russia 24.

MANAGING ESG RISKS

Our effective risk management system (RMS) enables us to promptly respond to changes in the world, provide the Company's stable financial position and going concern as well as achieve goals.

Currently, global and Russian markets carry considerable economic, political, social, judicial, and legal risks. Despite certain shifts in the global agenda, Uralkali retained its commitment to high standards of risk management, including in terms of ESG risks.

Our RMS takes into account COSO ERM and ISO 31000, and covers all management levels in the organisation. The Company also has a [Risk Management and Internal Control Policy](#) and other relevant internal regulations.



KEY ESG RISKS

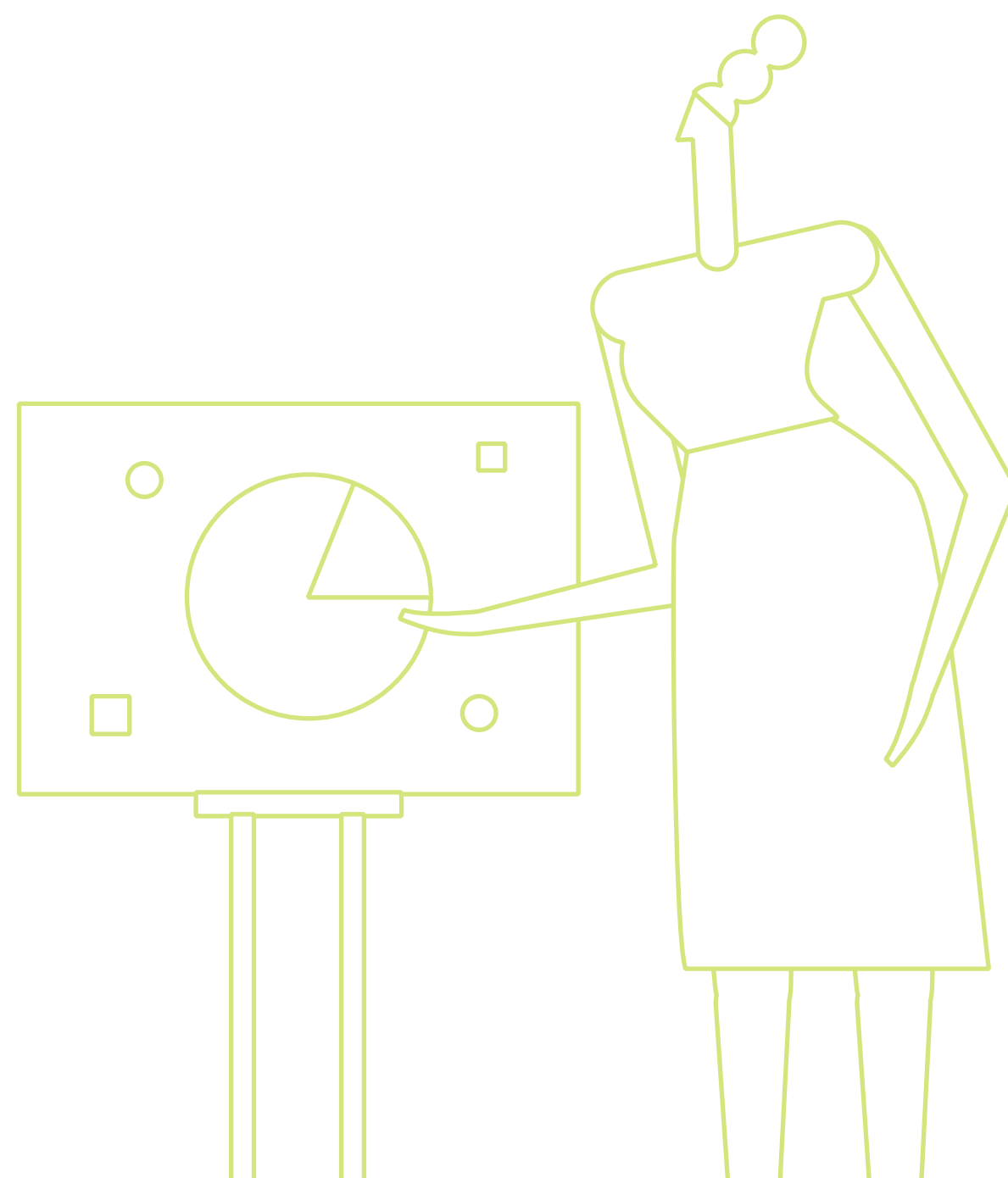
RISK	RISK DESCRIPTION	RISK LEVEL MANAGEMENT/IMPACT
ENVIRONMENTAL RISKS		
Environmental and mining risks	Uralkali's activities are exposed to risks associated with the geological structure of the Verkhnekamskoye deposit of potassium salts, mineral exploration, extraction and processing, including possible flooding, fires, and other emergencies. These can induce unforeseen costs and overall business underperformance	<ul style="list-style-type: none"> Each year the Company elaborates and follows mining plans containing an extensive safety section. We examine the sufficiency of mining risk mitigation measures as and when appropriate. Mining safety monitoring is one of our key priorities and is regularly reviewed by the CEO, the Board of Directors, and their respective committees.
HSE non-compliance	Uralkali's operations are subject to comprehensive health, safety and environmental legislation, and other regulations and instructions. Complying with these requirements may incur additional costs and obligations	<ul style="list-style-type: none"> Safety standards, including Cardinal Rules, have been put in place. Plus, Uralkali provides regular safety training and tests its employees while taking multiple measures to prevent occupational diseases. We operate in compliance with the relevant legislation and work hard to improve our environmental performance so that all recommendations and instructions from designated authorities are duly considered and followed.
OPERATING RISKS		
Lack of qualified employees	Uralkali's nature of business implies in-depth professional training and expertise of its employees, mainly in production, mining, and geology. The Company may face hurdles in attracting and retaining talented staff or the need for extra time and material resources for training and development	<ul style="list-style-type: none"> We constantly monitor the labour market and take action on retaining employees, mainly in production, leveraging surveys to measure engagement and reasons for leaving. Namely, the Company makes good on the assessment and training system and the Corporate University licenced for 424 training programmes, an e-learning system, and the Key Positions in the Company programme. We offer the market-based pay and one of the most attractive social packages in the industry as well as compensate mortgage rates for key employees.

We continually review and refine risk management tools given internal and external changes, opportunities and challenges. To that end, the Company has dedicated functions that coordinate the risk management process and summarise the information on risks and the internal control system (ICS).

Management of ESG risks is integrated into Uralkali's overall RMS. The risk register that includes ESG risks is regularly presented to the Audit Committee of the Board of Directors. The CEO's Risk Committee, comprising leaders of the Company's functional units, is engaged in relevant activities as well.

In 2021, Uralkali's key climate-related risks were first identified and assessed under TCFD recommendations. In 2022, the Company stayed focused on climate-related risks.

All our employees can report risks directly to their own manager, to head of the Risk Department, and via the corporate [hotline service](#).



RISK	RISK DESCRIPTION	RISK LEVEL MANAGEMENT/IMPACT
POLITICAL AND LEGAL RISKS		
Geopolitical and regulatory risks	<p>Uralkali is an international exporter with a global market presence. Thus, we face a wide range of geopolitical risks unfolding around the world today.</p> <p>At the Company, we deal with Russian and other emerging markets that feature higher risks, including serious legal, economic and political ones, as opposed to more mature markets.</p> <p>Sanctions and the current geopolitical situation have had a high impact on international laws, which are now changing. Certain governmental measures and/or regulatory tightening may lead to additional costs and affect creditors' expectations.</p> <p>Uralkali's operations are subject to audits by tax authorities, the federal industrial and mining safety agency (Rostekhnadzor), and other regulators. The outcomes of such audits may impose additional obligations, costs and restrictions on Uralkali</p>	<ul style="list-style-type: none"> Uralkali tracks the global situation's progress and stays flexible in responding to new threats and challenges. The Company's sustainable development rests on our ability to be fully compliant with legal requirements and other binding standards, rules, and instructions. To achieve this, we have mapped out a set of interconnected measures. Additionally, Uralkali monitors relevant legislative changes in all applicable jurisdictions and liaises with supervisory authorities to promptly adjust its documents and practices. Our corporate governance procedures enable quick operational and strategic decision-making at different managerial levels.
Compliance with applicable legislation and internal policies	<p>Uralkali complies with the laws of Russia and of other countries where it operates, including anti-monopoly legislation. Claims, including anti-monopoly ones, may create additional costs for the Company</p>	<ul style="list-style-type: none"> Uralkali is subject to special state regulations in various jurisdictions. Following macroeconomic instability, regulators can tighten their requirements. To comply with applicable laws and anti-monopoly legislation, we continuously refine our internal control system (ICS)
CLIMATE-RELATED RISKS		
Regulatory risks	<p>Regulations for carbon emissions and manufacturing carbon footprint are rapidly changing.</p> <p>As these regulations continue to develop, they may have a financial impact on the Company and its earnings</p>	<ul style="list-style-type: none"> We are collaborating with legislative and other regulatory bodies in developing effective regulatory mechanisms to address climate change. The Company also takes measures to achieve GHG emissions abatement and product carbon intensity reduction.
Transition risks	<p>New economic requirements may involve various risks related to political, technological and economic (market) changes</p>	<ul style="list-style-type: none"> We are keeping an eye on market trends, technologies and legal requirements, and strive to respond quickly to emerging climate-related risks
Physical risks	<p>Climate change prompts more extreme natural events that may disrupt Uralkali's stable production, employees' life and well-being, and customers' going concern</p>	<ul style="list-style-type: none"> Assessing its physical risks, Uralkali monitors dangerous weather events in the regions where it operates, develops emergency response plans and keeps its employees trained and informed on how to behave in severe meteorological conditions
HUMAN RIGHTS		
Human rights risks	<p>Uralkali undertakes social responsibility and relevant risk identification</p>	<ul style="list-style-type: none"> We use our new holistic approach to human rights monitoring, both in relation to our employees and local communities, as well as to other stakeholders. Our newly-established feedback channel for employees and stakeholders is at hand, and the Social Policy is being updated

STAKEHOLDER ENGAGEMENT

Uralkali maintains long-term relationships with all stakeholders and takes their interests into account when performing its operations. For more information on engaging with each stakeholder group, please refer to the [Our Stakeholders](#) section on the Company's website.



Employees

- fair remuneration
- career and personal development
- favourable and safe work environment



Customers and partners

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



Shareholders and creditors

- transparent and reliable information
- sustainable development of the Company
- effective risk management



Local communities

- social and economic development of regions where the Company operates
- support for socially vulnerable groups
- corporate philanthropy



Government and local authorities

- discussion of legislative and regulatory issues
- timely payment of taxes in full
- report transparency and reliability



Trade unions

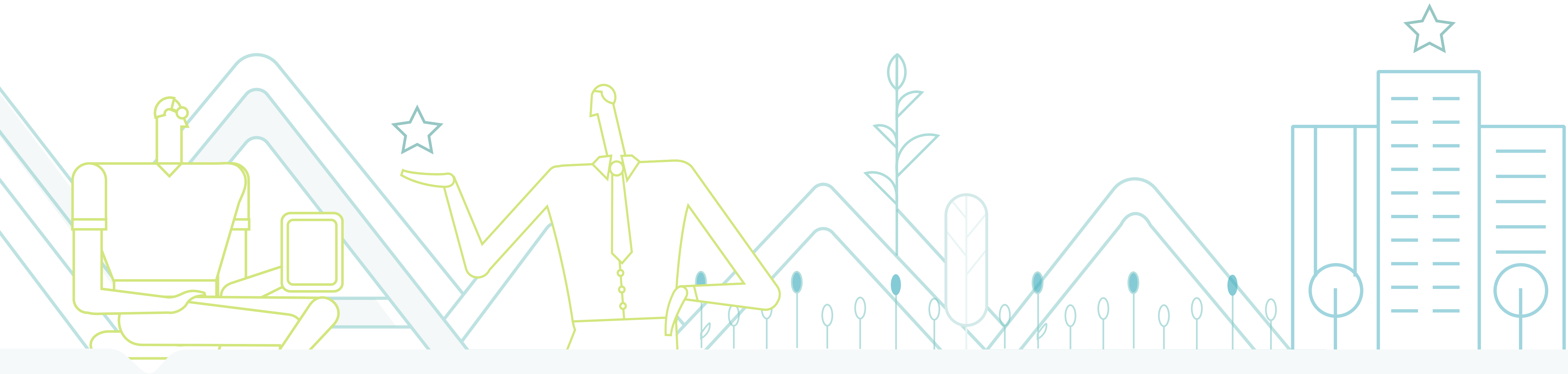
- compliance with labour safety regulations
- performance of collective agreements
- discussion of current social issues



Media

- information on current events
- coverage of social and charitable programmes, as well as operating performance

MEMBERSHIP IN ASSOCIATIONS



Sustainable Development Associations

- A signatory to the UN Global Compact
- One of the initial founders of the National ESG Alliance
- A member of the League of Green Brands
- A participant of the Consortium for the Scientific and Methodological Support of the Transition to Circular Economy

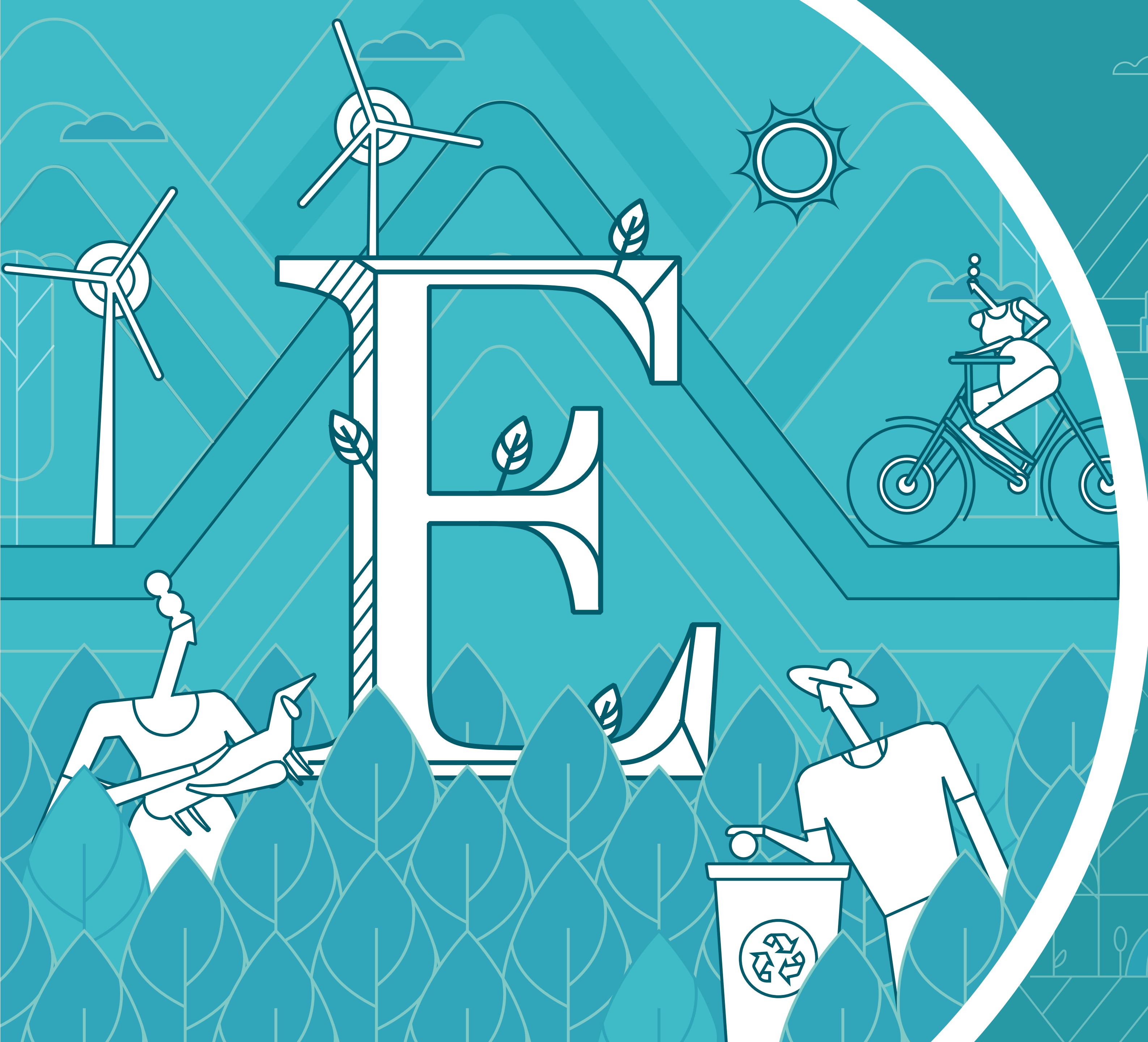
Industry Associations and Business Alliances

In Russia

- 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, Committee on Climate Policy and Carbon Regulation)
- Russian Chemists Union

Internationally

- West African Fertilizer Association – WAFA
- The Fertilizer Institute – TFI
- Fertilizar (Argentina)
- Siacesp (Brazil)
- Brazilian National Fertilizer Association (ANDA)



ENVIRONMENTAL ASPECT (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 abate 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.

Strategy and Goals

2025 ESG Goals

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

by **10%**

2022 Performance Highlights

Specific emissions stood at 0.180 t CO₂-eq/t

2023 Targets

Proceeding with the Climate Strategy – energy efficiency and fuel oil phase-out measures

2022 Highlights

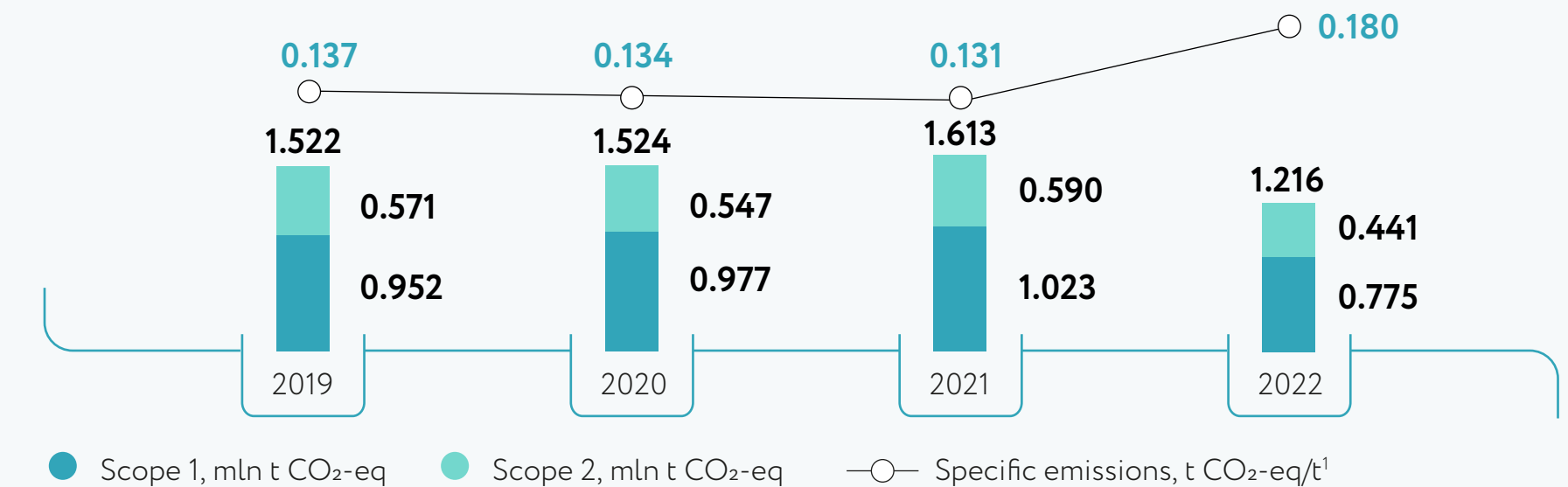
1.2 mln t

CO₂-eq – GHG emissions (Scope 1 and 2)

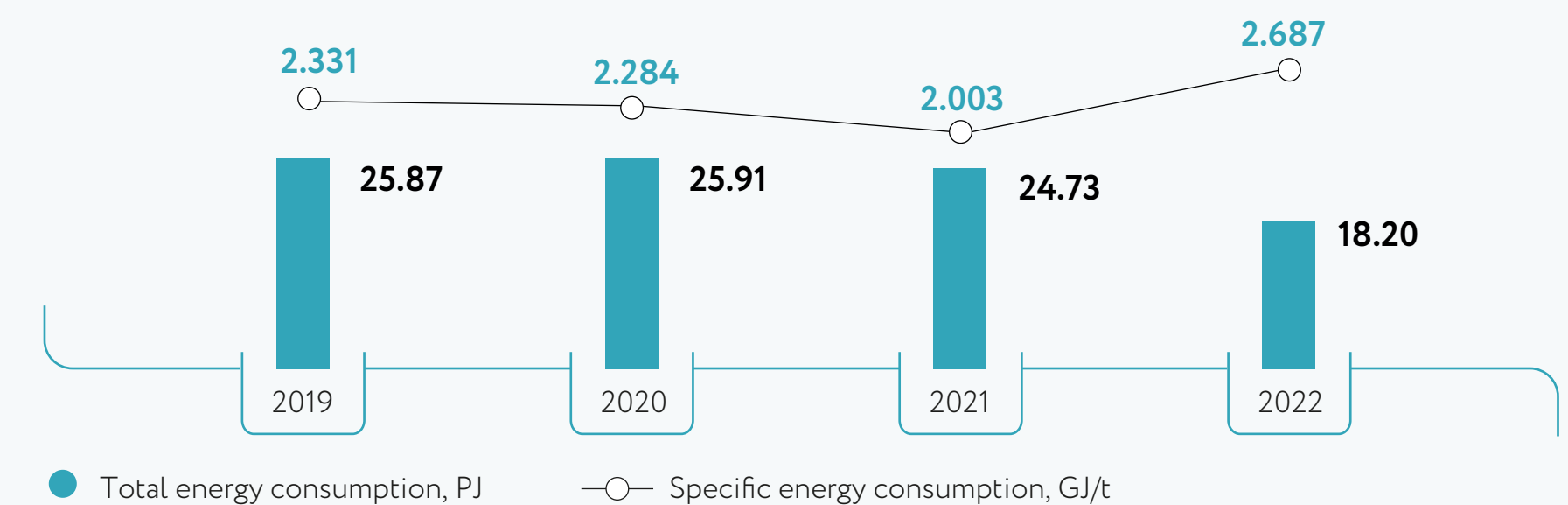
300 thousand GJ

reduction in energy consumption due to energy saving initiatives

GHG EMISSIONS (SCOPE 1, 2), MLN T CO₂-EQ



TOTAL ENERGY CONSUMPTION, PJ



¹ Greater specific GHG emissions come from lower production volumes.



"Despite the changed external context, Uralkali pays attention to the climate agenda that is scaling up both in Russia and worldwide. We produce low-carbon products for crops to grow more and faster with no GHG emissions."

Elena Eskina
Chief Sustainability Officer

Approach to Management

Senior Management

Uralkali's Board of Directors and its Sustainable Development Committee manage climate change at the top level as per their regulations, while the Sustainable Development Directorate is responsible for that at the executive level.

The climate agenda is considered when Uralkali carries out strategic business development planning and assessing project feasibility. The Company's Sustainable Development Working Group reviews agenda items and invites external experts for consultations.

Policies and Regulations

Through 2022, we made a lot of efforts to develop and adopt standards that laid the groundwork for our carbon management system:

- o GHG Emissions Quantification Standard;
- o Carbon Footprint Quantification Standard.

National Context



Russia commits to achieve carbon neutrality by 2060. A national regulatory system and infrastructure for carbon trading are being actively developed.

The Federal Law "On Limiting Greenhouse Gas Emissions" (2021) defines the legal framework for activities generating GHG emissions and lays the basis for national carbon regulation. The government also approved the 2050 Low-Carbon Development Strategy that contains measures to decarbonise the national economy.

2022 Highlights

Regulatory reporting

- o In the year under review, companies and regulatory bodies prepared for the first carbon reporting cycle. Namely, in 2023 enterprises with annual GHG emissions of 150 thousand t CO₂-eq or more will provide the relevant reporting for 2022

Sakhalin Experiment

- o The Experiment began on 1 September with a view to reach carbon neutrality in the region by 2026. Regulated entities will have GHG emissions quotas and pay RUB 1 thousand for each extra tonne of CO₂ equivalent

Registry of Carbon Units

- o The Registry was launched on 1 September, laying the basis for the Russian carbon market and trading

Climate Strategy

The Company's Climate Strategy sets out to abate GHG emissions by 2025 and 2030.

Following the Climate Strategy in 2022, the Company focused on enhancing energy efficiency at production and infrastructure facilities, transitioning to low-carbon fuels and proceeding with fuel oil phase-out.

Enhancing Energy Efficiency

The Company puts an emphasis on the rational use of energy resources and implements measures to achieve upward trends in energy consumption and efficiency. Our Energy Saving Programme until 2023 stands upon an earlier energy survey and encompasses the following measures:

- installing variable frequency drives on Berezniki-2 and Solikamsk-1 main ventilation systems, Berezniki-2 and Berezniki-4 hoisting machines as well as on other process equipment;
- replacing hot-water calorifiers with gas-fired calorifiers at Berezniki-4;
- transitioning to energy-efficient equipment;
- recirculating air at Berezniki-4 and Solikamsk-3 mines;
- organisational measures: monitoring leaks, steam release and idle running.

Reconstructing Intake Air Heating Systems of Shafts

The potassium chloride production is a unique process, which requires special technological solutions. Mines are equipped with ventilation and air heating systems to ensure comfortable and safe working conditions. In the meantime, ventilation systems are one of the major energy consumers at mines.

The Energy Saving Programme provides measures to rearrange ventilation systems.

We deployed a project to reconstruct mine ventilation systems at Berezniki-4 – improve intake air heating and install energy-efficient capacity controls.

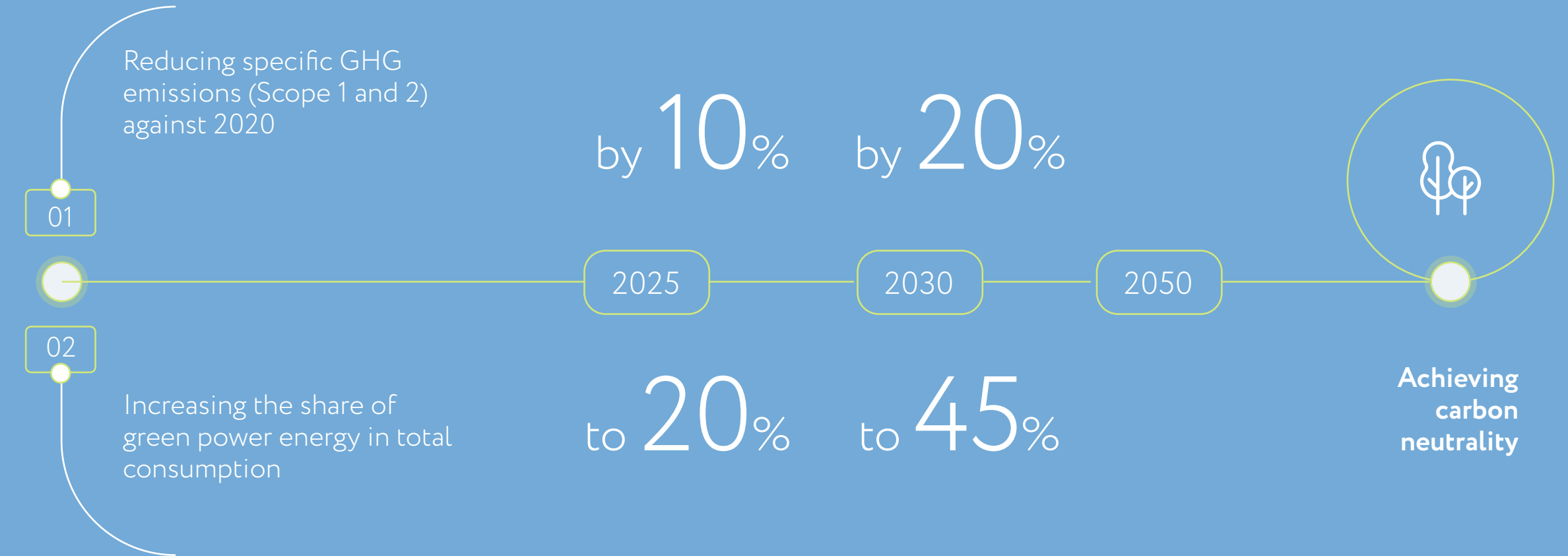
Originally, hot-water calorifiers heated air in the general mine ventilation system. We dismantled them and installed gas-fired heaters, equipped with temperature sensors and quality temperature controllers.

This project drove a substantial decline in annual energy consumption and GHG emissions.

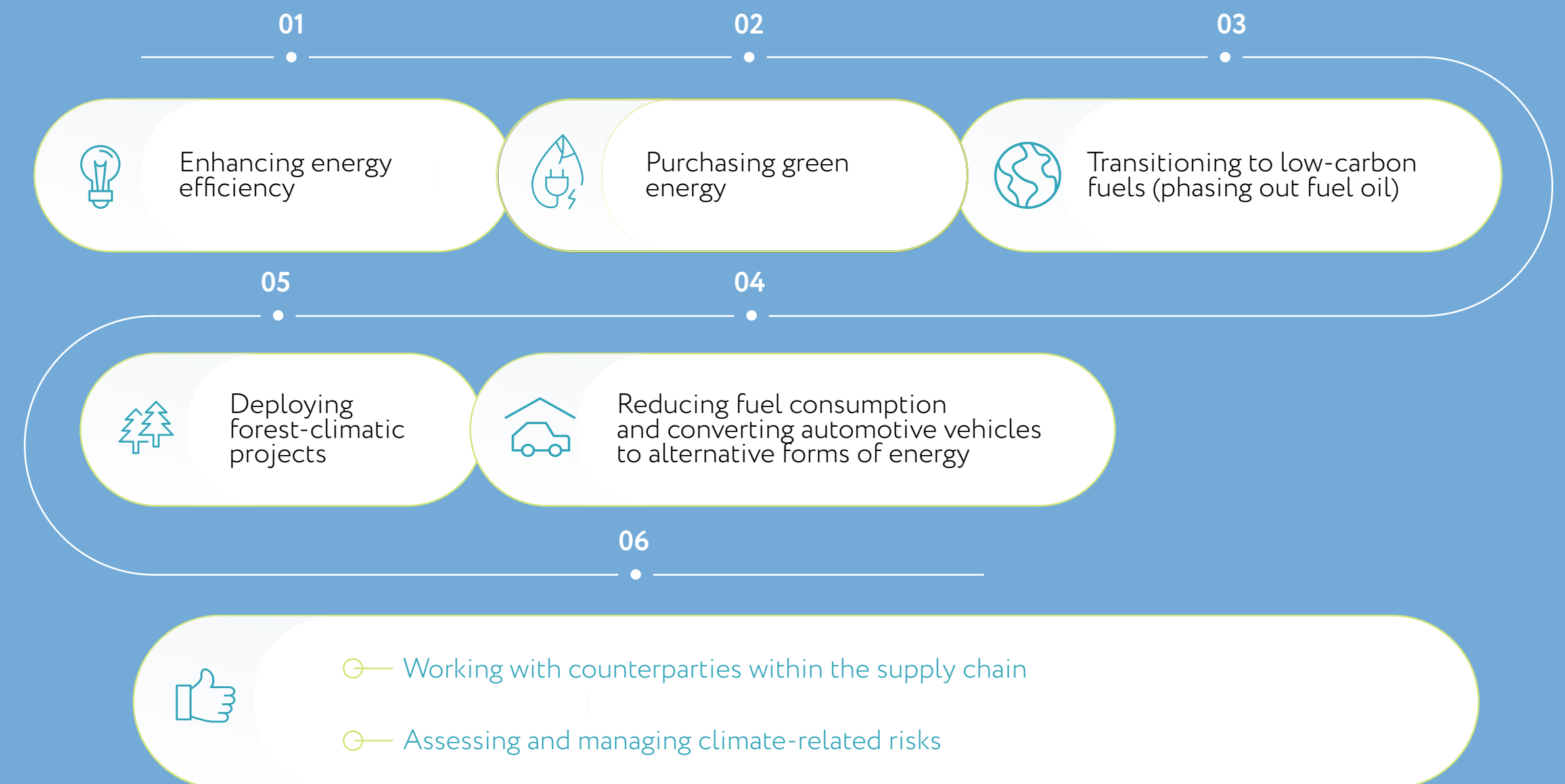
- Total investment: RUB 235 mln
- Reducing energy consumption: 251,160 GJ/year
- Abating GHG emissions (Scope 1 and 2): 17,720 t CO2-eq/year

As for the Ust-Yayvinsky mine construction, we initially provided a ventilation system with a variable frequency drive, and a gas-fired calorifier.

CLIMATE STRATEGY GOALS



URALKALI'S PRIORITY AREAS TO ACHIEVE CLIMATE STRATEGY GOALS



In 2022, we started an audit of water consumption and wastewater disposal systems in line with an energy audit that will result in a new energy efficiency programme since 2024, backed by Uralkali's subsidiary JSC VNII Galurgii.

Low-Carbon Fuel (Fuel Oil Phase-Out)

To abate direct GHG emissions, we are challenging ourselves to phase out fuel oil as the reserve fuel for boilers and the main fuel for furnaces. As at the year-end, Uralkali transitioned boiler shops at Berezniki-2 and Berezniki-4 from fuel oil to diesel. We also plan to switch the Solikamsk-1 boiler shop to diesel in the years ahead. At present, the share of fuel oil in total consumption is 1%.

Uralkali considers electrification where practicable. The Company is implementing a pilot project to use the KROT-Elektro vehicle to transport people and cargoes in mines. The pilot testing aims to assess the feasibility of gradual and partial replacement of the existing diesel-powered mine fleet with electric vehicles.

Renewable Energy Sources (RES)

The Company did a research in the regions of presence and discovered that the industrial use of RES is not economically viable due to the limited renewable resource – insufficient insolation and wind strength.

At the same time, we look to use small-scale generation sources wherever possible. As a case in point, Uralkali's pond now features a solar power plant for the current alarm system at one of the dams.

Climate-Related Risks

The Company identified and quantified climate-related risks in accordance with the [Task Force on Climate-related Financial Disclosures \(TCFD\)](#). The Risk Department assesses the Company's risks, then the Sustainable Development Directorate receives the results of climate risk modelling to determine management methods and integrate them into the Company's Climate Strategy.

SSP1-2.6 scenario

1.8°C temperature rise by 2100

The world is rapidly moving to green and low-carbon economy.

SSP2-4.5 scenario

2.7°C temperature rise by 2100

The global energy balance will face no major change, while increased measures to combat the human impact will follow the current trend.

SSP5-8.5 scenario

4.4°C temperature rise by 2100

The world is evolving in a traditional paradigm. Increased consumption of materials and energy as well as use of natural resources drive the economic development.

Risk assessment covers all stages of the value chain, from extracting raw materials to using products by consumers. In terms of risk assessment, projections cover the period from 2021 to 2050. Impact evaluation and probability scales help determine the relative importance of climate risks compared to other risks.

The assessment showcased that most risks in any of those scenarios may have a low or moderate impact on the Company's business. To that end, Uralkali accepts these risks and monitors the current situation in the area.



Risks and opportunities of the transition period



Physical risks

Regulatory risks



Introduction of cross-border carbon regulation:

- European Union
- China
- USA
- Brazil
- India



Payment for direct GHG emissions in Russia



Enactment of a new Russian law

Market risks



Higher thermal power prices



Higher electricity prices

Technological risks



Appearance of new low-carbon solutions in the KCL market

Extreme weather events



Change in the number of hurricanes and tornadoes



Spread of forest fires



Change in the number of sea storms

Air temperature changes



Change in summer extreme temperatures



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

Change in precipitation patterns



Heavy precipitation in summer



Change in spring flood intensity

Reputational risks



Change in the attitude of investors (bondholders)

Opportunities

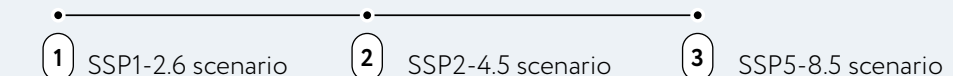


More energy-efficient production

Risk impact:

- very low (rare)
- high (likely)
- low (unlikely)
- very high (almost certain)
- moderate (possible)

Three scenarios:



GHG Emissions: Indicators and Accounting

Scope 1 and 2

All GHG emission sources have been inventoried at Uralkali facilities, while direct (Scope 1) and energy indirect (Scope 2) GHG emissions are also accounted. The assessment is aligned with the GHG Protocol. Uralkali uses factors in line with 2006 IPCC methods and Order of the Ministry of Natural Resources and Environment of the Russian Federation No. 371 to evaluate Scope 1 emissions. To quantify Scope 2 emissions, Uralkali applies factors based on data from the International Energy Agency (IEA) as well as JSC TSA.¹

2022 marked lower absolute GHG emissions (Scope 1 and 2) due to reduced potash production volumes.

Scope 3

The Company is also quantifying indirect non-energy Scope 3 emissions. 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 sold 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 purchased raw materials and other materials production are significantly lower.

Uralkali is making a number of efforts to specify Scope 3 emissions. As part of the ESG supplier assessment, we request the carbon footprint data from major fuel and energy suppliers, which will allow us to use some real data when estimating emissions of categories 1–4 (Scope 3).

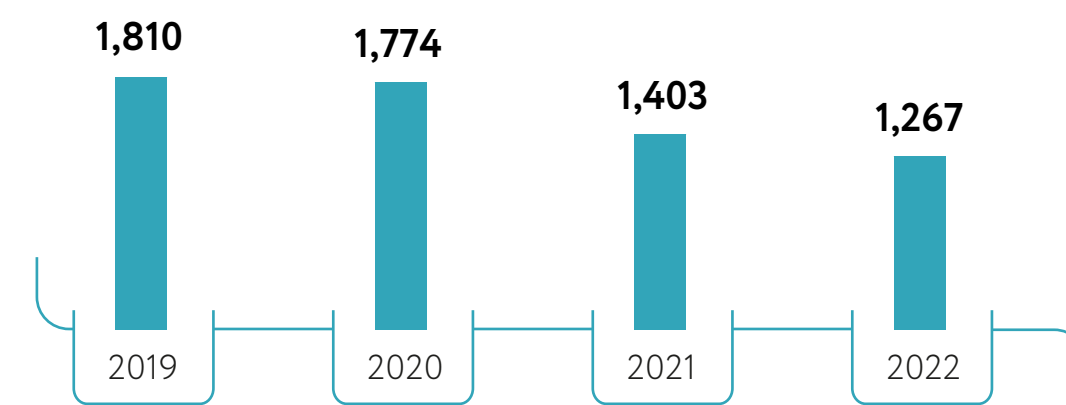
¹ JSC TSA (Trading System Administrator) is one of the world's largest power exchanges that provides trading and settlement between power producers and customers.

² Source: Fertilizers Europe. Energy efficiency and greenhouse gas emissions in European mineral fertilizer production and use.

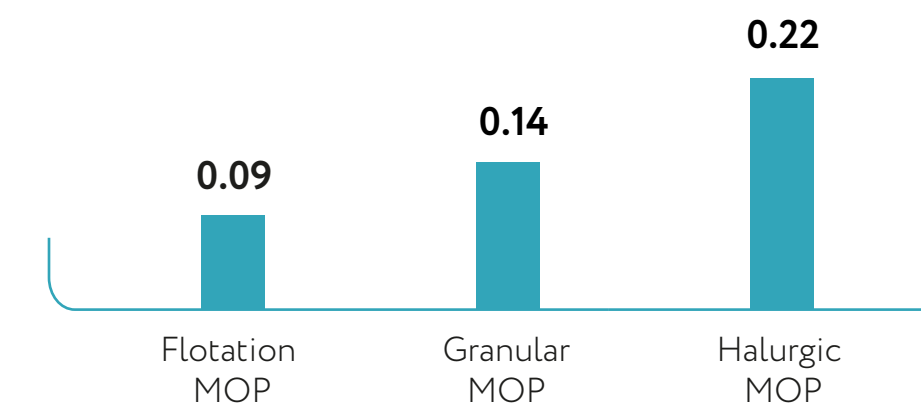
Carbon Footprint

Uralkali assesses the carbon footprint of its products in four stages according to ISO 14067-2018. Due to the production process nature, potash products feature a low carbon footprint compared to other types of fertilisers and products from some other industries.

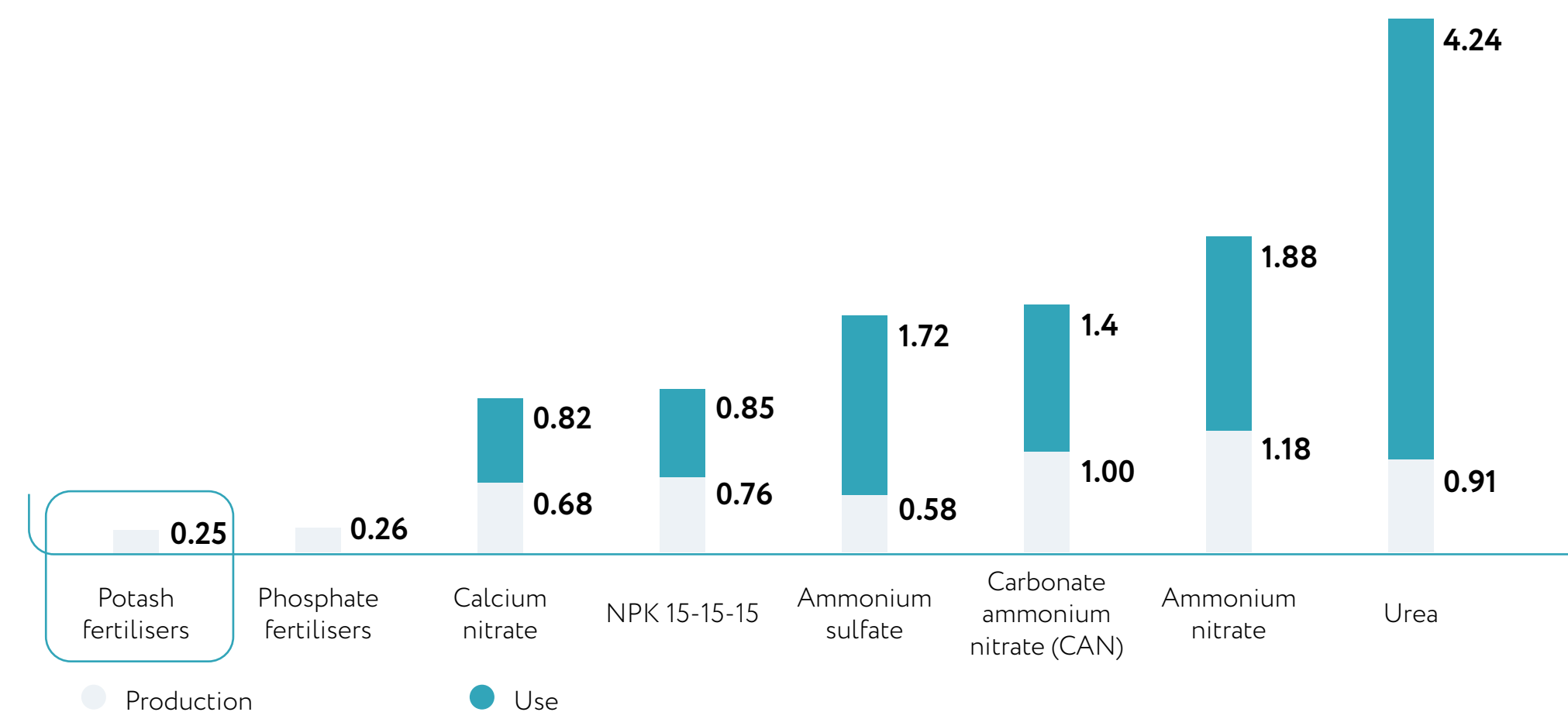
GHG EMISSIONS (SCOPE 3), MLN T CO₂-EQ



URALKALI'S PRODUCT CARBON FOOTPRINT, (2022), T CO₂-EQ



GHG EMISSIONS FROM VARIOUS FERTILISER TYPES²



Strategy and Goals

Water

Air

Waste

Biodiversity

2025 ESG Goals

Clean water in the presence region

Assessing progress to date and setting goals

Clean air in the presence region

KPI: Reducing sulphur dioxide emissions by 25%

2020 figure:
sulphur dioxide emissions – 357 t

Effective production waste management

KPI: Increasing the share of production waste disposed of by hydraulic filling by 10%

2020 figure:
share of production waste utilised through backfilling – 53%

Biodiversity conservation

2022 Performance Highlights

Third party's audit of the Solikamsk-1 water supply and wastewater disposal system has started

The Company has undertaken activities aimed at phasing out fuel oil and began replacing the Berezniki-3 furnace

2022 figure:
sulphur dioxide emissions – 92 t

The scheduled hydraulic filling of mined-out areas has been implemented in full

2022 figure:
share of production waste utilised through backfilling – 67.6%

Hydraulic filling of mined-out areas with the generated waste

2023 Targets

Completing the Solikamsk-1 audit and laying out the water supply and wastewater disposal reduction measures

Undertaking activities to cut fuel oil use and launch a new Berezniki-3 furnace

Hydraulic filling of mined-out areas with the generated waste

Laying out and approving the Biodiversity Conservation Programme

ENVIRONMENT

Why **this is important** to us:



Berezniki and Solikamsk are areas of our years-long operation, nestled in the dense taiga and boasting the deep Kama as the region's main waterway. Preserving local nature and minimising our impact on it is Uralkali's overriding priority. We do our best to ensure the well-being of our employees, their families and all the locals living and working in the cities where we operate.



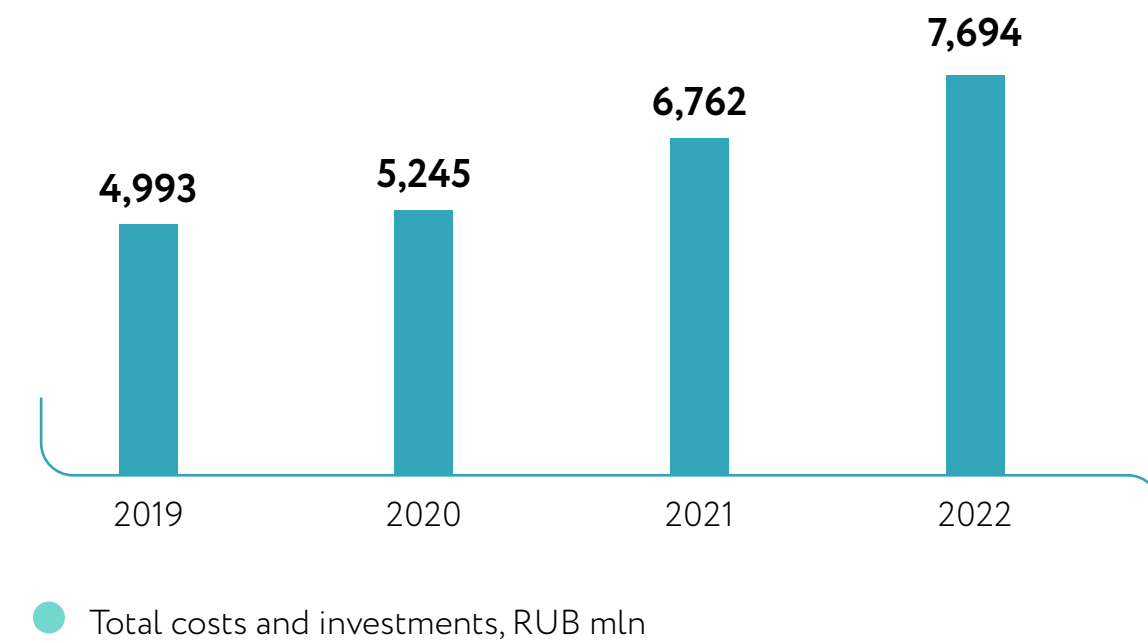
"The Company delivered all of its environmental activities planned for 2022. The reporting year celebrated the completion of an all-around biodiversity status assessment across Uralkali's current and future areas of influence. Among other things, this included identification of rare and endangered animal and plant species.

The findings indicate the biodiversity status is kept native to taiga landscapes. We found no habitats of red-listed plant species out there."

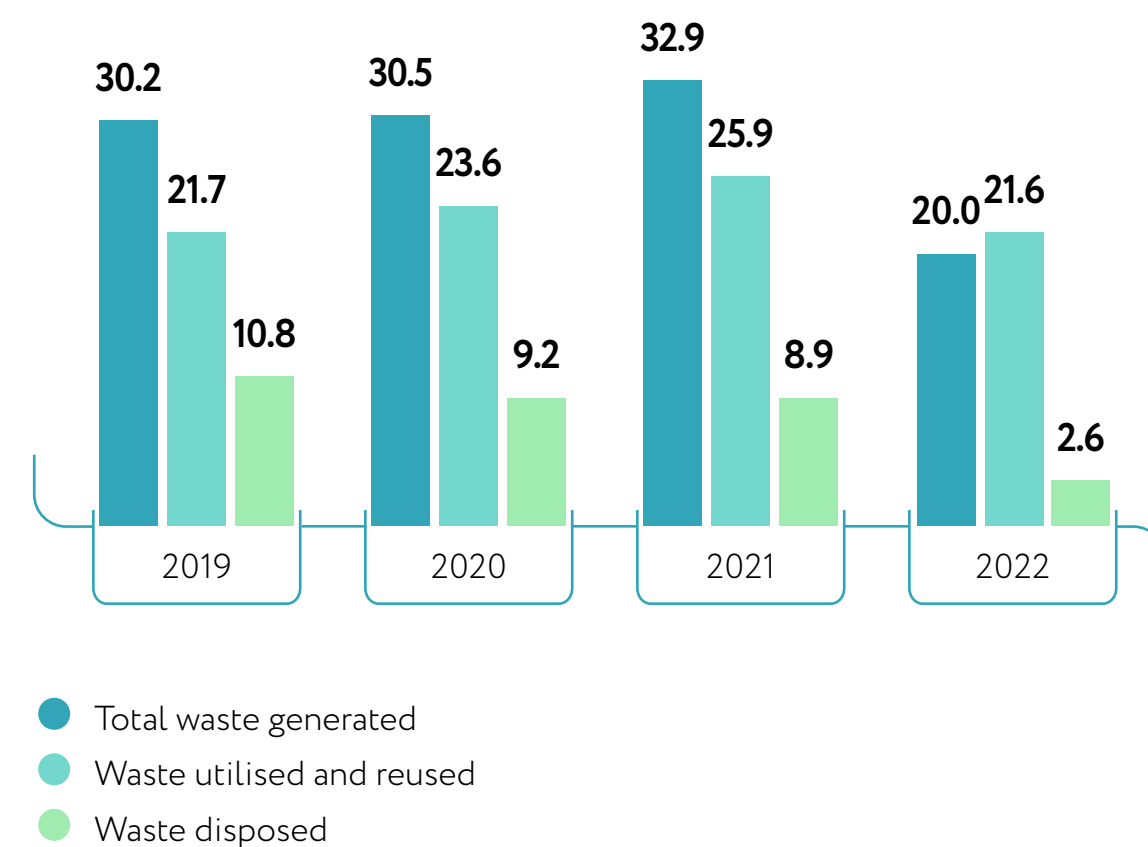
Yulia Mandzy
Head of Environmental Protection Department

2022 Highlights

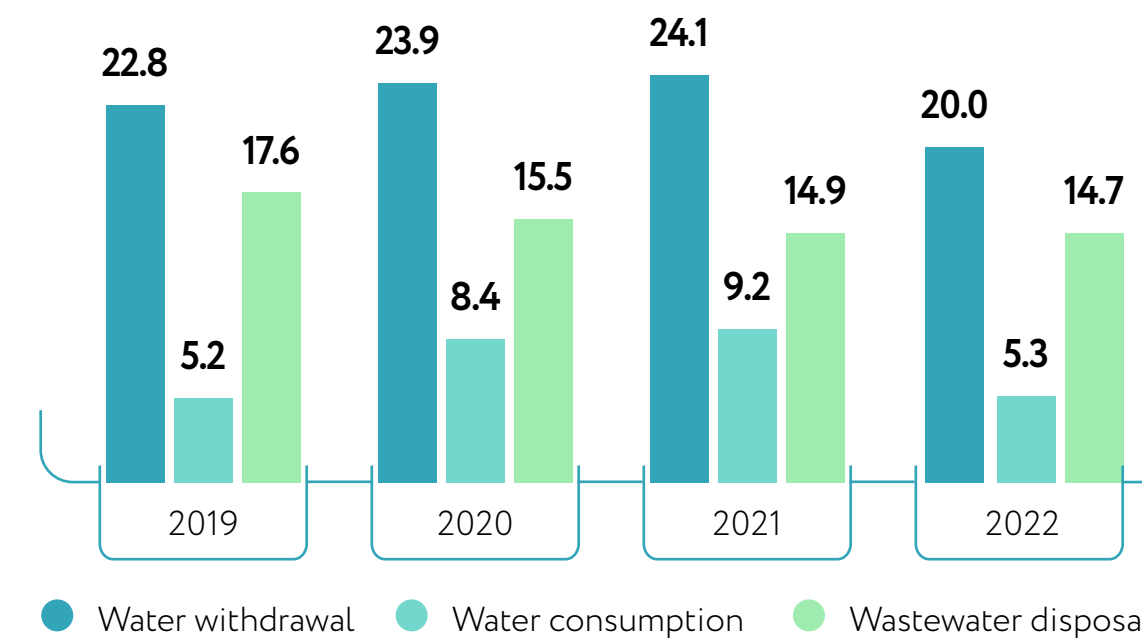
ENVIRONMENTAL PROTECTION COSTS¹



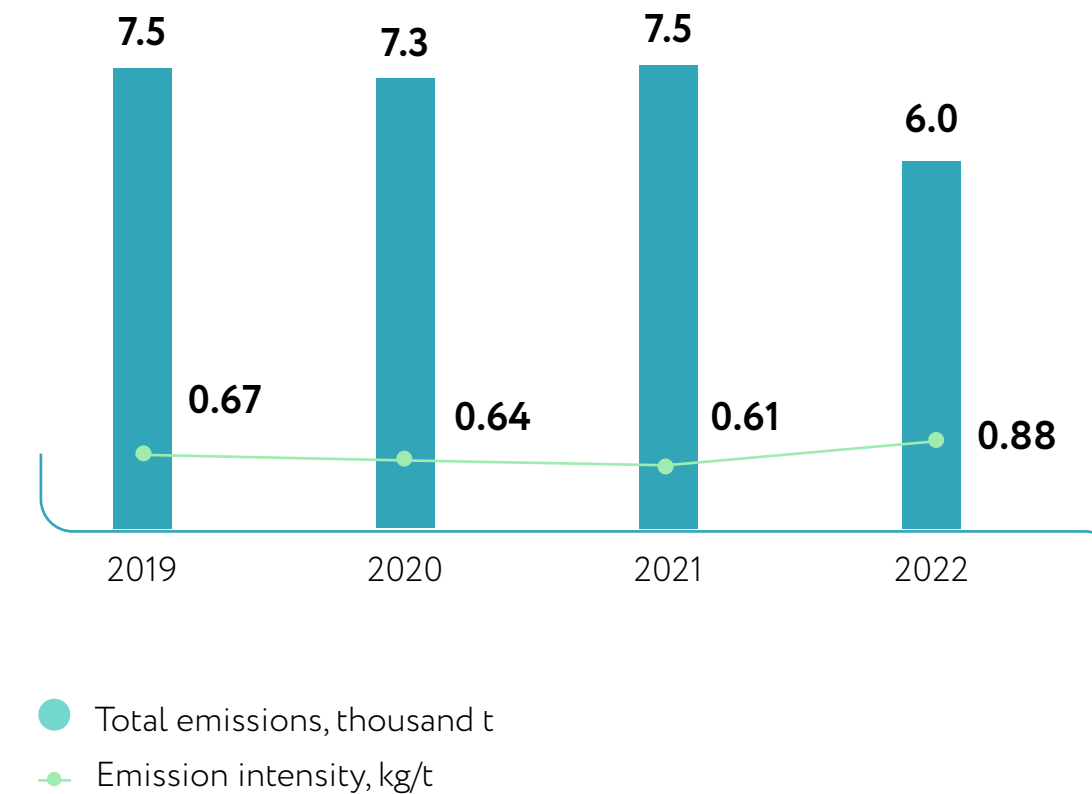
WASTE MANAGEMENT, MLN T



TOTAL WATER WITHDRAWAL, WATER CONSUMPTION AND WASTEWATER DISPOSAL, MLN M³



AIR EMISSIONS



¹ 2019–2021 numbers differ against previous years because an environmental levy was added to the calculation methodology in 2022.

Approach to Management



Management System

Uralkali's environmental management system encompasses all production facilities and process stages as well as complies with ISO 14001.

We have set water, air, waste management and biodiversity qualitative and quantitative targets as part of our ESG strategy.

We use industrial environmental monitoring programmes for negative environmental impact (NEI) facilities. Such programmes are developed and implemented at all NEI facilities (categories 1, 2 and 3) across the Company, and are meant to follow environmental laws.



Senior Management

Health, Safety and Environment Directorate is responsible for environmental management.



Policies and Regulations

o Environmental Policy

Water Resources Management

We pursue to minimise our impact on water bodies and take water use issues seriously. The Company mainly uses water from the Kama River and Verkhne-Zyryanskoye Reservoir, while tapping into underground sources,¹ 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 the meantime, Uralkali carries on with efforts to reduce its impact on water. As for now, we do so by means of circulating water supply systems where water use efficiency is dozens of times higher.

To identify more challenging areas and continue reducing water consumption, we have proceeded with a comprehensive water audit carried out by JSC VNII Galurgii subsidiary. Solikamsk-1 was selected as a pilot site for the audit. Based on the outcomes, we will map activities geared towards decreasing water consumption.

Water Availability

2021 saw a water availability analysis by Uralkali and the Institute of Natural Science under the Perm State University. We assessed, inter alia, the water supply available to the population and our water use performance. The calculations were made for the least favourable water accumulation conditions. To date, Uralkali's footprint is "medium" by water availability when the minimum runoff is growing year on year partly due to climate change. Thus, we do not expect any upcoming water shortages, even in the driest years ahead.

→ | [For more details on the assessment procedure and results, visit our website.](#)

Conserving and Cleaning Water Bodies

Uralkali engages willingly in water conservation initiatives in its geographies and with its stakeholders.

Uralkali is a member of the Basin Council of the Kama Watershed District responsible for making water guidelines for rational use and protection of water bodies.

Additionally, we engage volunteers to clean the riverbanks. Through 2022, our employees joined the riverbanks clean-up with litter collection, sorting, recycling, outreach activities, and organising environmental quests for children under the national event Water of Russia.



Air Emissions

Given its production specifics, Uralkali does not produce significant air emissions; those emissions we produce do not exceed the Russian legislative standards. We have a monitoring system in place that offers instrumental and calculation methods to control their sources. To cut emissions, the Company employs modern and highly-efficient gas-handling equipment across its production facilities.

We have set a target to reduce sulphur dioxide (SO₂) emissions by 25% by 2025 against the reference 2020 figures. This involves the full replacement of oil-fired furnaces with state-of-the-art drying units that use natural gas as fuel. In the reporting year, we phased out the TS-4 furnace at Berezniki-3 and proceeded with replacing it. Similar activities will be taken regarding the TS-6 furnace.

In 2022, SO₂ emissions were 75% lower year-on-year and amounted to 92 tonnes compared to 362 tonnes in 2021.

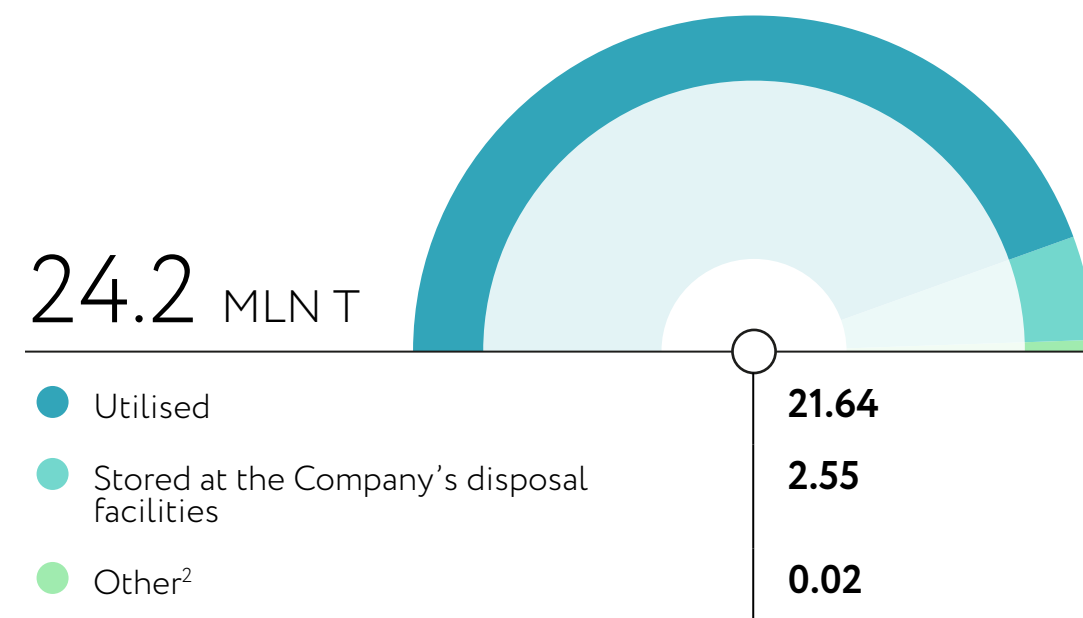
¹ Water is withdrawn from underground reservoirs through drill holes located at Berezniki-3, Solikamsk-1, Solikamsk-2, Solikamsk-3, and the Sanatorium Preventorium.

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.

Waste

The main part of Uralkali's waste is related to hazard Class 5¹ and includes halite waste and clay-salt slurries. Some of the halite waste is transferred to other organisations for recycling, while the rest goes to disposal facilities or is utilised through hydraulic filling.

WASTE MANAGEMENT METHODS, MLN T



Waste Disposal by Means of Hydraulic Filling

We have set a target to increase the share of production waste disposed of by hydraulic filling by 10% against 2020. Hydraulic filling enables cutting waste sent to salt tailings piles in more than half while giving control over our key geological risk.

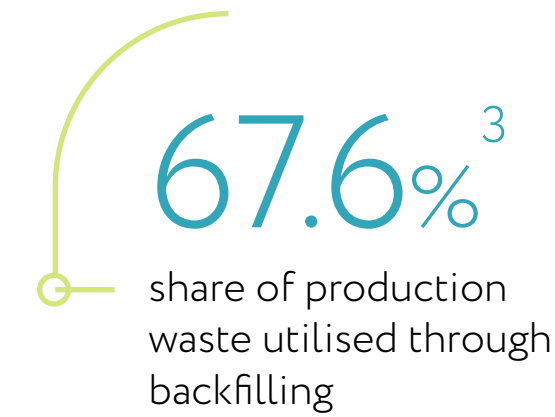
To boost hydraulic filling, Uralkali is ramping up its hydraulic stowage facilities. We plan to achieve an all-time high of hydraulic stowage capacity in 2021–2025, with a two-fold expansion at some of the mines. The year under review marked further construction of large section chambers and hydraulic filling of clay-salt slurries.

New hydraulic stowage facilities at some mines already outperform our annual waste generation. In addition to new waste, Uralkali is using waste from the salt dumps.

Recycling

Uralkali keeps resource conservation top of mind. Another waste management method we adopt is related to handling other categories of waste using high-end technology. The Company sends waste paper, LDPE pipes, oil, and scrap for recycling.

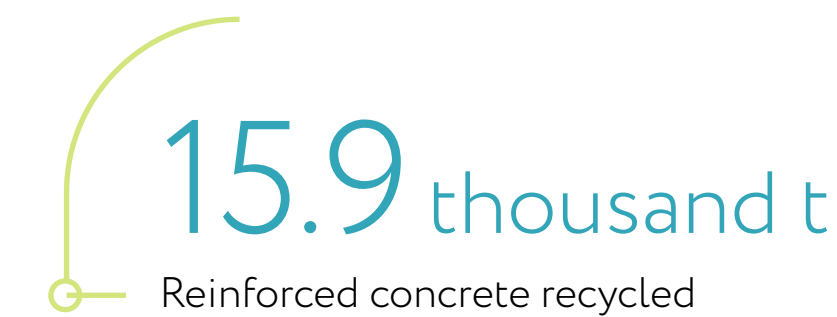
Partnering with the Perm Research Institute of Agriculture (PRIA), we began studying the impact of clay-salt slurries on soils and crops in 2022 to develop technologies for industrial use on agricultural lands in the Perm Region.



Waste paper collection is arranged, with



PE and PP recycling banks are in place



Recycling Reinforced Concrete

One of LLC SMT BSHSU subsidiaries responsible for construction and installation at Uralkali production facilities uses a crushing unit.

The unit crushes the reinforced concrete slabs resulting from major repairs, giving the Company the rubble we use for on-site road filling and other needs.

Hydraulic Structures Operation

Safe operation of hydraulic structures and strict compliance with laws is one of our core targets.

There are nine hydraulic structures at Uralkali's production sites: seven slurry storages, a reservoir, and protection barriers. Ensuring their safe operation is the Company's always-urgent task. We do a full range of analytical assessments of these facilities. Our experts monitor the structures and check their safety and operability.

As part of 2022 structure safety efforts, we took a series of steps to reissue permits for the operation of slurry storages and Verkhne-Zyryanskoye Reservoir, including the calculation of Berezniki-4 dam stability and topographic surveys of Solikamsk-1, Solikamsk-2, and Solikamsk-3.

¹ According to the waste management legislation, waste of Class 5 is recognised as virtually non-hazardous.

² The other waste is disposed of in a municipal waste landfill or transferred for disposal, decontamination, and storage.

³ The indicator is calculated as the ratio of (1) the volume of hydraulic filling to (2) the volume of generated production waste. The calculation is carried out using a five-year moving average. Average volumes of hydraulic filling and waste for the last five years are used to compare a numerator and a denominator. This is due to the fact that there is a lag between hydraulic filling and mining operations. In the short term, production and waste generation volumes are not related to hydraulic filling volumes.

Biodiversity Conservation and Reclamation

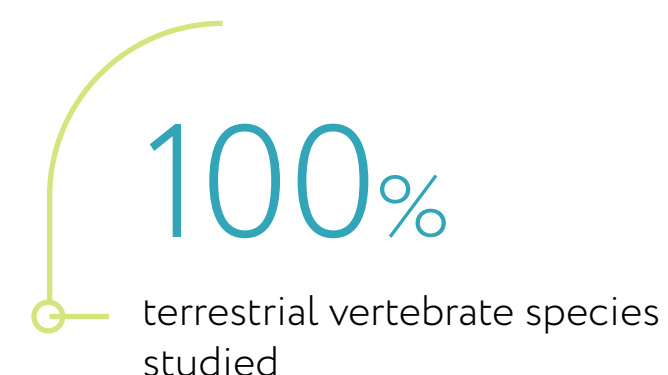
Uralkali fully recognises its responsibility to preserve the biodiversity and habitats of plants and animals in its geographical presence and does not locate its enterprises in protected areas of Russia. The Company's activities do not threaten species included in the Red List of International Union for Conservation of Nature and Natural Resources (IUCN) and the Russian Red Data Book.

In 2022, Uralkali and the Institute of Natural Science under the Perm State University completed assessing the biodiversity status within the Company's footprint and at the sites to operate, which began in 2021.

Assessing Biodiversity Status

In 2022, the biodiversity assessment held within the Company's area of influence covered 96 kilometres of walk-overs and studied 268 vascular plant species and the diversity of terrestrial vertebrates. We conducted a route-based survey of terrestrial ecosystems, small rivers and the Kama River and assessed the current biodiversity level. All species were found to be in a satisfactory condition and do not require any special restoration or conservation measures.

Birds are the most diverse class due to specifics of the area, and no red-listed species were identified within our area of influence.



Following the assessment, the Company will develop a Biodiversity Conservation Programme in 2023. The Programme will define measures to maintain – and increase, if deemed necessary – the current biodiversity level.

As part of measures to restore aquatic biological resources, Uralkali annually releases juvenile sterlets into the Kama Reservoir. It helps to restore the local aquatic ecosystems and maintain a favourable environment for organisms.

In 2022, we released about 50 thousand juvenile sterlets. The sterlet is a sturgeon fish listed in the Russian Red Data Book and the Red Book of the Perm Region. In total, our environmental team released over 503 thousand juvenile sterlets and over 13 thousand juvenile pikes into the Kama Reservoir through 2015 to 2022.



Reclamation

Uralkali holds annual reclamation activities on the land impacted by its operations. As for now, no full-scale reclamation operations are in the works as all mines are currently active. Land reclamation driven by construction works is quite rare, though this amounted to 20.7 ha reclaimed in 2022.



Partnering with the Russian Society of Nature Protection

In 2022, St. Petersburg International Economic Forum welcomed Uralkali, Uralchem and the Russian Society of Nature Protection, who became strategic partners.

The partnership agreement is poised for enhancing joint environmental efforts, environmental protection, and sustainable resource management. By and large, this partnership aims at arranging and holding joint resource conservation and recovery events and at implementing national programmes of the Company and Society's interest.

During the reporting period, the Society team at Berezniki backed by Uralkali evaluated on-site Kama River's ecological status under the Protection and Conservation of Water Bodies campaign. Among the participants were public activists, local enterprises and businesses' staff, and schoolchildren.

Product Safety

One of our core business sustainability factors is respect for both international and Russian standards of product quality and 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. All Uralkali products undergo an environmental, agronomic, toxicological and hygienic examination as required by law.

We closely examine all incoming reagents, raw materials and supplies, which enables us to adjust the production process if necessary. Our finished products pass a series of tests to make sure they are safe for consumers and the environment. Uralkali potash fertilisers are reviewed by state experts, registered under Russian laws, and certified compliant with specifications and the Russian standard for mineral fertilisers.

To provide consumers with reliable information, we offer 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).

Product Inspection

Potassium chloride is produced from sylvinitite, a natural mineral that is mined underground, at a depth of about 400 metres. As ore contains naturally occurring radionuclides, we have an industrial radiation control programme, a spectrometric assay of raw minerals, finished products and production waste, and radiation dosimetry on site. The specific activity of natural radionuclides is determined by a certified laboratory at least once a year for each product brand. Uralkali ensures that its products do not contain unwanted heavy elements which can enter plants and impact soils (lead, cadmium, arsenic, mercury, chromium, and zinc).

Such inspections are made at production premises and in individual shiploads by independent inspection companies. Every year Uralkali products (potassium chloride and industrial salts) get certified to comply with regulations. Those products applied in the oil and gas industry are checked annually for organochlorine and quaternary ammonium compounds. A mineral concentrate, halite is certified to meet the requirements for road de-icing agents.

Hazardous Substances

The amounts of hazardous substances we use in production processes are minor, including hydrochloric acid and formaldehyde.

The Company has a set of practices and procedures in place for responsible handling of hazardous materials. These are outlined in our internal documents. We have recently adopted new regulations – Storage, Preparation, Transportation and Use of Chemicals and Reagents. It applies to all executives, specialists, and staff members within Uralkali and other organisations involved in the transportation, storage, and use of chemicals and reagents. All hazardous substances have data sheets with handling instructions.

We put efforts to reduce hazardous substances by pushing forward dedicated programmes and searching for less hazardous alternatives. This included successful industrial and lab tests in 2022 regarding: reducing industrial oil used for granular product treatment to 15%; and a new low-formaldehyde slurry depressing reagent. With this, Uralkali is working to cut hydrochloric acid storages in the reagent preparation section.

Exemption from REACH

Uralkali products are free from the obligation to register under Regulation (EC) No 1907/2006 (REACH), being a mineral substance of natural origin that has not been chemically modified during the production

Product Quality

The Company responds to customer feedback and takes measures to improve product quality and its properties. Quality committees under the CEO meet quarterly. The Process Control Unit ensures that process regulations are observed at all stages of production and shipment. Each batch of shipped products is inspected for compliance with specifications along with the supply contract terms and conditions. Based on that, products receive quality certificates. The Research and Quality Control Department's laboratories are brought in line with the revised ISO 17025:2019 General requirements for the competence of testing and calibration laboratories. In addition to production control, independent inspection companies provide a quality assurance procedure for all potash products loaded on board the vessels at JSC Baltic Bulk Terminal. This gives us additional control over the supply chain's smooth operation. We conduct regular overall studies of potassium chloride's physicomechanical properties, involving experts from JSC VNII Galurgii (Saint Petersburg, Russia).

Uralkali advances its business practices on an ongoing basis to deliver better product quality.

To reduce the impurities in our products, we tested the treatment of granular MOP with a lower concentration of conditioning additive, optimised product granularity to reduce dust particle size, and made use of the outcomes in production.

ISO 9001 compliance

In early 2022, Russian Register Certification Association certified the Uralkali quality management system for compliance with ISO 9001:2015



Improved Products

In August 2022, Russian Quality System issued a certificate to the Company confirming its compliance with the state standard for products and food with improved characteristics. Russian Ministry of Agriculture labelled two potassium chloride brands with its Green One ecolabelling. Over the course of the certification procedure, Uralkali confirmed its managerial proficiency at all stages of production, storage, transport, and documentation. One of the steps was laboratory testing for compliance with GOST strict requirements for heavy metal content in products, including nickel and copper. Uralkali uses technologies that meet up-to-date environmental protection and industrial safety standards.



SOCIAL
ASPECT (S)

SAFETY

Why **this is important** to us:



Uralkali believes that people's lives and health are of the greatest importance. The Company strives to reduce accidents and occupational diseases through improved labour safety and proper planning of business processes. We also do our best to ensure mining and geological safety, prevent accidents and emergencies, and thus protect our employees and the population in the towns where Uralkali operates.

Strategy and Goals

2025 ESG Goals

Certifying the current occupational health and safety management system under ISO 45001

at **100%**
of production assets
in 2023

Reducing severe injury rate

by **10%**
(annually)

2022 Progress

Implementing the ISO 45001 action plan for 2022

Providing data collection to calculate incident rates for contractors (LTIFR)

Severe injury rate stood at **0.006¹**

2023 Targets

Certifying under ISO 45001

Reducing severe injury rate

2022 Highlights

0.08

lost time incident frequency rate (LTIFR) among employees¹

0.17

lost time incident frequency rate (LTIFR) among contractors¹

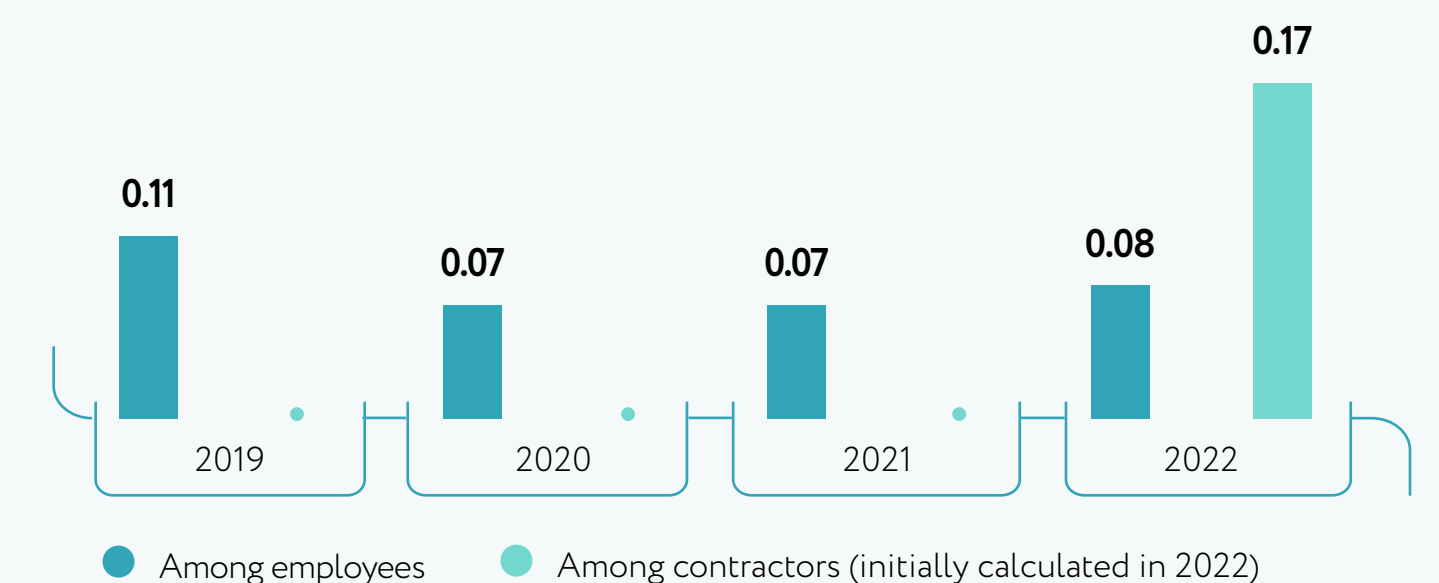
RUB 1.4 bln

occupational health and industrial safety (H&S) costs and investments

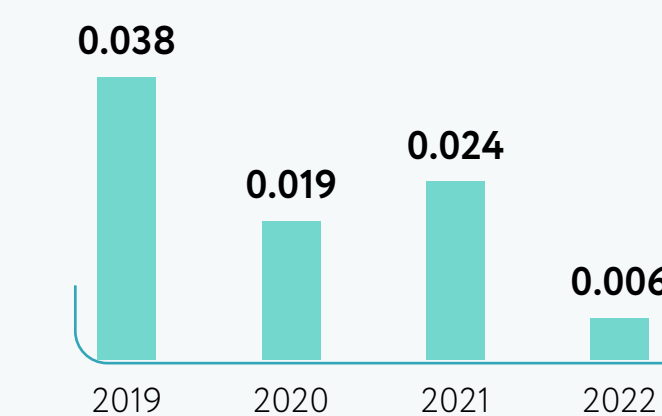
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technical emergencies

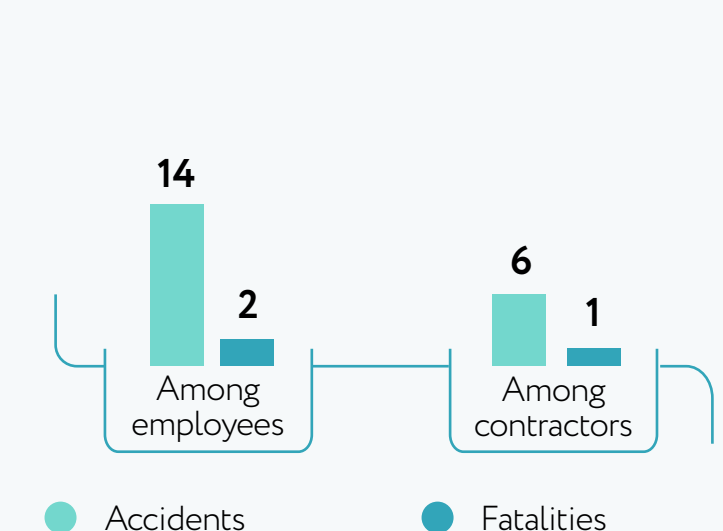
LOST TIME INCIDENT FREQUENCY RATE (LTIFR)¹



SEVERE INJURY RATE¹



NUMBER OF OCCUPATIONAL ACCIDENTS



¹ Per 200 thousand hours worked.



"Uralkali is committed to creating a safe working environment for its employees and contractors. Life and health are our unconditional priority. In 2022, we continued preparing the H&S management system for the international standard certification and enhanced our contractor records. Our special focus was on developing a safety culture of employees."

Aleksey Zhulanov
Health, Safety
and Environment Director

Approach to Management



Management System

All Uralkali's units and employees are covered by an occupational health and industrial safety (H&S) management system that is continuously improved and adapted in case of production changes. The Company approved the Programme to Prepare Uralkali's H&S Management System for Certification Under ISO 45001:2018 for 2021, 2022, and 2023. The goal is to certify Uralkali as per the standard in 2023.



Senior Management

The Company's senior management takes a proactive approach to H&S issues, including dedicated risks and opportunities. The Sustainable Development Committee is responsible for that at the Board's level while the CEO has dedicated Committees and Commissions as well. Uralkali's managers at all levels shall ensure compliance with Health & Safety regulations and a safe working environment. [For more information, please visit the Company's website.](#)

In 2022, the Health, Safety, Environment and Corporate Social Responsibility Committee held four meetings. The meetings were devoted to contractor issues and areas for further development: statistics and analysis of injuries and compliance with cardinal rules, improving the safety culture among employees, managing contractors, fire and environmental safety issues.



Regulatory Documents

- Occupational Health and Safety Policy (approved in 2022)
- Statement on the Industrial Safety Policy (approved in 2022)
- H&S Management System Standards
- Regulations on the Occupational Health Management System
- Regulations on the Industrial Safety Management System

H&S Audit

In 2022, the Company organised its first internal H&S audit. The Internal Audit Directorate's assessment was based on the following criteria: H&S performance and maturity of the relevant internal control system.

The audit helped define development areas and formulate a corrective action plan that includes top-level goals from Uralkali's ESG Strategy.

KPI and Remuneration

Uralkali has set H&S KPIs that will affect the remuneration for some key positions: CEO, Technical Director, Production Director, mine heads and HSE Director. The motivation system includes both deductions in case of fatalities and incentive measures for improving injury rates.

Risk Management

Uralkali regularly identifies, assesses and mitigates safety risks, including injuries in subsidiaries. To improve safety culture, we assess the safety behaviour of employees and related risks.

Uralkali's Regulations on the Occupational Health Management System and the Regulations on the Industrial Safety Management System outline basic rules for managing H&S risks. H&S risk management is integrated in the Company's overall risk management system.

→ [For more information, please refer to the Managing ESG Risks section.](#)

We constantly improve the procedures to identify hazards and assess professional risks. The performance documentation encompasses the development and annual updates of the risk map, high-priority risk register, and a list of hazards by unit. The CEO's Health, Safety, Environment and Corporate Social Responsibility Committee examines high-priority risks and mitigation measures.

Developing a Safety Culture

Adherence to Cardinal Rules

The Company obliges its employees to strictly follow the safety rules outlined in internal regulations. Uralkali's [Cardinal Rules](#) lay out basic rules of safe behaviour at the Company's facilities and are binding both for employees and contractors. Those employees who fix violations of the Cardinal Rules are remunerated.

During 2022, we recorded 58 cases of violating the Cardinal Rules, involving 16 employees of the Company and 42 employees of contractors. The Labour Safety Commission addressed all violations and imposed relevant sanctions: 12 people were dismissed and four were reprimanded. 40 contractor employees were barred from access to Uralkali's facilities.

Contests to Boost Motivation

Production Culture Contest

The contest aims to evaluate the Company's employees and units in terms of production culture in the workplace, workshops, production premises and surroundings.

It is held among the Company's mines at least once a quarter and is based on the scoring system. We take into account the workplace maintenance, cleanliness and order, as well as compliance with H&S regulations and fire safety measures. The highest-scoring winner is paid a cash bonus.

HSE Directorate Contest

The contest is held among the HSE Directorate employees to determine a winner according to such criteria as individual performance, professional competence, goal accomplishment, teamwork skills, ability to share experience and knowledge. It includes four stages, and a special judging panel chooses the winner. The best employees are paid a one-time remuneration.

Training and Briefing

Uralkali's production employees are briefed and trained in safe methods and techniques of work. We check their theoretical H&S knowledge and practical safety skills. The Company conducts occupational health training and industrial safety certification for managers and specialists. To make certification more convenient, Uralkali has launched and operates a single testing portal.

In 2022, the Company provided a host of upskilling trainings and events, including traineeships, occupational health training and industrial safety certification as well as safe behaviour trainings for employees exposed to the injury risk. We also trained in civil defence and emergency prevention, fire and radiation safety.

9,421

PJSC Uralkali's employees were trained in H&S

13,660

person-courses in H&S were attended by Uralkali's employees

INVOLVING EMPLOYEES IN SAFETY CULTURE IMPROVEMENTS

Report Safety Risks and Violations

Since 2021, Uralkali's mobile app has been featuring the Report Safety Risks and Violations service for all employees. The service enables production staff to timely report violations and potential hazards for employees or equipment to H&S specialists and mine managers.

Health and safety officers

H&S officers enable interaction between the employer and the trade union to prevent and decrease the number of accidents by means of public scrutiny. Any employee of the Company can apply for this position and be rewarded for proper performance of their duties.

Innovation

We encourage our employees to focus on innovation and efficiency to continuously monitor and improve business processes. Efficiency proposals can be submitted on various topics, including safety and working conditions.

Initiative Programme

Employees can propose their production and other enhancement ideas that may be related to working conditions and injury risk mitigation measures. Necessity and feasibility of proposals is considered on a monthly basis. We also remunerate initiators depending on the importance of the accepted proposal.

Furthermore, the Company provides training beyond the mandatory legislation requirements. For instance, in 2022, Uralkali conducted trainings for the H&S Management System officers and internal auditors. In addition, dedicated experts participate in external conferences, forums, seminars, webinars, exhibitions and reference visits to share experience and learn best practice.

Safety and Consciousness

The Company holds weekly training sessions on safe behaviour. First and foremost, we train such vulnerable categories as rock removing machine operators and mine foremen, and plan to cover all employees from production units.

The Safety and Consciousness training aims to:

- introduce components of a safe production environment;
- describe personality traits related to safe behaviour;
- explain how an external environment may influence employee behaviour;
- teach techniques that prevent unreasonable risky behaviour in the workplace and help raise awareness of one's own and others' safety.

1,856 people
were trained during 2022

including

755
white-collar workers

1,101
blue-collar workers

Safety Communication Channels

Convenient and effective safety communication mechanisms contribute to employee awareness, engagement and safety culture. Uralkali provides a wide range of in-demand internal communication channels available for all employees along with those without a personal computer in their workplace.

In person

Employees may contact H&S units at mines, the Labour Safety Commission or the trade union.

Corporate media – RU.DA newspaper, Uralkali TV and others

Employees may learn about major events, projects and initiatives, including H&S and safe work practices.

KALIdoscope corporate portal

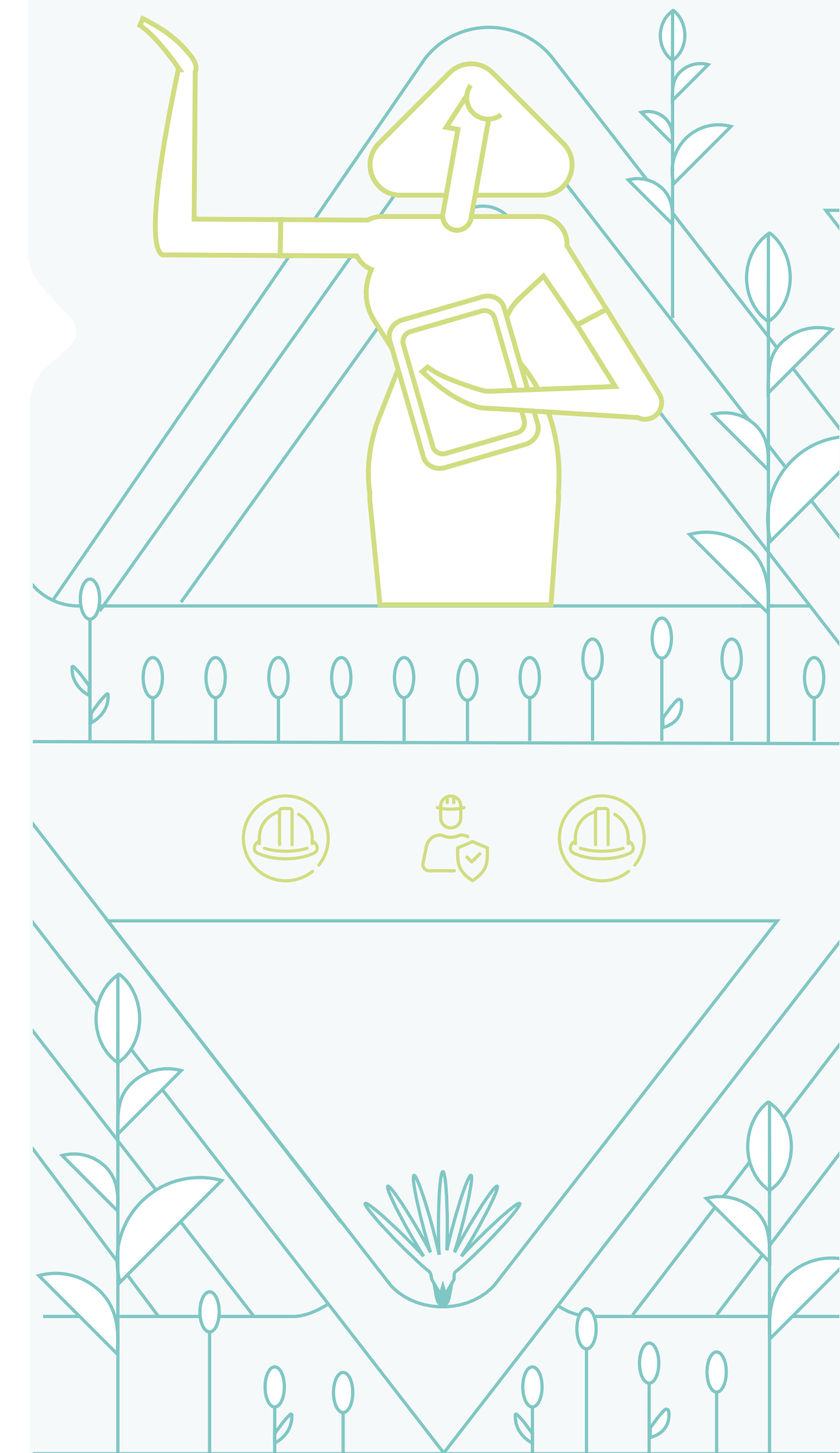
Everyone may find some useful information in the Employees section, read the RU.DA newspaper, use the Q&A service for specialist advice or anonymously contact Uralkali's Hotline.

Noticeboards

Employees may find them in all Company units and get latest updates.

Information kiosks

Employees without a personal computer in the workplace may access the main sections of the corporate portal using these kiosks at all mines and the Uralkali-Med out-patient hospital.



Safety in the Workplace

Injury Prevention

Each year, Uralkali's facilities take a wide range of measures to prevent occupational injuries and diseases, including hazard and risk assessments, medical examinations, provision of personal protective equipment, and technical inspections of production facilities. In 2022, PJSC Uralkali's H&S costs totalled RUB 1,184 million, and RUB 1,433 million across the Group.

Uralkali regularly carries out targeted H&S inspections in accordance with the approved plan and analysis of injuries, accidents, the list of hazardous production facilities, and special assessment of working conditions. We also inspect H&S on the spot across our units. Furthermore, extraordinary targeted inspections follow investigations of work-related injuries.

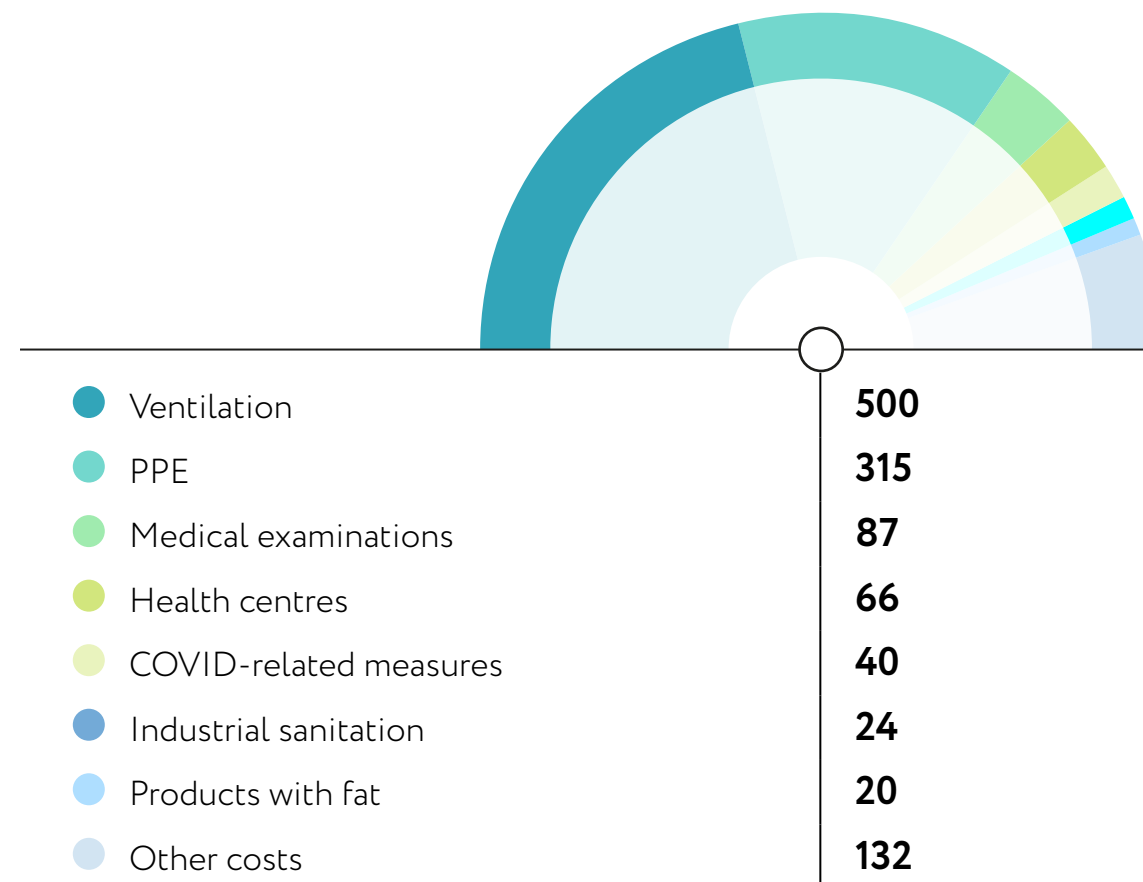
Injury Figures and Response

The year under review saw 14 accidents in the Company, including two fatalities and one severe injury. The lost time incident frequency rate (LTIFR) stood at 0.08,¹ while the lost days rate (LDR) lowered by 36% to 4.3. The commissions investigated each case and identified the main injury causes.

The commissions investigated each case and identified the main injury causes. Based on the analysis of causes, commissions developed and took preventive measures: extraordinary technical inspection of vehicles, inspection of mine workings, and changes to safety instructions for drilling rig operators. In all cases, we conducted unscheduled briefings and knowledge checks and made employees aware of the accidents.

2022's measures to reduce injury risks encompass mechanical locking of the starting equipment on mine conveyors as well as increasing the fleet of scaling machines and machines for rock bolting at mines.

H&S COSTS IN 2022, RUB MLN



In the reporting period, two fatal accidents occurred at Uralkali facilities. The first accident occurred because an operator was behind the shield of the mining machine, perilously close to its moving parts. At the moment, Uralkali is seeking out and testing systems for protecting personnel in mine face areas.

The second fatality was related to violating the surveyor's instructions during the water-drainage gallery construction. We therefore decided to include tunnelling near brine-flooded workings in the list of high-risk jobs.

Safety Tests When Operating a Mining Machine

Severe injuries and fatalities mainly happen when an employee is perilously close to moving parts of a mining machine. In 2022, Uralkali continued to seek out and test automated systems for protecting personnel in mine face areas. Some systems have demonstrated positive preliminary results, some have been sent back for revision, and we will proceed with that in 2023.

CCTV

Cameras to monitor capital construction facilities enable us to track the construction process and enforce H&S requirements. The Company installed cameras on facilities under construction at Berezniki 4, Ust-Yayvinsky mine and Solikamsk-3.

In 2022, the Occupational Health Commission confirmed several cases of violating the Cardinal Rules that had been recorded by these cameras. Furthermore, the CCTV camera on shaft No. 4 at Solikamsk-3 helped us get more details about the accident that happened to Uralkali's employee.

Industrial Safety

The Company has an industrial safety management system in place in line with licences for relevant activities, employee training and certification.

The state register of hazardous industrial facilities (HIFs) comprises over 70 HIFs owned by the Company. In due time, industrial safety is reviewed, contracts of compulsory civil liability insurance for damage caused by an HIF accident are concluded, and other measures are taken.

Uralkali developed emergency response plans (ERP) and employee trainings and concluded contracts with professional rescue teams.

→ | [For more information, please refer to the Emergency Preparedness section.](#)

¹ Per 200 thousand hours worked.

Contractor Safety

Contractors shall comply with H&S requirements at Uralkali facilities as per the contract. Uralkali strictly verifies employees of its contractors: they need to have relevant certificates proving their qualifications and required briefings 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. Additionally, a contractor will have to pay RUB 100 thousand for each violation.

2022 saw six accidents involving contractors, including one fatality due to disobeying labour regulations and discipline by an employee who performed the work not related to the order and did not ensure its safety.

Work Plan Template

The Company's main document that ensures timely, high-quality and safe performance of works by own employees and contractors is the work plan.

In 2021, the Company automated its development and approval based on the Work Plan Template Programme. This Programme provides single criteria and requirements for design and content of work plans, including safety criteria.

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. The template contains basic norms and requirements that satisfy Uralkali as a customer.

In 2023, we plan to update the Programme based on current suggestions, expanding safety sections as well.

301

work plans were reviewed in the Work Plan Template Programme through 2022

Enhancing Contractor Records

In 2022, Uralkali focused on collecting contractor data to calculate LTIFR. Previously, we counted the number of accidents only. Contractors now shall provide the data needed to calculate the rate as per the contract. In 2022, we first calculated LTIFR for contractors that amounted to 0.17.¹

Preventing Diseases

Several occupations in the Company are fraught with hazards (noise, vibration, etc.) and the risk of work-related ill health.

Uralkali makes ongoing efforts to reduce the impact and prevent occupational diseases:

- preliminary and periodic medical examinations and psychiatric assessment of employees;
- production control of hazards in the workplace;
- equipment upgrade to reduce risk exposure;
- certified personal protective equipment (PPE) for all employees: hearing (earmuffs, earplugs) and breathing (masks, respirators) protection, anti-vibration gloves and other PPE to mitigate occupational hazards.

The Company has also developed and implemented a work-rest schedule to reduce the noise exposure time, which is confirmed by laboratory measurements as part of production control. Uralkali's Ural Gems health resort has a hearing rehabilitation programme so employees receive regular treatment and get well.

No new cases of occupational diseases were identified in 2022.

Preventing Ill Health of Employees in Underground Potash Ore Mining

In cooperation with the Federal Budget Scientific Institution "Federal Scientific Center for Medical and Preventive Health Risk Management Technologies", the Company did a research dedicated to primary disease prevention of employees mining potash ores underground.

The research sets out to develop and provide a scientific rationale for the programme of primary disease prevention among employees mining potash ores underground, as part of the risk management policy. It also aims to reduce the shortage of skilled personnel.

The following activities took place in the matter:

- conducting an extended employee survey, statistical and mathematical processing of the data;
- mathematical modelling, specifying a timeframe for disease development;
- establishing cause and effect between occupational diseases and factors;
- calculating the health risk for employees engaged in underground mining of potash ores;
- developing prevention programmes considering the pathogenesis of diseases identified.

Additionally, we provided screening and early diagnosis methods for the most common occupational and socially significant diseases. These methods are to be integrated into preliminary and periodic medical examinations.

¹ Per 200 thousand hours worked.

Emergency Preparedness

Uralkali makes its best efforts to prepare for potential emergencies. We constantly analyse national legislation changes and update internal regulations. Every six months, the Company elaborates the Emergency Response Plans for mines.

There are regular briefings, training and drills for employees. Scheduled evacuation drills are held in high occupancy buildings to practise skills and actions in case of fire. Uralkali's employees also engage in municipal civil defence and emergency trainings.

We equipped our facilities with emergency warning systems. We also have local warning systems (LWS) at our five high-hazard hydraulic structures and separate warning components at mine production sites. All these systems are regularly serviced and, as necessary, repaired.

Rescue Teams

For the purpose of mine rescue and fire-fighting, the Company entered into an agreement with a professional emergency and rescue service. The Paramilitary Mine Rescue Units (PMRU) keep the watch at each mine round the clock. The mine rescue and fire-fighting contractor meets high standards in terms of due response.

Also, auxiliary mine rescue crews are present at our existing underground mines. Their stations are fit with necessary mine rescue equipment and underground self-propelled vehicles. Crew members reach any minefield destination within 30 minutes. In the reporting period, we created our own auxiliary mine rescue crew at a new underground facility.

Every six months, all crew members undergo special trainings in respirators in an environment as close as possible to real emergency cases. Every three years, they have two-week trainings under mine rescue programmes.

In 2022, Uralkali's auxiliary mine rescue crews took part in a professional competition among mining companies in Russia's Urals region. We are proud to report that our teams have occupied all steps on the winners' podium.

Fire Safety

The Company's main emergency risk is a large number of fire-prone and other hot works at its facilities – over 40 thousand. Emergency operation of electrical equipment is a major risk as well.

The Company applies the Regulations on Hot Works Safety, annually develops the Programme to Improve Safety and Reduce Flammability of Electrical Equipment and takes multiple measures to inhibit fires.

Our facilities feature over 1.2 thousand fire automation, warning and extinguishing systems and over 30 thousand fire extinguishers. Uralkali banned smoking tobacco and any types of e-cigarettes inside its buildings and facilities.

2022 marked three fires across the Company's facilities. One fire was related to violating safety rules during hot works, and the other two were caused by malfunction and/or emergency operation of electrical equipment. Each incident was followed by inspections and remedial actions.

The Company set up non-staff emergency rescue teams (NERTs) at its surface complex for gas rescue operations and elimination of oil and oil products spills. NERTgas and NERTOil members have been trained, certified and entitled to these operations, and the necessary rescue equipment has been purchased and is maintained in readiness for use.

KEY ELEMENTS OF FIRE SAFETY, EMERGENCY PROTECTION AND PREPAREDNESS

Regulatory Documents

Regulating the Company's fire safety, civil defence and emergency activities

Rescuers

- Auxiliary mine rescue crews (over 250 employees of the underground complex); NERTgas (over 60 gas rescuers) and NERTOil (over 30 oil spill rescuers) members
- Professional emergency rescue teams and services (at least 400 rescuers at 6 mines)

Training and Certification

All rescuers have been trained, of which at least 75% have been certified as auxiliary mine crew and NERT rescuers

Fire Extinguishing Equipment

Over 22 thousand fire extinguishers of various types and volumes as well as other primary fire-fighting equipment have been recharged and maintained this year

Emergency Warning Systems

5 local warning systems and 20 separate warning components underwent routine and scheduled maintenance. Bell and voice warning systems are in place for people and in case of fire

Mining and Geological Safety

Mining and Geological Risks

Major risks when mining any salt deposit are deformations on the ground surface due to rock mass subsidence and suprasalt water inflow into the mine.

To protect mines from flooding and facilities from the effects of underground mining, we regularly take risk prevention measures: geological studies of the rock mass prior to mining, calculation of safe mining parameters and forecasting of rock mass deformation, backfilling of mined-out areas, monitoring of the rock mass after mining and backfilling, and comparing the monitoring data with the forecast.

Mining plans specify the geological data based on the studies and establish protection measures. Design documentation for site development is considered and approved by state authorities to make sure it meets safety requirements. Annual mining plans are subject to safety audits.

To elaborate and improve the regulatory framework for mining and geological safety, Uralkali engages JSC VNII Galurgii and the Mining Institute of the Ural Branch of the Russian Academy of Sciences (GI UB RAS).

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.

Uralkali's employees conduct geological exploration, geophysical investigations, hydrogeological surveys as well as mandatory seismic control to identify potentially dangerous areas at high risk of water inflow. Survey monitoring and observation of mined-out areas also take place. Remote sensing satellite systems are used to detect potential ground movement in mine fields.

In 2022, the Company fully completed all monitoring and preventive studies, including those that involved scientific organisations.

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. We primarily use a hydraulic method of backfilling to provide stability of the filling mass. This procedure helps eliminate dangerous deformation of the ground surface and preserve objects.

Mining and Geological Information System

The mining and geological information system (MGIS) project procures mine safety by means of three-dimensional geological modelling. This MGIS provides complete, reliable and correct initial data for 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 MGIS to draw up annual mining plans for the facilities. The Company fully digitised backfilling plans and actual backfilling records and issued reports, considering and controlling project technical solutions.



EMPLOYEE WELL-BEING

Why **this is important** to us:



Highly skilled, involved and satisfied employees are a prerequisite for the Company's success. Accordingly, Uralkali mainly focuses on employee recruitment, retention, well-being and motivation, providing wide upskilling opportunities, decent pay and social benefits.

Strategy and Goals

2025 ESG Goals

- Shaping the Employee Well-being Programme
- Ensuring the level of absenteeism due to temporary disability does not exceed **7%** in 2025
- Ensuring voluntary labour turnover does not exceed **6.5%** in 2025

2022 Progress

- Approving the Employee Well-being Programme for 2023–2025
- Level of absenteeism due to disability was **7.1%**
- Voluntary turnover was **6.4%**

2023 Targets

- Implementing the Employee Well-being Programme

2022 Highlights

21,317
average headcount

99.7%
full-time employees

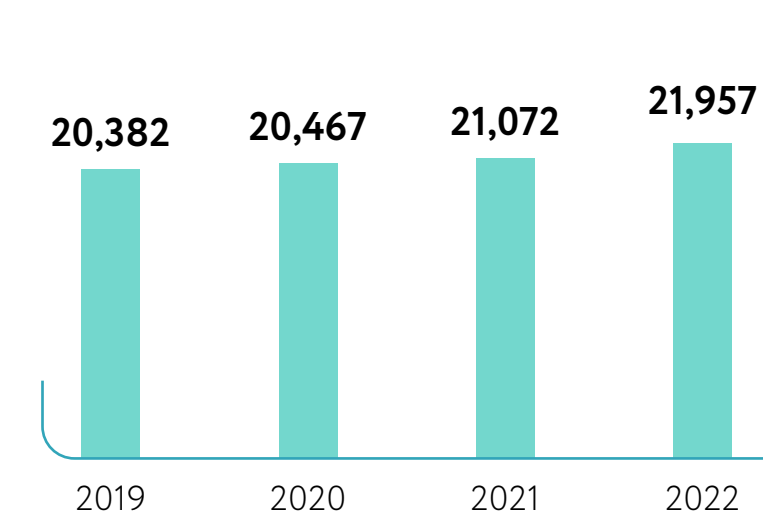
94%
employees covered by collective bargaining agreements

89%
proportion of senior management hired from the local community

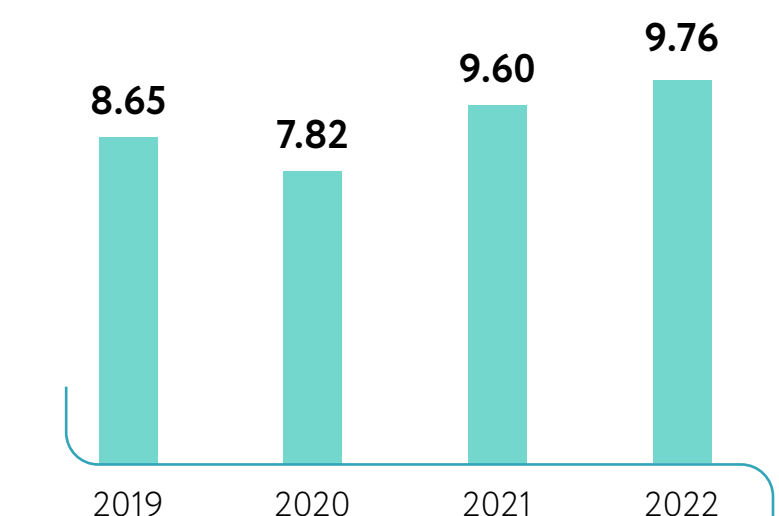
2,014
employees in the talent pool

69.6
training hours per employee per year

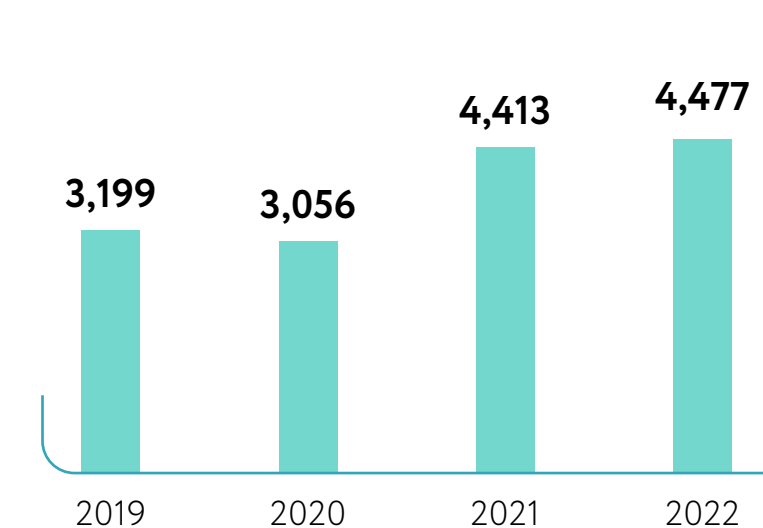
HEADCOUNT, PERS.¹



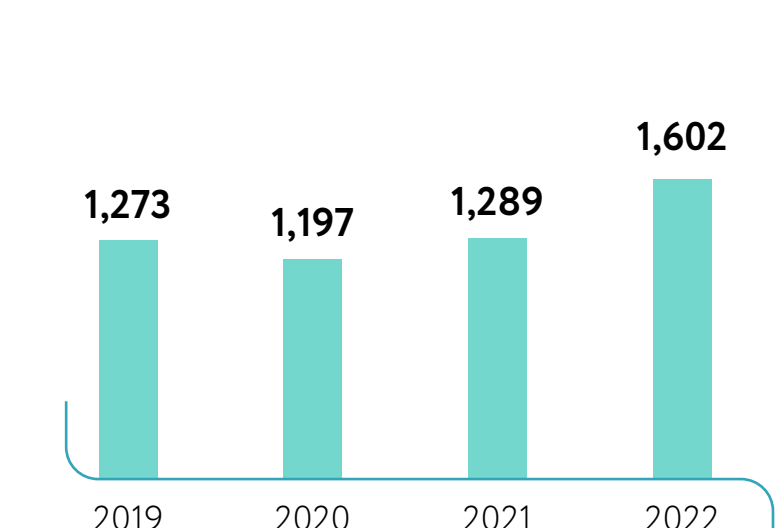
LABOUR TURNOVER, %



NUMBER OF NEW RECRUITS, PERS.



EXPENDITURES ON SOCIAL PROGRAMMES FOR EMPLOYEES, RUB MLN



¹ In 2022, the reporting boundaries were changed. → [For more information, please refer to the Reporting Boundaries section.](#)



"Employees are the Company's key asset so we make efforts to improve the HR management system, find and use effective tools for attracting and retaining qualified personnel."

Given external challenges in the reporting year, we focused on the comprehensive well-being of employees, including higher compensation, greater opportunities for training and upskilling, and better social benefits. In 2022, we finally formed and approved the Employee Well-being Programme for 2023–2025.

Furthermore, we proceeded with an important project to automate HR processes with the help of the WebTutor system, making them more convenient and dynamic for the Company's employees."

Irina Konstantinova

Human Resources and Communications Director

Approach to Management



Senior Management

The Board of Directors and its relevant committees as well as the CEO's Compensation, Benefits and HR Policy Committee regularly put HR management on the agenda. The HR policy implementation is centralised at the HR and Communications Directorate level, allowing for the most effective single approaches to HR management and securing the Company's strategic objectives.

[For more information, please visit the Company's website.](#)

Allocating sports and youth policy functions as a separate directorate is an important organisational change in the reporting year. Our perspective is to expand activities in this area, including the sports development both in the Company and the regions where we operate.



Policies and Regulations

- HR Policy
- Human Rights Policy
- Diversity and Inclusion Policy
- Code of Corporate Culture



Risk Management

Uralkali takes steps to mitigate the shortage of qualified personnel. In 2022, this risk remained moderate since we took all the planned measures.

In particular, we went on implementing a shift work method and expanded our headhunting geography to cover jobs with the highest shortage of employees, as well as provided an external and internal talent pool in 2022. What is more, we trained our employees at the Company's expense, including cross-training, and amplified career guidance programmes for school and university students.

Since 2021, we have been assessing risks of layoff based on the matrix of qualified personnel shortage to timely form a talent pool for key positions. Uralkali's production as well as administrative and management units use this risk assessment matrix.

Approving the Employee Well-Being Programme

The Employee Well-being Programme became a major step forward. In 2022, we audited the existing programmes and assessed staff expectations and requests. The audit findings contributed to finalising and approving a holistic Employee Well-being Programme for 2023–2025.

Current initiatives are to be further developed and promoted among employees. As for uncovered areas, we developed new measures to leverage the Programme.

Overall, all measures under the Programme are divided into six areas:

- emotional well-being;
- physical well-being;
- personal well-being;
- financial well-being;
- career well-being;
- social well-being.

We have set goals and created a roadmap within the Well-being Programme.

In 2023, we will address emotional and physical health of employees – dealing with stress, psychological counselling, physical and healthy lifestyle activities. We will also develop and put into practice various trainings, webinars and podcasts.

Enhancing the HR Policy

Uralkali knows that personnel management practices are to be continuously enhanced. In 2022, we proceeded with searching, analysing and implementing new approaches and methods in key areas: recruitment, retention and motivation.

Employee Engagement

Employee engagement is indicative of efficient HR management. Hence, we regularly undertake employee engagement surveys, which include questions on their satisfaction with compensation, labour conditions, work-life balance, career and training opportunities, social programmes, and all other issues within the Company.

The survey covered 46% of employees in 2022 compared to 43% in 2021. We recorded higher employee engagement, well-being and satisfaction with career opportunities.

Since 2021, we have started measuring employee well-being using the specific methodology, as part of the engagement survey. In 2022, this indicator grew by 8 p.p. to 56%, and we will take measures as part of the Employee Well-being Programme to further increase it.

Higher engagement level and other indicators stand upon the Company's chosen HR policy. Despite external uncertainties, Uralkali has not reduced its employee support. Instead, we enhanced social benefits and compensation.

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

HR Management Digitalisation

With a focus to improve HR management practices, we continued automating HR processes in 2022. Covering all employees with the WebTutor system (HR portal) became a meaningful milestone. Furthermore, the Company proceeded with a large-scale project on electronic HR document flow to be fully launched at the end of 2023. Besides, we boosted digital channels of communication with employees, broadening the options of the Uralkali mobile app.

Total Employee Engagement

TOTAL EMPLOYEE ENGAGEMENT, %



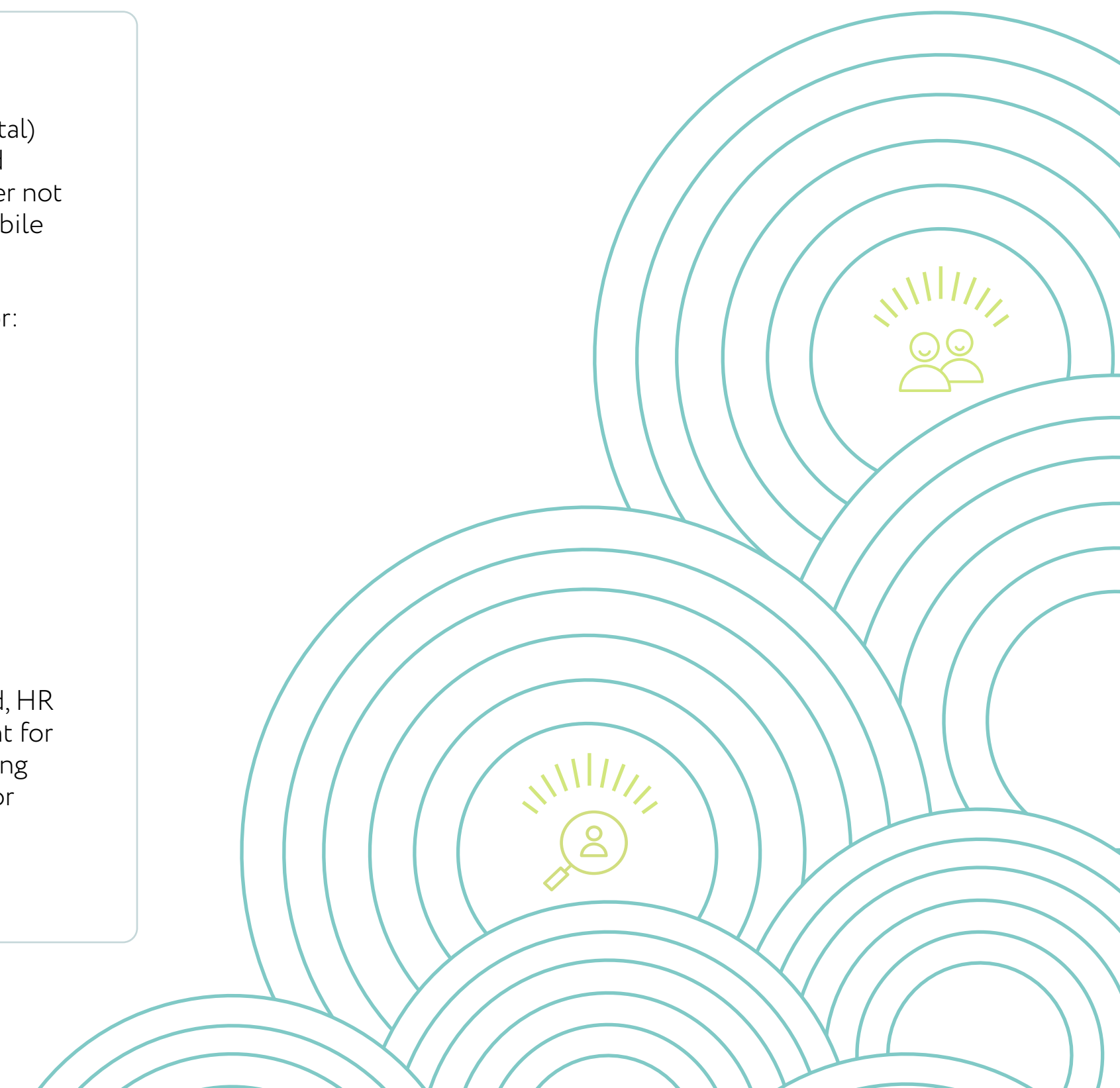
Implementing WebTutor (HR portal)

In 2021–2022, we developed and piloted the WebTutor system (HR portal) that is available to all employees, including those without an automated workplace. Employees can connect to the HR portal using a web browser not only from their workplace, but also from their personal computer or mobile phone.

The following processes have been automated on the basis of WebTutor:

- recruitment;
- onboarding;
- talent pool formation;
- staff appraisal;
- distance learning.

We trained on all modules and prepared user manuals. Being automated, HR processes have become more transparent, time-efficient and convenient for both employees and managers. For 2023, we plan to automate the training process and continue improvements and developments of the WebTutor system.



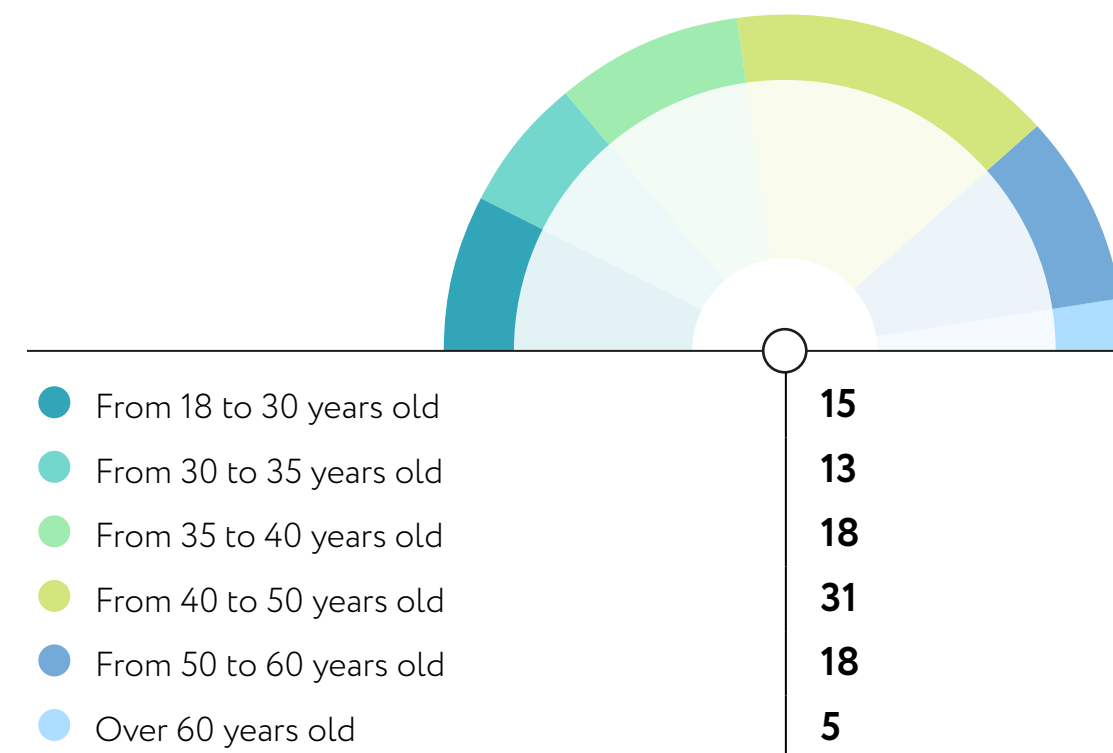
Staffing and Recruitment

Personnel Structure

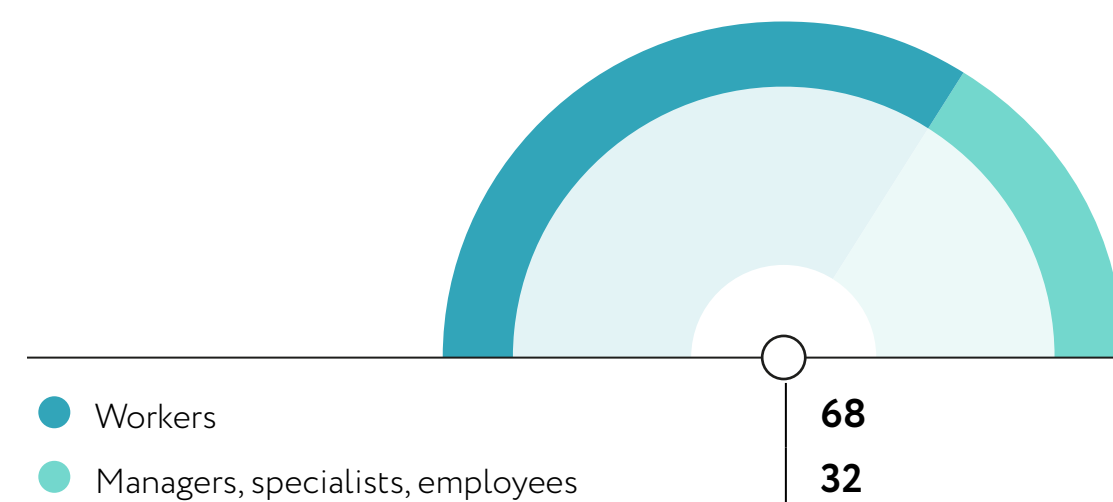
Through 2022, Uralkali's headcount¹ increased by 4% to 21,957 people. Although the reporting period was difficult and uncertain, the Company's turnover rate remained practically the same year-on-year and amounted to 9.76%.

The majority of employees (99.7%) work full time. The amount of employees working under unlimited employment contracts in the reporting period totalled 96.4%.

PERSONNEL STRUCTURE BY AGE, %



PERSONNEL STRUCTURE BY EMPLOYEE CATEGORIES, %



30% of the Company's employees are women and 70% are men. This gender ratio is associated with the industry specifics and legislative restrictions on performing underground works by women.

Recruitment

The Company relies primarily on the labour market in the cities where it operates, such as Berezniki and Solikamsk, and gives priority to local employees with the necessary experience and competence. 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.

The Company does not accept any form of discrimination in recruitment, promotion, compensation and guarantees equal opportunities for growth and career development regardless of gender, age or other characteristics unrelated to professional or business qualities.

To attract employees, Uralkali uses multiple communication channels, including:

- targeted advertising;
- recruiting websites;
- job fairs;
- Bring a Friend referral programme;
- social media;
- Uralkali's website;
- corporate information stands;
- mobile app;
- city and regional mass media;
- employment centres and the Work in Russia website (Labour for All).

In 2022, we integrated new modern methods of interacting with employees, expanded headhunting channels and used new job opening platforms to ensure effective recruitment business processes. The Company has also entered new Russian regions to attract employees for rotation work.

Automating recruitment process since 2022 has made it much easier and faster for managers to apply for and find employees. To support positive outcomes, the Company also elevated digital technologies: targeted advertising, HR BOT (hrmessenger), video job interviews, and Jcat, the advertising aggregator website.

Rotation Work

During 2022, we continued our rotation work project to attract highly skilled employees of shortage occupations.

In the reporting year, we completed the pilot stage, summed up the results and made some changes: expanded the recruitment geography by replicating the rotation method in Uralkali's subsidiaries and increased commuting expenses.



Talent Pool and Job Rotation

Uralkali builds an internal and external talent pool. During the reporting period, the Group's talent pool headcount totalled 2,014 people, 1.4% up year-on-year.

In order to timely form the Company's talent pool for key positions, the Company uses a methodology to assess risks of layoff based on the matrix of qualified personnel shortage. Risk assessment encompasses not only employee-related factors but also whether this on-staff position is in shortage in the labour market.

Uralkali has the job rotation procedure in place. We specify the same criteria and requirements for external and internal candidates, and select those with the necessary qualification, professional competencies and experience. The Company also undertakes to engage employees of closed production facilities: all laid-off employees are considered for job openings as a priority.

¹ In 2022, the reporting boundaries were changed. → | [For more information, please refer to the Reporting Boundaries section.](#)

Employing Young People

To recruit talented young specialists, the Company holds career guidance events and briefings with Uralkali representatives in educational institutions. We also interact with secondary and higher education institutions under cooperation agreements.

Every year, Uralkali provides employer-sponsored education for school graduates entering industry-specific universities. In 2022, 68 students were covered with the programme, including 11 new students.

Partnering with educational institutions, a new training programme – Underground Mining – was opened at Berezniki Polytechnic College. Furthermore, a new accelerated study mode on Underground Ore Mining was launched in the Berezniki Branch of the Perm National Research Polytechnic University (PNRPU).

In 2022, we also deployed the Engineering Class project under the School-University-Enterprise concept, poised for career guidance at high school. The first engineering class was created at Solikamsk school No. 1.

→ | [For more information, please refer to the Local Communities section.](#)

Not only schoolchildren and students take part in these activities but also young children. In 2022, we deployed a project for early career guidance in kindergartens that encompasses the Potash Journey career guidance game and puzzles for pre-school classes.

Prospect Trainee Programme

In 2022, Uralkali continued its 2021 Prospect trainee programme offers internships at Uralkali to final-year university students. Interns balance between studying and working in the Company, gain practical experience and develop competencies. The programme includes areas where Uralkali faces personnel shortages.

The Prospect totals:



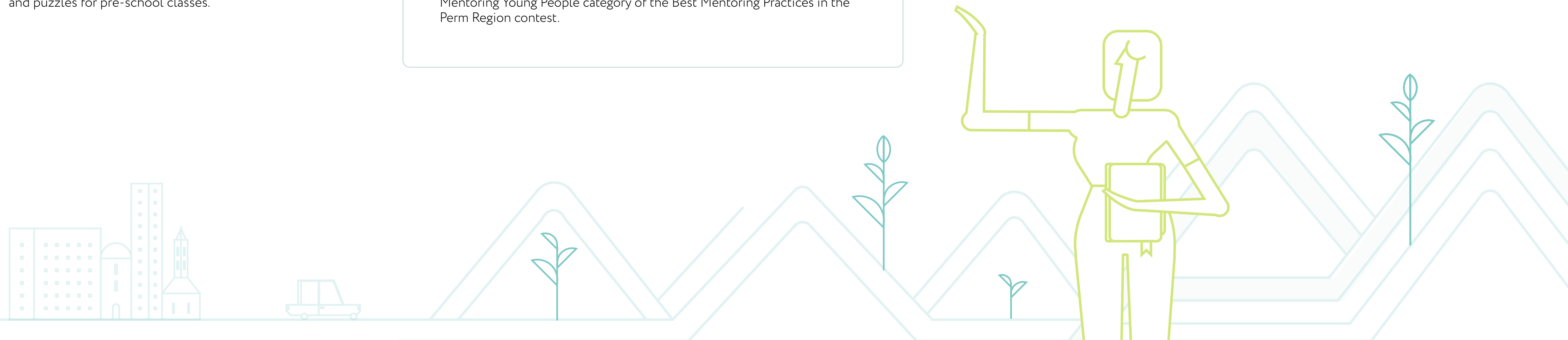
In 2022, the Prospect trainee programme won the second place in the Mentoring Young People category of the Best Mentoring Practices in the Perm Region contest.

Uralkali Museum and Exhibition Centre

Uralkali's corporate museum is a unique museum and exhibition complex uniting Berezniki and Solikamsk sites and devoted to the origin and development of the potash industry in Russia. Today, Uralkali's museum represents a career guidance platform for schoolchildren and students, and a hot spot for residents and guests of the Perm Region.

In May 2022, results of IV Corporate Museum National Contest were summed up in Moscow. Experts evaluated 126 projects presented by 62 corporate museums from Russia. According to the results, Uralkali's Museum and Exhibition Centre became:

- o a laureate in the Talent Pool Development category, I Would Be a Potash Worker project;
- o a laureate in the Public Recognition category, the only nomination where anyone could vote for the best museum on the contest website;
- o a runner-up in the Discovery of the Year category, Born of Salt: Here Is the Whole Salt – Here Is the Whole Point! project.



Motivation and Reward

Financial and non-financial incentives are important elements of encouraging Uralkali's employees. We offer extended social benefits to employees, which are among the most attractive in the industry, and competitive pay.

Uralkali's remuneration system is transparent, fair and consistent for all employee categories. In 2022, the average annual pay amounted to RUB 1,091,796.¹

Employee salaries consist of fixed and variable parts as well as bonuses and allowances. The grading system and KPIs allow for a clear-eyed assessment of employee performance across Uralkali.

The fixed portion is set by the employee's grade, while their KPIs define the variable part. The level of KPI performance sets the amount paid in bonuses.

Early in the year, employee salaries were indexed. 2022 also marked partial pay rises and a pilot project to offer additional incentives for drilling rig operators. Cooperating with trade unions, we increased the bonus budgets of Uralkali's subsidiaries for 2023.

Uralkali also provides non-financial incentives, with the most notable corporate awards of the Honorary Potash Worker, the Wall of Honour, and the Letter of Acknowledgement. In addition, employees regularly receive departmental awards, including the Honorary Miner, the Honorary Chemist, the Certificate of Merit and awards from the administrations of Berezniki and Solikamsk. In 2022, 1,764 Uralkali employees were awarded.

Person of the Year and TOP 100

In 2022, Uralkali's most people's project, Person of the Year, continued. Units present their candidates, then corporate media introduce them, and the winner is voted and awarded at the end of the year.

In order to support jobs with the highest shortage of employees, a new 2022 communication project – Top 100 – was launched in the reporting year. The project is planned to be annual.

One of the large-scale social support programmes is the housing programme aimed at new housing for Uralkali's employees in Berezniki and Solikamsk. In 2022, the first group of residential buildings was built in Solikamsk. The Company's employees can purchase new flats on preferential terms. In the reporting period, 175 flats were sold to Uralkali's employees under the housing programme.

The Company has the Attention and Care programme to support pensioners retired from Uralkali. The programme includes maintenance and support of Uralkali's Veterans Council, quarterly subsidies, financial assistance in difficult life situations, payment for medicines, health resorts, and other benefits and payments. At the moment, over 9,000 pensioners are registered.

Social Support

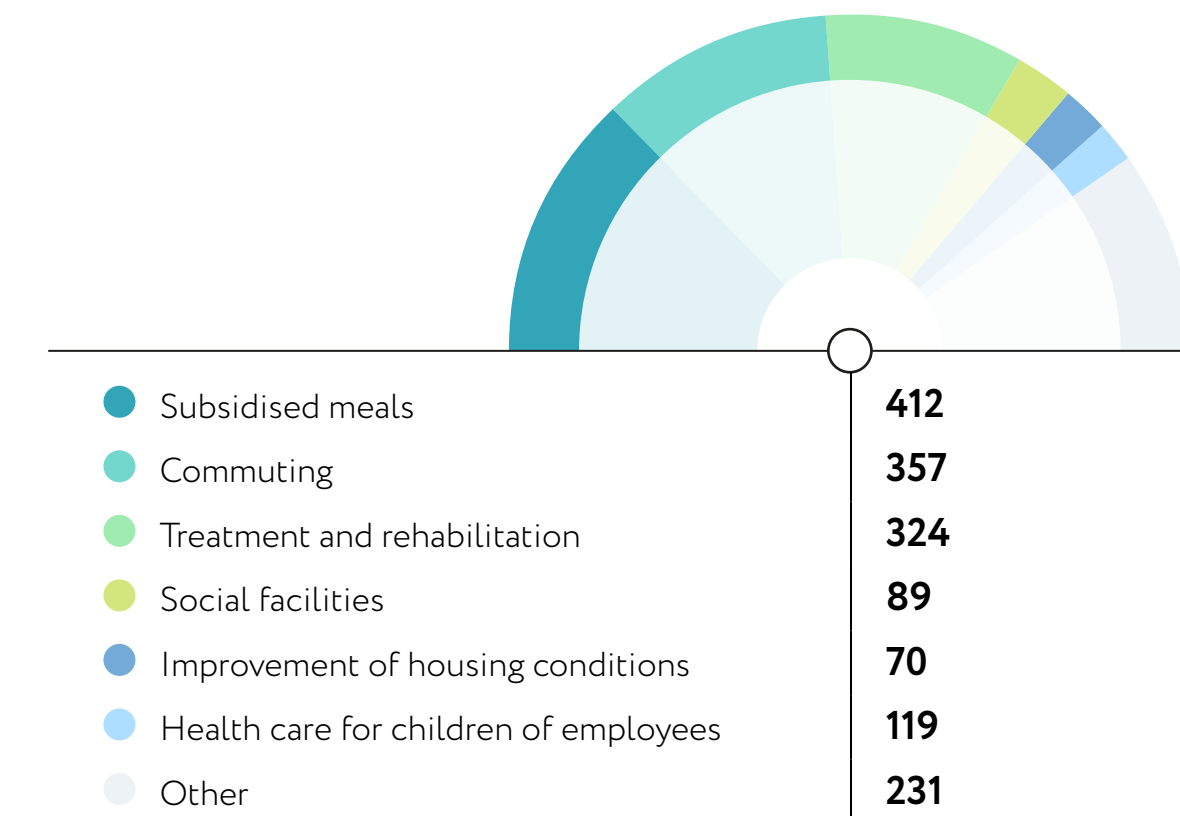
Uralkali's employees have a range of social benefits to resolve urgent issues and improve life quality. In the reporting year, the Company finished unifying social programmes for its subsidiaries.

Social expenditures on personnel in 2022 amounted to RUB 1.6 billion, 24% up against 2021. The expenditures on social programmes mainly increased in the Treatment and Rehabilitation, Subsidised Meals and Commuting categories.

The Well-being Programme approved in 2022 emphasises both physical and mental health of employees. The plan is to promote healthy lifestyle ideas through webinars and lectures, including proper nutrition, sports, stress management, and other substantial topics.

The Company has a Collective Bargaining Agreement for Uralkali's employees. The Agreement retains all benefits of the compensation package: medical care, recreation budget, food compensation, and improvement of housing conditions. Furthermore, Collective Bargaining Agreements are present in subsidiaries and cover 94% of Uralkali's employees.

EXPENDITURES ON SOCIAL PROGRAMMES FOR EMPLOYEES, RUB MLN



¹ Including remuneration to senior management.

Treatment and Rehabilitation of Employees and Their Families

To prevent work-related ill health, all the Company's employees regularly undergo medical examinations. Uralkali has introduced a work-and-rest schedule to reduce the noise exposure time, while its health resort provides employees with necessary rehabilitation and treatment. Preventive measures allow to identify the first symptoms of diseases and take action on time.

→ | [For more information, please refer to the Preventing Diseases section.](#)

Having the voluntary health insurance policy (VHI), Uralkali's employees can receive the necessary care at out-patient hospitals, mine health posts or third-party medical organisations. In 2022, we expanded the VHI programme for all the Company's employees and included additional laboratory tests, telemedicine, psychological consultation, and a second medical opinion if needed.

Every year, Uralkali makes efforts to improve the quality of services in its social facilities, including health posts and canteens. In the reporting year, the Company completed the reconstruction of the health post at Berezniki-2, and increased the number of medical terminals for pre-shift examinations. Also, the Company prepared and approved the project documentation to renovate a Solikamsk-3 canteen.

Separately, we provided health resort treatment for Uralkali's employees both at third-party resorts and the Company's Ural Gems. In 2022, more than 1,250 employees were covered by this initiative.

Uralkali holds annual campaigns to engage employees in sports, so they can attend swimming pools and ski resorts and rent sports equipment at a discounted price. The Company holds the corporate sports games that include competitions in 12 sports. The Company's employees also take part in regional sports games, championships in Berezniki and Solikamsk, and regional competitions.

→ | [For more information, please refer to the Support and Development of Sports section.](#)

New Out-Patient Hospital

In November 2022, a new out-patient hospital – Uralkali-Med – was opened in Berezniki for Uralkali and Uralchem employees to improve the quality and availability of medical services for them.

In the reporting year, we started integrating the out-patient hospital into Uralkali's structure: purchased a legal entity managing the out-patient hospital, reissued a licence for medical activities, migrated the IT infrastructure without losing the hospital performance, and continued building management processes.

Health Care For Children of Employees

Good rest, rehabilitation and leisure time for employees' children remain one of the Company's social policy pillars. Children spend their holidays at both our own Ural Gems health camp and third-party health resorts.

In 2022, over 1,800 children attended such health camps as Vita in Anapa, Druzhba in Berezniki and Ural Gems in Solikamsk. Under flight restrictions to southern airports of Russia, the Company resumed transferring children by rail.

In the reporting year, we also signed a contract with the Smena children's camp to organise the Black Sea holidays in 2023. It is the leading career guidance centre for children and the flagship of children's education and recreation in Russia.

RUB 119 million
were allocated for recreation and health care of employees' children

Over 1,800
children attended health camps

Preventing COVID-19

Uralkali proceeded with all necessary sanitary and preventive measures to stop the spread of COVID-19. Employees receive regular information on what we do, including via a dedicated hotline.

We opened eight vaccination points at mines. Over 80% of the Company's employees have been vaccinated, with a total of around 40% exposed to the virus as of the year-end. 2022 saw a significant decline in COVID-19 incidence rate.

We also resumed the Ural Gems centre and introduced the post-COVID-19 rehabilitation programme.

Trade Unions

Trade unions help the Company deal with sports and recreational activities and corporate cultural events. The Social Partnership Agreement between the united trade union and the Company operates since 2021, under which employees receive additional benefits and guarantees in excess of those established by the Collective Bargaining Agreement.

During the reporting period, the Company's management and trade union members interacted in person and in absentia. They addressed Uralkali's core development areas, social policy, drafts of the Company's internal documents on remuneration and bonuses, the draft of the Collective Bargaining Agreement of CJSC Novaya Nedvizhimost for 2022–2024, regulations on incentives, and other issues.

Training and Development

Training Efficiency

To recruit, retain and drive loyalty of skilled employees, Uralkali created a favourable environment for professional development and career growth.

The Company provides both internal and external training. In the reporting year, Uralkali shifted to an internal format for better efficacy and lower costs. 2022's outcomes showed that 97% of the professional training/retraining was carried out internally.

Training system improvements in 2022:

- developing training programmes and shifting to an internal format;
- purchasing and distributing teaching methods for internal training;
- conducting supplier market intelligence, choosing reliable suppliers;
- developing distance and online training programmes.

Uralkali evaluates both the corporate training system and individual training programmes, using a holistic monitoring system that includes projected and calculated indicators. Based on the results, we propose measures to bring the corporate training system to the next level.

According to the 2022 evaluation, the following results were obtained for the key metrics:

- 100% target achievement;
- 86% employee coverage;
- 69.6 training hours per employee.

Training Programmes

The Company's professional training builds on the Corporate University. We expanded our Corporate University's portfolio in 2022: provided 11 new programmes, updated 28 programmes, converted five trainings into a video format as well as developed three new trainings and two business simulations. The Company also expanded its internal pool of coaches to provide corporate and safety culture training.

Top-tier training programmes in the reporting period encompassed:

- MBA programme for top managers;
- strategic sessions on business processes in the Company's units;
- Leader's School – developing key managerial competencies to broaden the pool of candidates for middle managers in the production/technical unit;
- talent pool development;
- master's degree in Agrobiotechnology in Pushchino State Institute of Natural Sciences;
- ISO 9001-2015 requirements;
- a set of specialised training seminars for company employees on the H&S system management under ISO 45001:2018;
- Safety and Consciousness trainings for the Company's employees.

Career counselling is also available to all Uralkali employees, providing information on possible growth and development prospects within the Company. Furthermore, Uralkali offers retraining and rotation for employees whose health requires special working conditions.

In 2022, Uralkali resumed the programme for employees to get higher or secondary vocational education at the Company's expense. Any pre-qualified employee can choose this option.

The company does not stop searching for and implementing new training tools. For example, VR simulators help gain hands-on experience and enhance error-free work skills on the real equipment. In 2022, VR simulators were used to regularly evaluate employee skills and drill emergency response. Our 2023 perspective is to integrate the VR simulator with the WebTutor system.

Distance Learning

2022 marked the launch of a distance-learning module for the self-development of the Company's employees. All employees can access the module using work or personal computers as well as mobile phones. Distance learning is conducted via the WebTutor platform (HR portal).

In 2022, a new professional training e-course – Mining – was developed. In 2023, an e-library with 130 courses is to be piloted.

Mentoring

Under Uralkali's Mentoring project, experienced mentors are assigned to new employees at production sites. Mentoring criteria are length of service, expertise, and managers' evaluation. Mentoring programmes cover both new employees and interns, as well as the talent pool and upskilling staff.

Mentors train new employees, share knowledge and experience, onboard young colleagues, and introduce them to the Company's history and values. They also accompany employees trained as part of upskilling or talent pool programmes.

In 2022, six Company employees were placed on the Honorary Mentors of Russia Wall which is available online and gives non-material support for the workforce of domestic enterprises.

In 2022, the Prospect trainee programme won the second place in the Mentoring Young People category of the Best Mentoring Practices in the Perm Region contest, as part of the Labour Productivity national project.

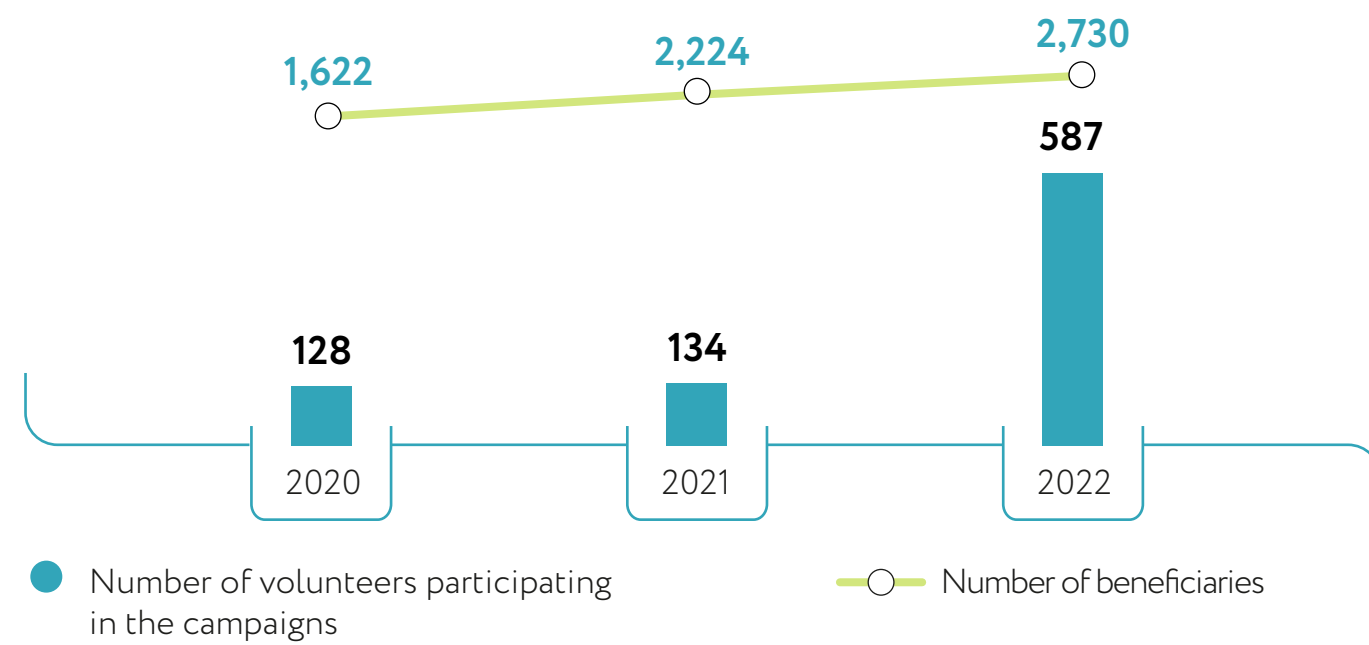
Volunteer Movement

For nine years, Uralkali has been supporting and scaling up volunteer movement to engage its employees in social work. This area also aims to create favourable conditions for self-fulfilment, communicate human and corporate values, and support social initiatives. Any Uralkali employee, willing to join the movement, can contact a youth specialist or volunteering campaign leaders.

The Company has the Regulations on Volunteer and Youth Movements that outline goals and objectives of volunteers. Since October 2022, the Sports and Youth Policy Directorate is responsible for volunteer movement. To elevate volunteer movement, Uralkali cooperates with volunteer associations and charities, and authorities of the cities and regions where the Company operates.

We embed various communication channels to promote volunteering among employees. In 2022, more people subscribed to the youth page on VKontakte (social media). Thereby, we have raised more awareness of upcoming events and substantially increased the number of the Company's volunteers.

INCREASING THE NUMBER OF VOLUNTEERS AND BENEFICIARIES



Uralkali has three volunteer movements – Children’s Joy, Green Contour, Help a Friend – and implements environmental awareness campaigns, projects, competitions and challenges. 2022 saw 63 volunteer activities in total.

In addition to the main projects, Uralkali runs the following campaigns and initiatives:

- o Warm Care – supporting the elderly and people with disabilities from care homes;
- o Children Tourism – organising tourist trips for children with disabilities and children without parental care;
- o Opportunities Without Limits – addressing children with disabilities and inviting Paralympic champions; Do Good – fundraising by Uralkali’s employees to buy gifts children with disabilities ask for in their letters to Father Frost.

To add motivation, Uralkali encourages volunteers. In 2022, 25 volunteers of the Company received corporate awards. The leader of the Children's Joy campaign also got the Volunteer of the Kama Region badge established by the governor of the Perm Region.

URALKALI'S KEY VOLUNTEERING AREAS



HUMAN RIGHTS

Why **this is important** to us:



Uralkali strives to address various aspects related to human rights, namely: fair remuneration, social safety nets, comfortable working conditions, healthy business culture, freedom of association, equal career opportunities, confidentiality of personal data, and mutual respect in the workplace. Respecting human rights ensures that the Company builds and maintains long-term and trusting relationships with all stakeholders, which in turn guarantees our performance.

Strategy and Goals

2025 ESG Goals

2022 objectives

- Developing a method to assess human rights risks
- Developing the Diversity and Equality Programme

2022 Progress

- Developing a method to assess human rights risks
- Assessing human rights risks for 2022
- Developing the Diversity and Equality Programme in line with legal and industry-specific restrictions with performance metrics

2023 Targets

- Assessing human rights risks on a regular basis
- Implementing the 2023 Diversity and Equality Programme

2022 Highlights

20%

of women in senior management positions

2 out of 7

members of the Board of Directors are women

75%

of employees consider the Company's working environment inclusive and equal

0.6%

of employees are people with disabilities



Adhering to the un Global Compact

As a participant of the UN Global Compact, Uralkali follows 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



"First and foremost, employees should know their rights, so we put a great emphasis on developing various communication and awareness tools: mandatory training, a series of podcasts and educational videos on human rights for broadcasting on plasma TVs and in Uralkali's mobile app. We know our own rights but should also respect rights and interests of others. This is our approach to a productive and healthy environment in the Company and regions where we operate."

Vladimir Podbornov

Head of Organisational Planning
Department

Approach to Management



Senior Management

The Human Resources and Communications Directorate is responsible for handling human rights matters, while the Risk Department helps assess related risks. In the meantime, the Board of Directors and its Appointments and Remuneration Committee also put human rights and equal opportunities on the agenda.



Regulatory Documents

- Code of Corporate Culture is Uralkali's core ethics document.
- In 2020, Uralkali developed the Human Rights Policy outlining key commitments, including freedom of association and collective bargaining, preventing forced and child labour, ensuring safe working conditions, non-discrimination and equal opportunities, and compliance with
- In 2021, we supplemented the Policy, guaranteeing equal remuneration for work of equal value and undertaking to respect not only our employees but also suppliers, contractors, and local community members.
- Our 2021 Diversity and Inclusion Policy is meant to ensure professional, cultural and personal diversity among employees.
- We reissued the Regulations on Ethical Commissioners in 2022.

Risk Assessment

In 2022, the Company developed a human rights risk assessment methodology that covers the following aspects:

- fair remuneration;
- social guarantees;
- child labour;
- safe working conditions;
- healthy business culture;
- freedom of association;
- equal career opportunities, and
- personal data confidentiality.

The assessment started in 2022 and takes place annually, with an eye on early identification and mitigation of risks. In 2022, human rights risks were assessed as low.

Feedback

Feedback tools are a key element of the human rights enforcement system, so the Company provides various opportunities for all stakeholders to raise human rights or business ethics concerns – a call centre or ethical commissioners. At the same time, we guarantee confidentiality and absence of any sanctions for those applied.

As such, we are able to identify and promptly respond to human rights violations and engage in dialogue with our staff and external stakeholders.

Human Rights Training

2021 saw the first training on human rights for Uralkali's staff and contractors. Now this training is a compulsory part of the onboarding process. During the course, we explain what rights our workers have and what to do if they are violated.

In addition, educational videos on human rights were made to be broadcast on video screens at Uralkali's production sites and in the mobile app.

During the reporting period, we trained 100% of the employees in Ethical Compliance and recorded a season of dedicated podcasts, covering human rights on the job, ethical relationships at work and in society, and male-female relationships. In addition, a series of videos on gender issues was developed.

In the meantime, we provided an online course on security, covering 100% of directly involved employees. The training is also mandatory for employment, while human rights clauses were included in the contracts with security organisations.

Diversity and Equality Programme

In 2021, Uralkali developed the Diversity and Inclusion Policy. In 2022, the Company supplemented it with a comprehensive Diversity and Equality Programme.

Prior to the Programme, we conducted a reference analysis of the best practices under the Target Gender Equality programme, organised by the UN Global Compact local network, and an audit of the Company's current gender diversity practices.

DIVERSITY AND EQUALITY PROGRAMME AREAS

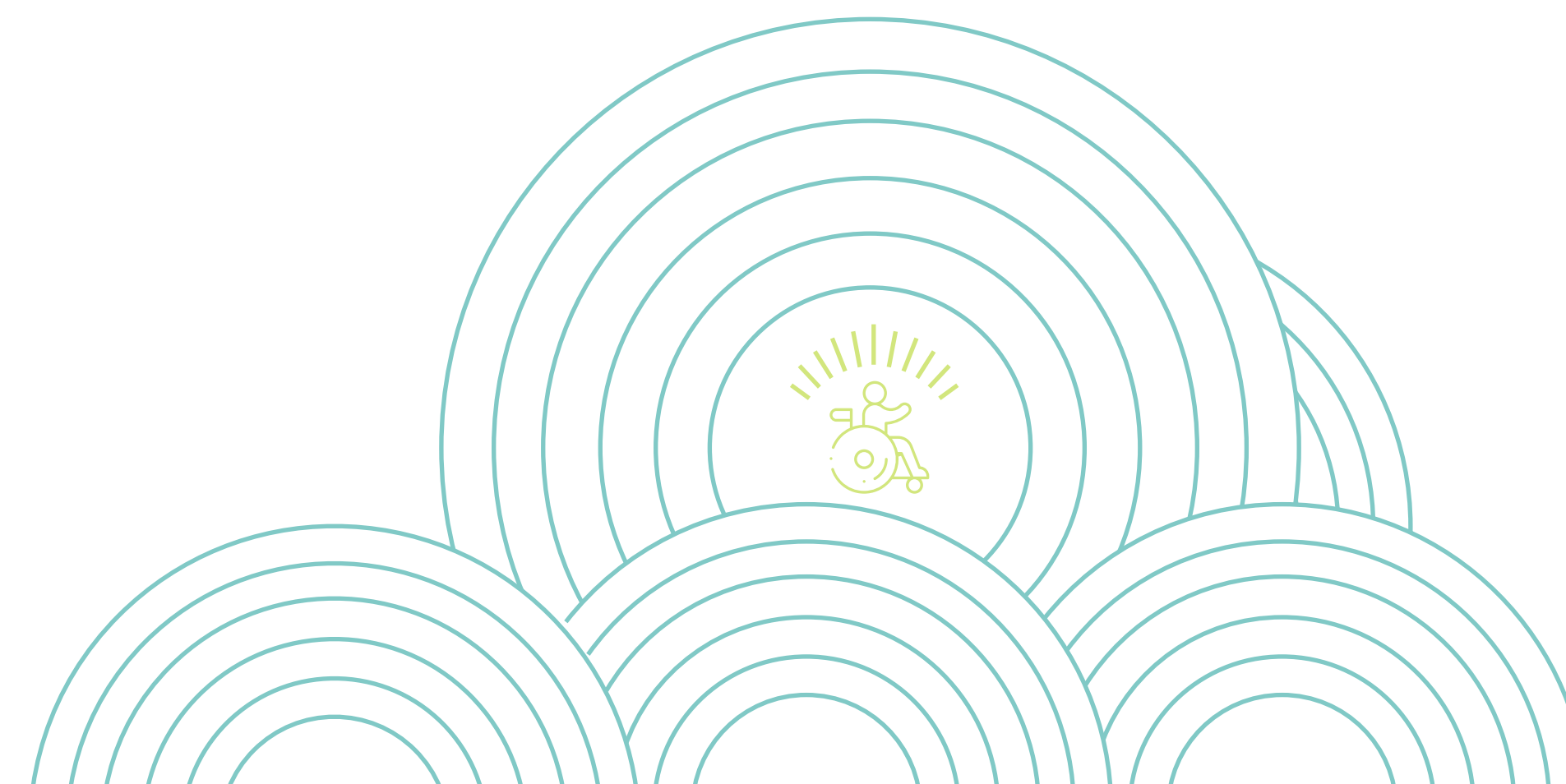
AREA	MEASURES	TIMELINE
Strategy	o Developing channels for complaints handling and conflict resolution	Constantly
	o Declaring for gender equality by senior management	Constantly
	o Training employees in non-discrimination, equal opportunities and dealing with unconscious bias	2023
Recruitment	o Implementing diversity and inclusiveness into the recruitment process	Constantly
	o Giving equal opportunities for all employees regardless of gender, age, nationality or any other characteristics	
Development and careers	o Maintaining an internal corporate portal with links to the Women in Mining Russia educational resources	2023
	o Ensuring equal opportunities for women and men to be included in the talent pool (except for mine positions)	Constantly
	o Adjusting the timing of professional development programmes for women (with due regard for maternity leave)	Constantly
Remuneration	o Providing equal pay for work of equal value	Constantly
	o Carrying out regular audit and benchmarking of gender pay equity among employees	Constantly
Corporate culture	o Maintaining the confidential complaints handling system, regarding violence as well	Constantly
	o Surveying employees on inclusiveness of the working environment	Annually
	o Training employees in zero-tolerance for all forms of violence	2023
	o Developing a communication programme to promote gender equality	2023
	o Providing psychological support	Constantly

The Programme includes the following key performance metrics:

METRIC	2021	2022
Number of confirmed sex and gender discrimination cases reported via feedback channels	0	0
Number of confirmed cases of workplace violence (with a breakdown by gender in the reporting year) reported via feedback channels	0	0
Proportion of women among senior managers (within CEO-2)	20%	20%
Goal: at least 20%		
Employee engagement level	58%	64%
Employee perception of the work environment as favourable, inclusive and providing equal opportunities	71%	75%

Employing People with Disabilities

According to law, Uralkali provides jobs for people with disabilities. In 2022, 140 people with special needs (0.6% of the total headcount) worked at Uralkali. In addition, the Regulations on the Selection of Personnel and the Collective Bargaining Agreement provide for the preferential right to work for a candidate who has received a disability at the Company's enterprises.



LOCAL COMMUNITIES

Why **this is important** to us:



Acting as one of the largest industrial enterprises in the region, Uralkali is aware of its responsibility and role in the expansion of cities where it operates, improving the living standards of the population and establishing a favourable social and cultural environment. Over the years, the Company has built up trusting relationships with local communities and invested in a number of social and charitable projects.

Strategy and Goals

2025 ESG Goals

- Improving the system of interaction with local communities and charity activities

2022 Progress

- The Company's activities are included in the plans for the development of the region and cities of presence developed by the authorities
- The practice of accounting for measurable indicators for specific activities (number, coverage) has been introduced

2023 Targets

- Implementing socially-oriented projects aimed at developing the regions of operation

2022 Highlights

RUB 1,107 mln

charity expenses¹

including

RUB 251 mln

aimed at supporting education

RUB 147 mln

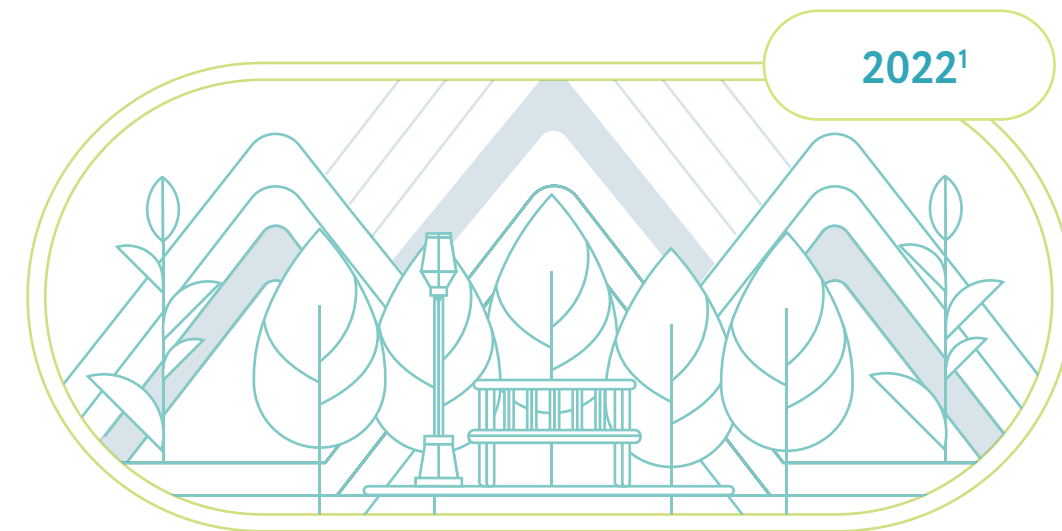
aimed at supporting sports

¹ The amount does not include resettlement expenses and cost of products supplied to Africa.



KEY SOCIAL PROJECTS OF THE COMPANY

Landscaping



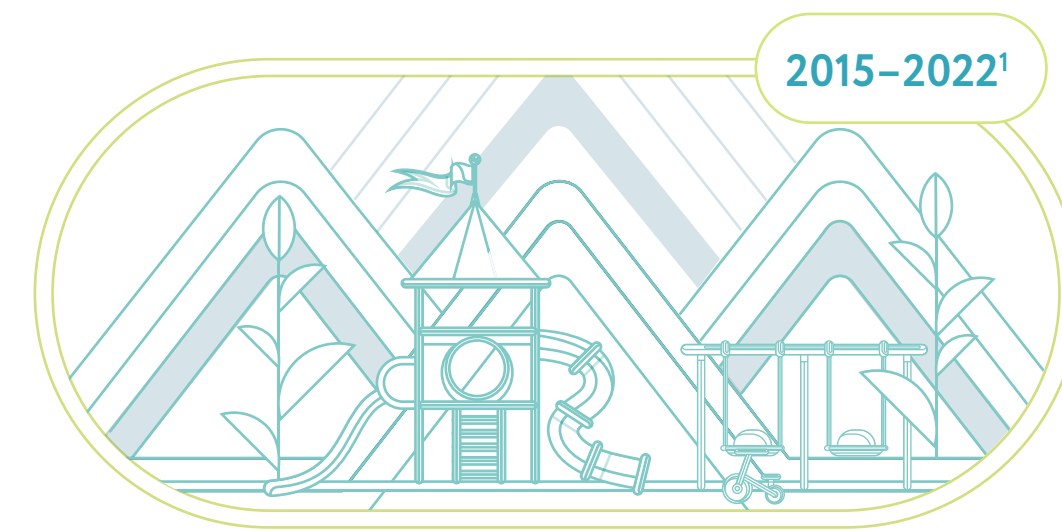
Reconstruction of the Botanical Garden named after A.G. Genkel in Perm

Full funding **RUB 80 mln**



Park landscaping in the Lyubimov microdistrict in Berezniki

Full funding **RUB 70 mln**



Installing children's and sports complexes in the microdistricts of Berezniki and Solikamsk

Full funding **RUB 49 mln**



Road repair (inter-settlement roads and city roads in the Solikamsk urban district and Berezniki)

Co-funding **RUB 48 mln**



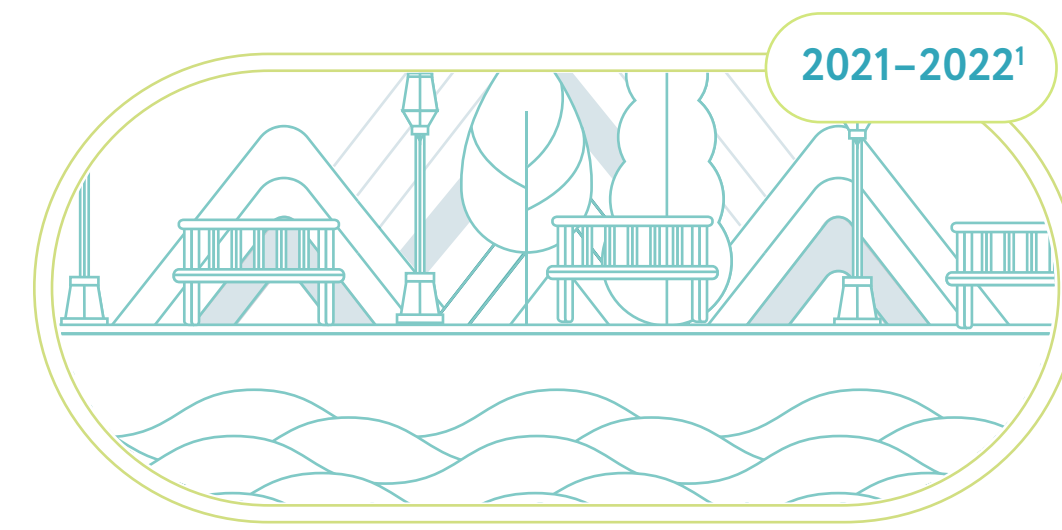
Acquiring municipal special equipment for cleaning public amenities in Solikamsk

Co-funding **RUB 30 mln**



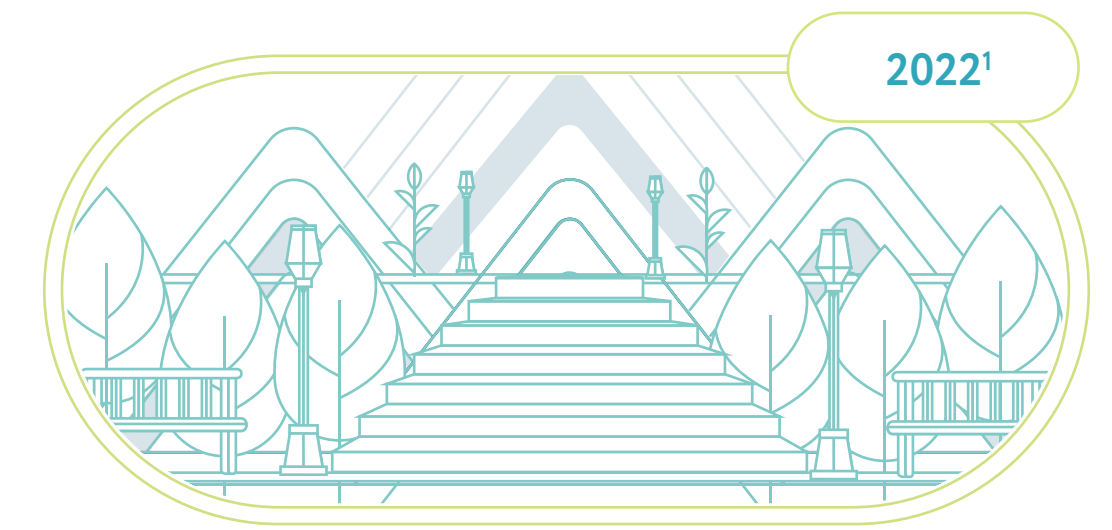
Solzavod memorial estate overhaul in Solikamsk and improvement of the adjacent territory

Co-funding **RUB 27 mln**



The Solyanaya Versta project for improving the embankment of the Usolka river in Solikamsk

Co-funding **RUB 22 mln**



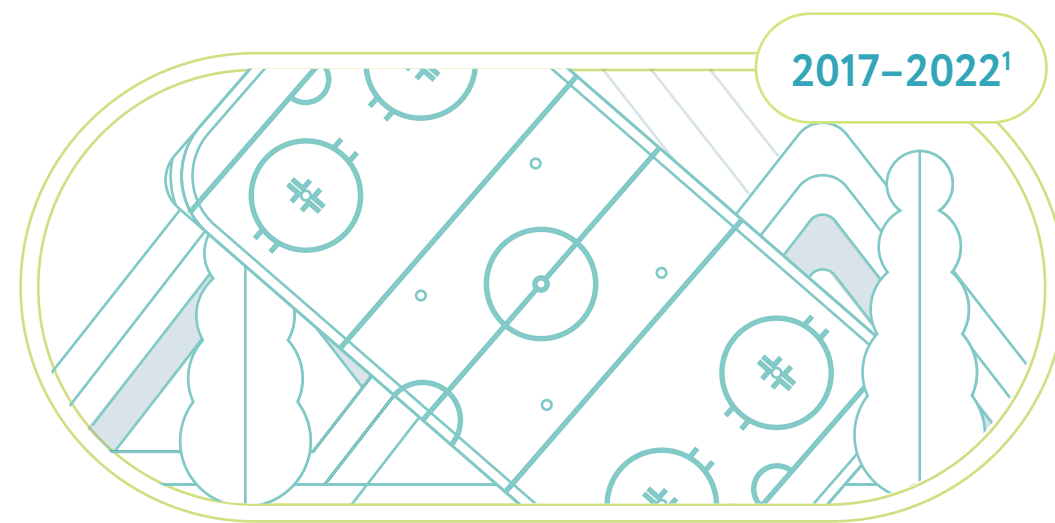
Public area landscaping – Potemkin Stairs

Co-funding **RUB 10 mln**

¹ Projects ongoing in 2023 and beyond.

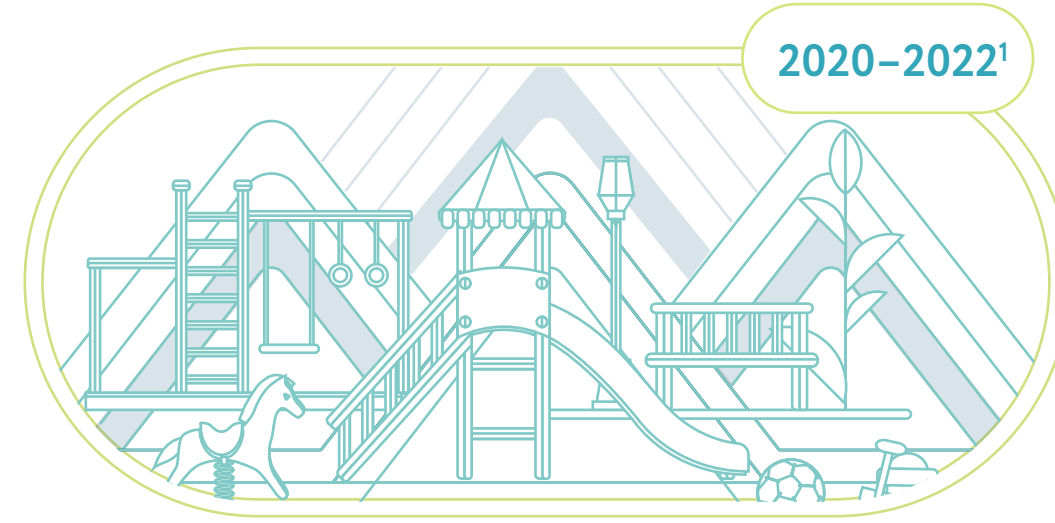
KEY INFRASTRUCTURE DEVELOPMENT PROJECTS IN THE REGION

Sport



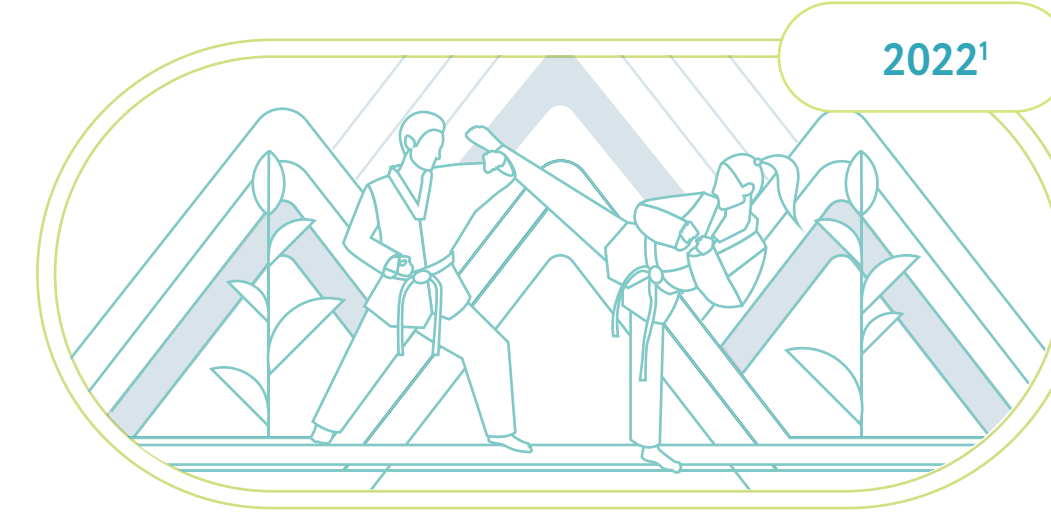
Indoor skating rink construction in Berezniki

50% co-funding **RUB 106 mln**



The project for the arrangement of sports grounds in kindergartens — Uralkali for Future Champions (Berezniki and Solikamsk)

Full funding **RUB 13 mln**



Setting up the sports centre of martial arts of Uralkali in Berezniki

Full funding **RUB 5.1 mln**

Culture

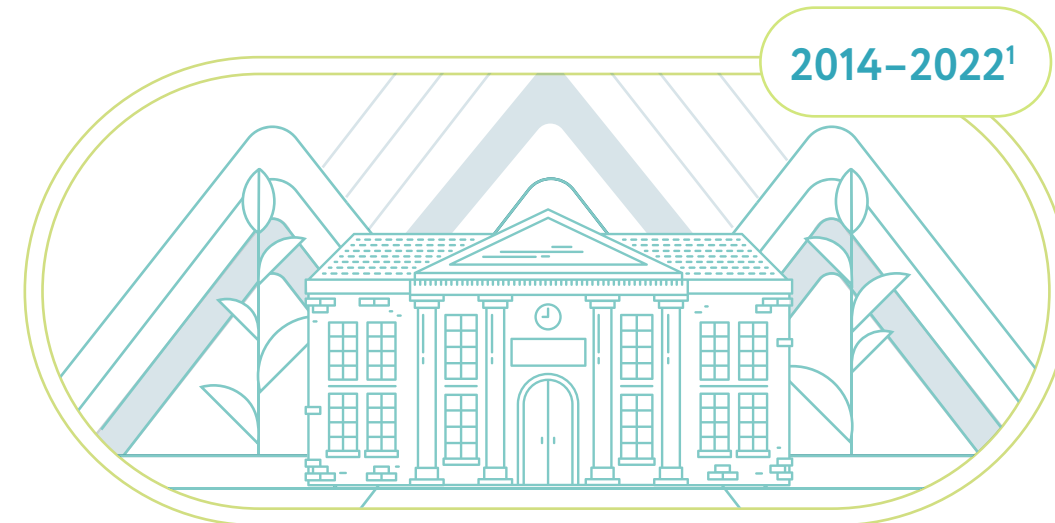


Temple construction in Berezniki

Full funding **RUB 780 million** at the end of 2022

The budget of the entire project, including future work: **RUB 1.5 bln**

Education



Improving the material and technical base in schools and kindergartens (Berezniki and Solikamsk)

Co-funding **RUB 50 mln**



¹ Projects ongoing in 2023 and beyond.



"Establishing comfortable living conditions and retention of qualified personnel in the region of operation is one of the priorities of our Company. The needs of the local population are reflected in Uralkali's charitable projects implemented in cooperation with local communities and state authorities.

Ensuring social stability helps Uralkali maintain the trust and support of local communities. In 2022, we allocated RUB 1,107 million to charity, including projects to support education, improve the quality of medicine, popularise sports and build infrastructure facilities."

Oleg Kalinsky

Head of Government Relations

Approach to Management



Senior Management

The Company's top management is actively involved in addressing the issues of developing the regions of presence and supporting local communities. Responsibility for interaction with the regions of presence and the implementation of specific activities is distributed among the internal divisions of the Company, i.e. the Government Relations Department and the HR and Communications Directorate.

In 2022, the direction for sports support was allocated to a separate unit, i.e. the Sports and Youth Policy Directorate.



Policies and Regulations

- Corporate social responsibility policy
- Charity and Sponsorship Policy
- Local Community Engagement Policy

In early 2022, Uralkali approved and published the the Charity and Sponsorship Policy and the Local Community Engagement Policy. These set out the principles, goals and obligations of Uralkali in terms of expanding the regions of operation and interacting with local communities.

Interaction on the Region Development

Uralkali has been highly active in the towns where it operates for many years. We deployed projects to improve living standards in the Perm Region and encouraged young specialists from Berezniki and Solikamsk to work in their home towns.

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.

Given the active work on the ESG agenda since 2022 on activities included in the priority areas of support for local communities, the practice of fixing measurable performance indicators has been introduced: the number of implemented projects, audience coverage, as well as the number of implemented events.

When it comes to managing social investments, Uralkali focuses on the needs and demands of local communities and its employees. In 2022, the amount of expenses for the Company's charitable activities amounted to RUB 1,107 million.

Development Plans for the Cities Where We Operate

In 2021, Uralkali elaborated a Roadmap for the Development of Cities of Presence up until 2023. The document was developed with the support of city administrations and considered the results of a survey of representatives of local communities on the topic of satisfaction with living in the cities of presence.

The Company's initiative to systematise the development of cities and preserve human resources built up momentum for the development of own roadmap for the region development by the regional

authorities. Separate comprehensive plans for the development of cities were further developed, including Berezniki and Solikamsk. These documents set out regional and municipal priorities, while further including objects and activities specified in the Roadmap for the development of cities of Uralkali's operation.

Interaction with Authorities

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. Uralkali's interaction with the cities of operation is governed by the following agreements:

- Agreement on Cooperation and Relations with the Berezniki Administration;
- Agreement on Cooperation with the Solikamsk Administration;
- Trilateral Agreement Between the Perm Region's Government, the Berezniki Administration, and PJSC Uralkali;
- Memorandum Between PJSC Uralkali and the Municipality of Berezniki on Assistance in the City Development.

Interaction on Matters of Liquidation and Conservation of Enterprises

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.

Support and Development of Sports

Uralkali places great emphasis on supporting sports in its social activities. An active lifestyle improves the health of employees and residents of the Perm Region, which yields a positive effect on the development of human capital in the region. Furthermore, sport contributes to the cultural and physical development of children and adolescents: it forms the character, purposefulness and healthy values of the younger generation.

Uralkali applies a comprehensive approach to the task of developing sports in the region:

- the proper infrastructure for classes is being created – sports centres equipped with safe halls, sports grounds and children's complexes;
- the required sports equipment and outfit are procured;
- professional coaching staff is expanding;
- methodologies for training athletes are being elaborated;
- athletes of the region get the chance to take part in competitions at the local level and travel to other cities;
- projects are being implemented to raise the maximum number of people to both amateur and professional sports.

Uralkali supports the development of sports at three levels: at the Company level, at the regional level as well as at the federal level. In 2022, to further improve this area, the Company set out a separate Sports and Youth Policy Directorate, which consolidated Uralkali's sports support activities both among its own employees and among the population of the regions of presence.

RUB 147 mln

amounted to the amount of the Company's expenses to support sports in 2022



"The Perm Region is one of the leaders in introducing residents to sports and a healthy lifestyle. Sports in the cities are developing and getting accessible to the extent possible, and Uralkali, which is part of the united company Uralchem, takes an active involvement in this matter."

Today, with our support, new sports facilities are being built, workout grounds and children's complexes are being opened, which can be visited by all residents. Projects and programmes are also being implemented that enable athletes and the younger generation to achieve high results.

I am convinced that thanks to our contribution, the Perm Region will become a centre of attraction for the entire sports elite of our country, as well as for attracting the young generation of citizens."

Radmir Gabdullin
Sports and Youth Policy Officer

Sports Support at the Corporate Level

At the corporate level, the Company's employees annually hold sports competitions, including competitions in 12 sports: six games and six individual ones. The list of participants in 2022 involved over 2,500 people from different divisions and subsidiaries of Uralkali.

The Company further establishes conditions for regular sports activities: employees can visit swimming pools in Berezniki and Solikamsk, ski resorts and rent skiing, cycling and other sports equipment at a discount. The Kaliets Sports House located in Solikamsk is also available for employee use.

In the reporting year, Uralkali entered into an agreement with the Association of Corporate Sports in order to promote sports and involve employees in regular activities.

The Company employee take part in regional sports days, championships in Berezniki and Solikamsk, as well as in regional competitions. It is expected that Uralkali's athletes will also take part in the games of the Association for the Development of Corporate Sports, i.e. the international sports day of workers.

Support at the Regional and Federal Levels

Uralkali supports sports clubs and federations both at the regional and federal levels. In 2022, the Company allocated funds to support the activities of federations of kickboxing, arm wrestling, Greco-Roman wrestling, MMA and other martial arts.

The key projects for 2022 implemented in cooperation with Uralchem featured the following: the Champion's Mission programme, the Uralchem Run Factory project, support for the international MMA league and K-1 Ural Fighting Championship (Ural FC).

Uralchem Run Factory is one of the largest running projects. Everyone who wants to join the sport can become its participant, regardless of the level of training. The project involves free offline and online training with professional trainers, consultations, advice on proper nutrition, equipment, motivating lectures. As part of this project, another direction is presented, that is, the Uralchem Ski Factory, charged with the ski direction development.

With the support of Uralkali and Uralchem, Perm will host the largest event of the year in October 2023 – the Russia Is a Sports Power international forum. It will be attended by leaders of sports structures from different countries, representatives of the Ministry of Sports of the Russian Federation. The forum will host an international tournament in mixed martial arts and K-1 league Ural FC. In July 2022, we already held the first competitions in Perm, which raised over 8 million live views.

Sports Facilities Development

To enable Uralkali employees and other residents of the region to perform at a high level and compete with other companies and the best athletes in the country, establishing new sports complexes, grounds, and stadiums are required.

With the support of Uralkali, new sports facilities and complexes are being built. In 2022, as part of the Uralkali for Future Champions – 5 playgrounds were installed in kindergartens in Berezniki and Solikamsk.

The Company further finances the activities of already built sports facilities. The Company owns the Kaliets sports complex, the Dolphin swimming pool, a ski base in Solikamsk, where a functional and recreational centre for martial arts is also scheduled to be built in 2023.

In addition, in February 2023, a solemn opening ceremony of the multifunctional martial arts centre of Uralkali, was held in Berezniki, which was intended for training sessions and competitions.

Champion's Mission Programme

It is also worth noting the Champion's Mission interregional programme, implemented with the support of Uralkali and Uralchem and involves the organisation of visits to the cities where Olympic champions and sports functionaries are present. As part of such meetings, master classes, autograph sessions are held, Olympic champions communicate with young athletes and coaches.

In 2022, Berezniki and Solikamsk were visited by Margarita Mamun, Anastasia Karmaeva, Alexander Sukhorukov, Vyacheslav Fetisov, Ksenia Shoigu, Mingiyan Semenov, and Viner Galiev. In 2023, no less than six Olympic champions in various sports are expected to arrive.

As part of the programme, meetings are arranged both with athletes as well as with leaders of public opinion, figures in education, culture and healthcare. Thanks to the programme activities, we can give the younger generation motivation and guidance for success through live communication.

"The essence of the Champion's Mission programme is that young athletes can meet their idol, ask a question and get a first-hand answer. I know firsthand how one short meeting can drastically change a person's fate, give them such an incentive and motivation for further movement that they will move mountains on the way to achieving their cherished dream."

Radmir Gabdullin
Sports and Youth Policy Officer

Key Kali-Basket Findings

Methodological Framework



A methodology for training high-level athletes based on the best basketball techniques has been elaborated

Human Capital



26
coaches



12
teams

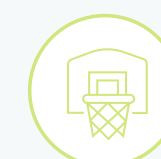


1,680
children and teenagers

Infrastructure



28
basketball centres open



10
school halls renovated



Basket Hall
construction support

Over
RUB 30 mln
annual investments for the Kali-Basket project implementation

132
trips to competitions within the Russian Basketball Federation (RBF) for 2020–2022

68
prizes for 2020–2022

Kali-Basket Project to Popularise Basketball

Since 2013, Uralkali has been implementing the Kali-Basket project aimed at developing children's basketball in Berezniki and Solikamsk. The project partners are the Kali-Basket Basketball Club Association and city administrations. The project aims to popularise basketball as a mass and accessible sport and foster a healthy lifestyle among young people in Berezniki and Solikamsk.

Both local staff and coaches from the leading clubs of the Russian Federation are involved in creating and expanding the coaching base. In addition, the possibility of targeted training and involvement in the project of graduates of the Kali-Basket Basketball Club has been introduced.

As part of the Kali-Basket project, 12 major national teams have been formed that worthily represent the cities and the region at competitions of various levels. The teams rank in the TOP-10 basketball teams of the country. The level of training of young basketball players enables them to become regional champions and perform worthily at All-Russian competitions. Graduates and players of the Kali-Basket club are invited today and already represent and play in such leading youth basketball clubs of the country as CSKA, Uralmash, Zenit and others.

Basket Hall Construction

Uralkali is supporting the Perm – Basketball Capital of Europe regional project, one of the activities being the construction of a Basket Hall in Berezniki. Construction is scheduled for 2024–2025.

RUB 25 mln
Uralkali allocated for design and survey work for the Basket Hall construction

Basket Hall will host a multifunctional sports facility and will include four training grounds, one platform with retractable stands for 1.5 thousand seats, as well as gyms and fitness rooms. A hotel with 80 beds for athletes and coaches, as well as a conference hall is planned on the second floor of the complex. The total area of the building will be 11 thousand square metres.

The new complex will make it possible to raise future champions as well as become a point of attraction for citizens and guests of the city, which will host sports and leisure events of various levels.

Cultural Support

In 2022, the Company continued to implement projects in supporting culture and public initiatives, including financing and organising a number of cultural events and city holidays. The implementation of these activities is important for creating a favourable social and cultural environment in the cities of presence, promoting an active lifestyle of the population and character education.

In the reporting year, with the support of Uralkali, 30 events were arranged for residents of the cities of presence as part of the Maslenitsa (a traditional Russian festival to welcome spring and start the Orthodox Lent) project, Thank You for the Victory! campaigns were held to celebrate the Victory Day, a joint celebration of the day of Solikamsk and the Miner's Day was held, a day of Berezniki was held (90th anniversary of the city).

The Company extended support to projects on proactive budgeting, social projects and youth initiatives. In 2022, seven projects received support. During the reporting period, Uralkali also sent charitable assistance to a number of NGOs, including the Bibliograd Non-Profit Partnership, the Solikamsk Foundation for the Support and Development of Territorial Public Self-Government and Public Initiatives.

St. Nicholas Church Construction

In 2015, the management of Uralkali decided to assume full responsibility for the construction of the St. Nicholas Church in the centre of Berezniki. Thanks to the Company's support, the temple has already been built, and finishing work is being performed strictly on schedule. Based on the project documentation, up to 800 people can be accommodated in the St. Nicholas Church at the same time.

The temple being built is a technically complex structure that requires great attention when finishing and arranging engineering systems. Each element inside and out, each plot of the painting, church utensils – everything is created on an individual order, according to the chosen concept.

In 2022, the painters of the Palekh Iconostasis workshop completed painting the walls and vaults inside the temple. St. Nicholas Church was painted by about thirty painters, and the total area of the painting was 4200 square meters. The next stage is the transportation of the 15.5-metre high iconostasis to Berezniki, followed by the improvement of the temple area.

RUB 780 mln
allocated for the construction of St. Nicholas Church in 2015–2022

RUB 1.5 bln
is the budget of the entire project, including future work

Improving Cities of Presence

As part of the work to improve the living standards of the population, Uralkali puts great emphasis on developing the infrastructure of the cities of presence. The Company allocates funds for the repair, improvement and landscaping of public spaces, the installation of children's play complexes and small architectural forms. In addition to implementing in-house initiatives, the Company closely cooperates with the authorities and provides financial support to larger projects.

Improving the Usolka Embankment

In 2021–2022, Uralkali actively supported the implementation of the Solyanaya Versta project to improve the coastline of the Usolka River in Solikamsk. The Solyanaya Versta project became the winner of the competition of the Ministry of Construction of the Russian Federation for the improvement of small towns and historical settlements as part of the Housing and Urban Environment national project.

The funds allocated by Uralkali were used to asphalt the parking lots adjacent to the facility, install a video surveillance system, install modular structures, repair staircases, sidewalks and footpaths, repair a pedestrian bridge, install a dynamic light fountain, and install a fence.

RUB 21.65 mln
sent in 2021–2022 for the Salt Mile project

Improvement of the Potemkin Stairs Public Territory

In the reporting year, the Company supported the project to improve the Potemkin Stairs public area in Solikamsk. This project became the winner of the rating voting as part of the Formation of a Comfortable Urban Environment project of the Housing and Urban Environment national project.

Uralkali's financial support will make it possible to implement additional territory landscaping to turn it into a full-fledged and comfortable public space. The Company's investment will be used to equip the territory adjacent to the stairs: approaches and sidewalks, play sports grounds, and also the fences of kindergartens, bordering objects will get replacement. In 2022, these activities have already started – a playground has been installed as part of the Cozy City project, and a number of works have been completed to improve the surrounding areas.

Restructuring a Unique Botanical Garden

In 2022–2023, the Company will finance the reconstruction of the unique in Perm Botanical Garden named after A.G. Genkel, located on the PSNIU territory, in the amount of RUB 80 million. The reconstruction project is dedicated to the anniversary of Perm and the Botanical Garden, which is the oldest botanical garden in the Urals, one of the ten largest in Russia, featuring a unique collection of plants.

The project involves the greenhouse reconstruction, renovation of landscaping elements, current and major repairs of infrastructure and communications facilities, and other activities.

Relocation of Residents From Dilapidated Housing

In 2022, Uralkali continued to cooperate with regional and federal authorities to implement a programme to relocate residents from dilapidated housing. In order to establish comfortable and safer living conditions for citizens, housing and infrastructure are being built in the new Lyubimov microdistrict on the right bank of Berezniki.

Since 2013, Uralkali has transferred RUB 4.8 billion as part of housing construction financing under an agreement with the Government of the Perm Region and Berezniki administration. From 2013 to February 2023, over 12 thousand people have already been resettled, and about two thousand more people are planned to be resettled during 2023.

Over 12,000
people relocated from dilapidated housing from 2013 to February 2023

Healthcare Support

Support for medicine in the regions of operation is a common area of the Company's social policy. Uralkali extends its support to medical institutions in Berezniki and Solikamsk, participating in the reconstruction and repair of buildings, purchasing modern equipment, helping to organise and finance social programmes for medical workers.

Support of the Region – Medicine Project

For Uralkali, as a socially responsible company, it is important that the residents of Verkhnekamye receive high-quality and timely medical care. Uralkali traditionally provides support to the Regional Hospital named after academician E.A. Wagner city of Berezniki. The agreement signed with the hospital provides for the creation of conditions for the further healthcare expansion in Verkhnekamye, the promotion of opportunities for the professional growth of doctors, as well as the extension of the social package for medical workers of the hospital.

In 2022, as part of this agreement, the Company allocated funds to support social programmes for medical workers, including compensation of interest rates on loans, provision of vouchers for sanatorium and resort treatment for hospital employees and recreation for children of medical workers, funding grants for innovations, and purchase of equipment.

More than
RUB 5 mln

were sent by Uralkali to support the Regional Hospital named after academician E.A. Wagner in 2022

Educational Support

In 2022, Uralkali continued to actively implement projects to support education, including projects aimed at preserving the human resources potential of the cities of operation. The company is involved in financing the construction and repair of educational institutions, as well as the purchase of the necessary equipment for classes. Uralkali further assists in arranging events and various promotions for children of preschool and school age, teachers, and supports city competitions. Career guidance activities play an important role in the ongoing projects.

Opening an Engineering Class

One of the major and important projects in 2022 was the opening of an engineering class in Solikamsk based on school No. 1. Funds allocated by the Company were used to purchase laboratory complexes in chemistry and physics, furniture for the engineering class and co-working areas, as well as equipment for robotics. In addition, the training laboratories in physics, chemistry and robotics were renovated.

RUB 8.5 mln
Uralkali allocated for implementing the Engineering Class project

The Engineering Class project is being implemented as part of a tripartite network cooperation agreement between Uralkali, Secondary School No. 1, and the Perm National Research Polytechnic University (PNRPU). The project aims to extend vocational guidance for high school students and open up opportunities for obtaining high-quality specialised education in the regions of presence.

The engineering class was opened in September 2022. In December 2022, the Engineering Class project was given the status of Experimental Pedagogical Platform at the municipal level. In addition to the engineering class itself, the project further arranges excursions to the Uralkali Museum, career guidance events, visiting sessions with teachers from PNRPU departments, and a whole range of other events.

Rural Holidays Project

In the summer of 2022, the Rural Holidays project was implemented in Berezniki and Solikamsk, which aimed to arrange useful summer employment for children and adolescents in rural areas. One of the project objectives is to involve children and adolescents in a healthy lifestyle through preventive, sports and cultural events with the participation of teachers, as well as to provide a system for creating equal opportunities for the comprehensive development of urban and rural schoolchildren. The project became the winner in the Leader of the XXI Century regional competition.

Over
1,000
schoolchildren attended the events of the Rural Holidays project

Consortium for Constructing a New College Building and a Hostel

Following the end of 2022, Uralkali signed an Agreement with the Government of the Perm Region and other major companies of Verkhnekamye to establish a consortium to build a new academic building in Berezniki Polytechnic College and a hostel for non-resident students in Berezniki.

Cooperation with large industrial enterprises of Berezniki is aimed at joining efforts in tackling the problem of establishing conditions for keeping young people in the city through pursuing specialised professional studies and further employment.

Geoquantum Opening

Thanks to financial support from Uralkali, Geoquantum, an educational module for teaching children how to work with spatial data and geoinformation technologies was opened in the Quantorium technopark in Berezniki in the reporting year. Funds were allocated for the purchase of equipment and modern software and hardware systems.

Over
RUB 7 mln
Uralkali spent on the Geoquantum creation

Thanks to this equipment, children will have the opportunity to learn how to collect and analyse geographic data to tackle problems in geological exploration and mining, transport and logistics, agriculture, housing and communal services, architectural design and spatial planning.

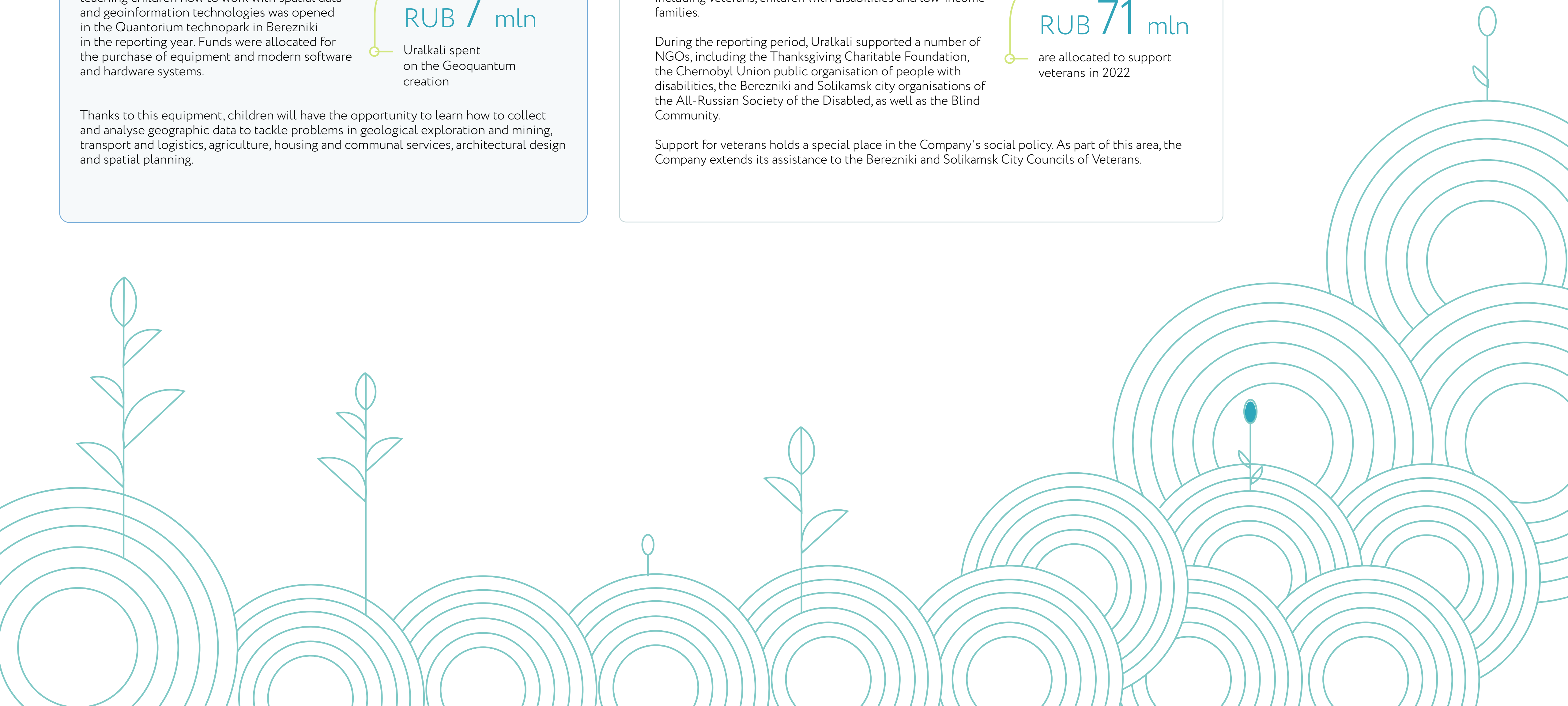
Initiatives to Support Specific Population Categories

In 2022, Uralkali continued to implement various charitable projects aimed at supporting vulnerable social groups, including veterans, children with disabilities and low-income families.

During the reporting period, Uralkali supported a number of NGOs, including the Thanksgiving Charitable Foundation, the Chernobyl Union public organisation of people with disabilities, the Berezniki and Solikamsk city organisations of the All-Russian Society of the Disabled, as well as the Blind Community.

Support for veterans holds a special place in the Company's social policy. As part of this area, the Company extends its assistance to the Berezniki and Solikamsk City Councils of Veterans.

RUB 71 mln
are allocated to support veterans in 2022



SUSTAINABLE AGRICULTURE

Why **this is important** to us:



As one of the world's largest producers and exporters of potash fertilisers, Uralkali recognises its responsibility and role in ensuring global food security. Year after year, the Company supports farms not only by producing quality products but also by spreading knowledge about the proper use of fertilisers. Our educational events result in better quality and quantity of crops and therefore help more people around the world access food.

Strategy and Goals

2025 ESG Goals

Covering over **> 20 thousand** farmers with agronomic literacy programmes

2022 Progress

to **7,725**
The number of farmers enrolled in educational programmes exceeded the target for 2022 (4 thousand farmers), amounting

2023 Targets

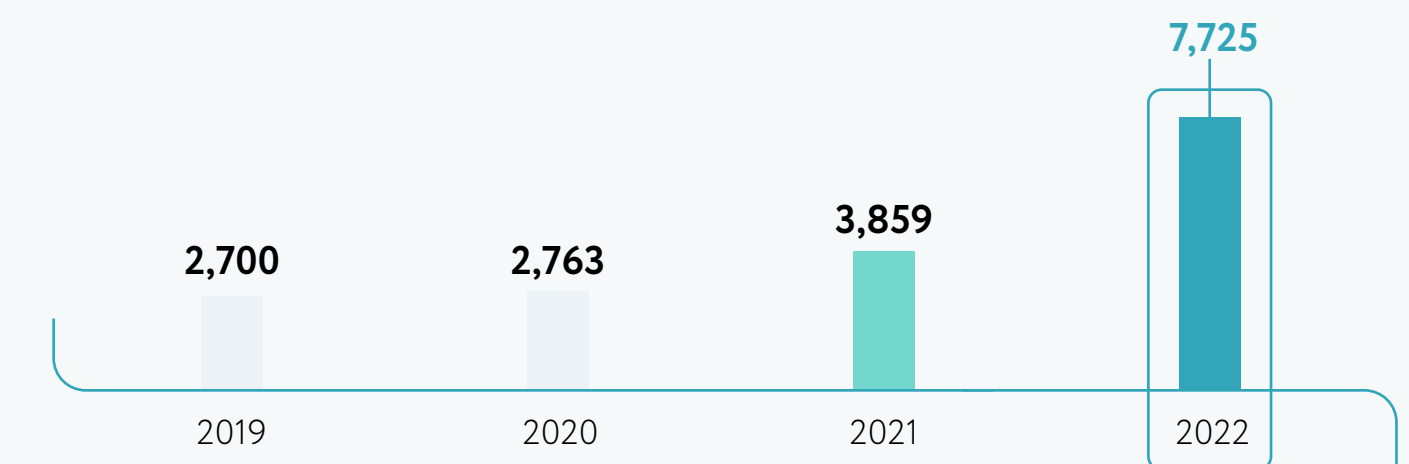
Cover at least 4 thousand farmers and other agricultural community members from abroad with our educational programmes

2022 Highlights

53

educational events held to improve agronomic literacy

NUMBER OF PEOPLE PARTICIPATING IN AGRONOMIC LITERACY ACTIVITIES





"We put a great effort in propelling agriculture both in Russia and the importing countries, championing its sustainability as part of the Company's ESG Strategy.

Through 2022, Uralkali significantly expanded the coverage of its educational events and trained more than 7 thousand farmers and other agricultural community members.

We have also made further progress in our research programmes. The Company has completed a major project in Argentina and started a project to support Russian farmers. These projects included field trials which enabled us to get statistics and showcase fertiliser efficiency in specific regions."

Tatiana Surdina
Marketing Director

Approach to Management



Senior Management

The Board of Directors and its committees regularly review sustainable agriculture issues while the Marketing Service is responsible for customer communication and development in this area.

Improving Agronomic Literacy

Spreading knowledge about potash fertilisers contributes to sustainable agriculture. Each year, Uralkali holds webinars, seminars and other educational events, sharing information about effective and tech-enabled use of potash fertilisers.

Theoretical and practical trainings help increase the quality and quantity of crops as well as prevent soil degradation. Both farmers and other agricultural community representatives join our educational projects – agronomists, distributors, scholars and students in related fields.

Crops have varying mineral nutrition needs, which applies to potash as well. To that end, the Company and its partners provide educational activities on the balanced use of potash fertilisers combined with nitrogen and phosphate ones for the main crops in the region. To illustrate a positive effect, Uralkali provides demonstration land plots comparing the farming practice of low potash application with science-based recommendations. It allows farmers to not only master advanced fertiliser expertise but also ensure their effectiveness.

Where Does Uralkali Perform Its Outreach Activities?

Uralkali implements its educational programmes in Russia, Asia, Africa and Latin America. Some countries in these regions feature comparatively low levels of potash fertiliser use and have substantial untapped potential in this regard. It mainly stems from relatively poor agronomic literacy among farmers, ignoring potash and using nitrogen fertilisers.

**USE OF POTASH FERTILISERS IN DIFFERENT REGIONS (2020),
KG K₂O/HA¹**

Brazil	113.7
China	73.7
Indonesia	34.6
USA	26.8
India	18.7
Mexico	11.8
Russia	3.9
Africa	3.7
Argentina	1.4

¹ Source: Food and Agriculture Organization of the United Nations (FAO).

Flexible Outreach

The pandemic and 2022 events have dramatically affected in-person training, which, in turn, has increased the number of online events. In the meantime, more webinars allowed the Company to substantially exceed the annual target of 4 thousand agricultural representatives and reach over 7 thousand people with its educational activities.

In 2022, Russia, Indonesia, Honduras, Peru and Argentina welcomed online webinars on balanced plant nutrition. Uralkali's specialists took part in a number of events, whereas Spanish-speaking experts and professors joined projects in Latin America. This new approach to training programmes helped raise better awareness.

In-person events were also held where possible. For example, 2022 saw 11 seminars in Vietnam, attended by 1,431 farmers. These training seminars have had a positive effect: farmers know more about the benefits and features of potash fertiliser use that fosters agronomic literacy in the region.

Uralkali publishes results of some studies and electronic educational materials on the Company's website in the [Agrotheque](#) section.

In 2021, Uralkali produced and published a book titled "[Potassium – a Key Element of Plant Nutrition](#)". It accumulates experience of the Company and industry experts and mainly targets agronomists and farmers.

Hotline for Farmers

Uralkali and Uralchem operate a joint hotline to additionally support Russian agricultural producers and more promptly address specific issues. The hotline helps get information about the whole range of products and their availability in Russian regions and contact farmers on a variety of issues.

Professional Community

Partnering and sharing experiences are essential for sustainable agriculture. In addition to training seminars, Uralkali participates in industry events and cooperates with leading agricultural chemistry experts, international research institutes and advanced agricultural organisations. Educational events often accompany research activities in a particular region.

Research

The Company runs pilot projects to showcase the results and advantages of the smart use of potash fertilisers. In the course of these activities, different amounts of fertilisers are used on the selected land plots to evaluate their impact on crop yields and quality. The trials are followed by statistical processing of the data obtained over several seasons, and handouts are then developed and distributed among farmers.

Scientific Trials in Argentina

2022 marked a scientific project on response of key crops in Argentina, aimed at expanding the science-based use of potash fertilisers.

Argentinian soil is naturally rich in potassium, but expanded grain farming and increased yields have led to soil depletion over the past 30 years. Recent studies have shown that intensified agriculture has created regions in the country where the potassium level is low and detrimental to yields.

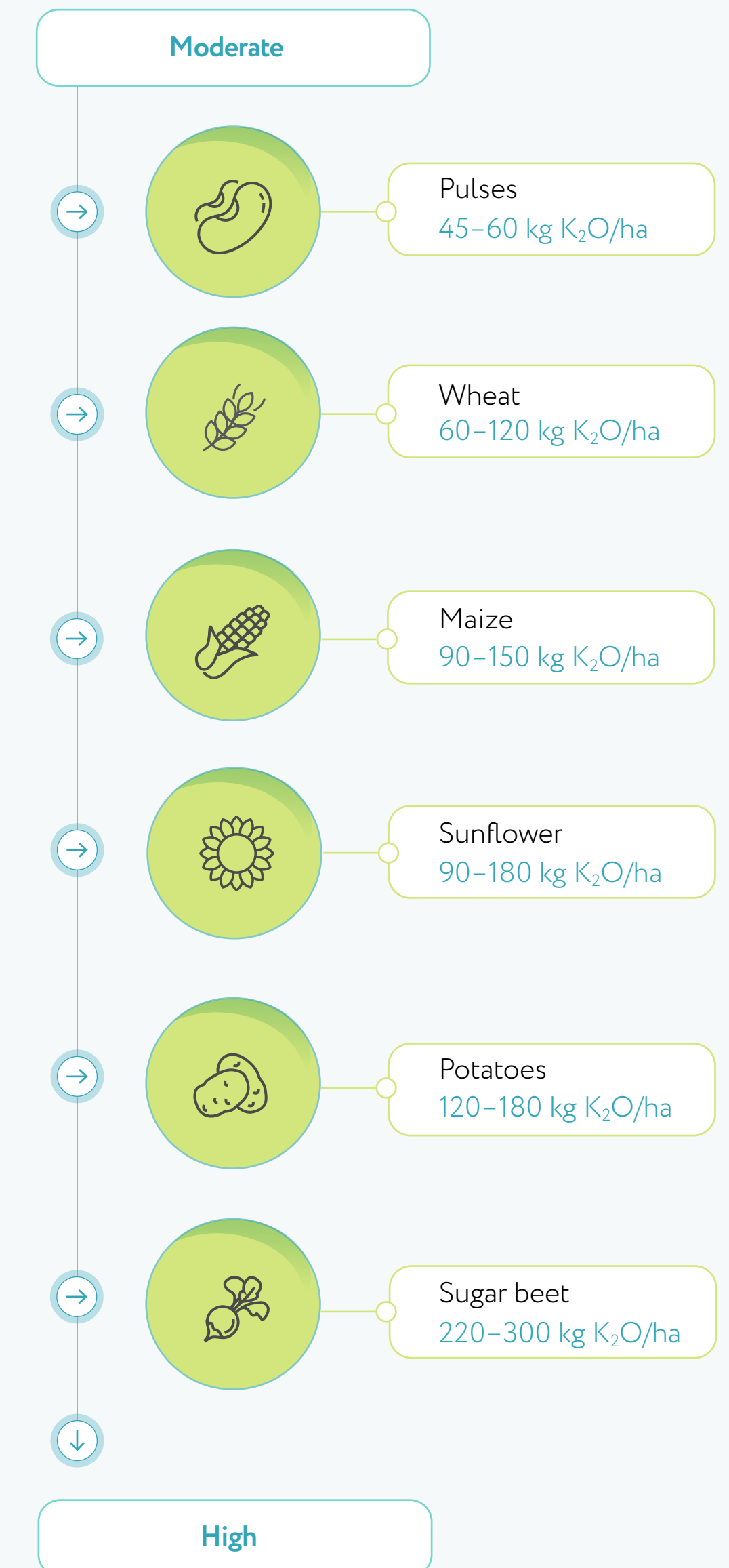
The project totalled over 40 trials to assess the impact of potash fertilisers on yields and quality of main crops. Experimental fields have been set up in different regions of the country. Research findings have shown yield increases of 10% or more in some regions, depending on the initial potash content of the soil.

In the reporting period, agricultural representatives learned the research outcomes. Application of potash fertilisers can be expanded to boost yields of main crops in Argentina, so that Uralkali's experiments sparked a vivid interest.

Over **40** trials run under the scientific project

by **10%** Potash fertilisers increased yields or more in several regions

NEED FOR POTASH



Research Paper Competition

In 2022, Uralkali organised a research and development (R&D) competition – [Effective Use of Potash Fertilisers in Agriculture](#) – with information support from the Ministry of Agriculture of the Russian Federation.

The initiative is relevant since Russian farmers pay little attention to potash fertilisers, which triggers soil depletion in terms of potash content and lower yields.

To that end, the competition was held among Russian educational and scientific institutions to demonstrate the efficacy of potash fertilisers in agriculture and promote sectoral research.

The organisers closed the call for applications in the reporting year and expect the R&D results from participants in autumn 2023. Uralkali convenes independent judges that include researchers from various organisations. Participants and winners will be awarded in 2023 at the XXV Golden Autumn Russian Agricultural Exhibition. Authors of top three papers will also receive a cash prize.

Project to Support Russian Farmers

In 2022, we collaborated with the Solikamsk urban district administration on a project to support local farmers and promote the use of mineral fertilisers.

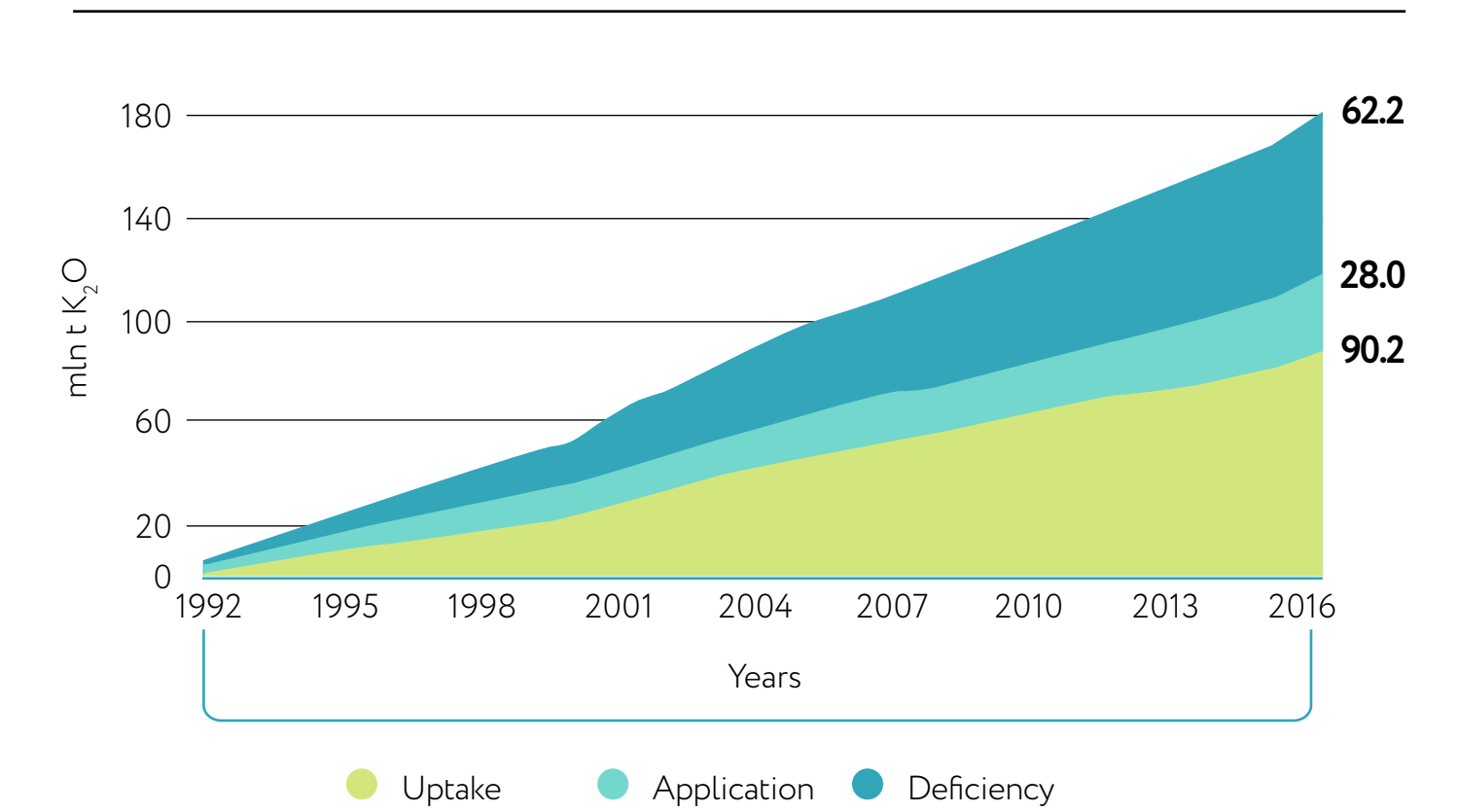
We initiated it because many Russian farmers, including those in the Perm Region, do not pay enough attention to the use of mineral fertilisers. As a result, they do not make it possible to unlock the full potential of crop yields and quality.

At the same time, figures show that the potash balance in Russian soils has a negative trend, i.e. the amount of potash fertilisers applied has been below corn uptake for many years. Low use of potash fertilisers in Russia will lead soils to potash depletion and decreased fertility in the long term, which has already been observed in some regions.

In the reporting year, the project planted several demonstration fields to compare traditional farming practice, use of nitrogen fertilisers and use of nitrogen and potash fertilisers. This stage showed that mineral fertilisers drive greater yields.

In collaboration with Uralchem, the next stage aims to increase yields even more by using an adapted mineral nutrition scheme based on soil analysis. Crop nutrition schemes stand upon Uralkali and Uralchem fertilisers. 2023 will mark findings of this stage and playbooks for farmers on the correct use of mineral fertilisers.

POTASH BALANCE IN RUSSIAN SOILS: 1992–2016¹

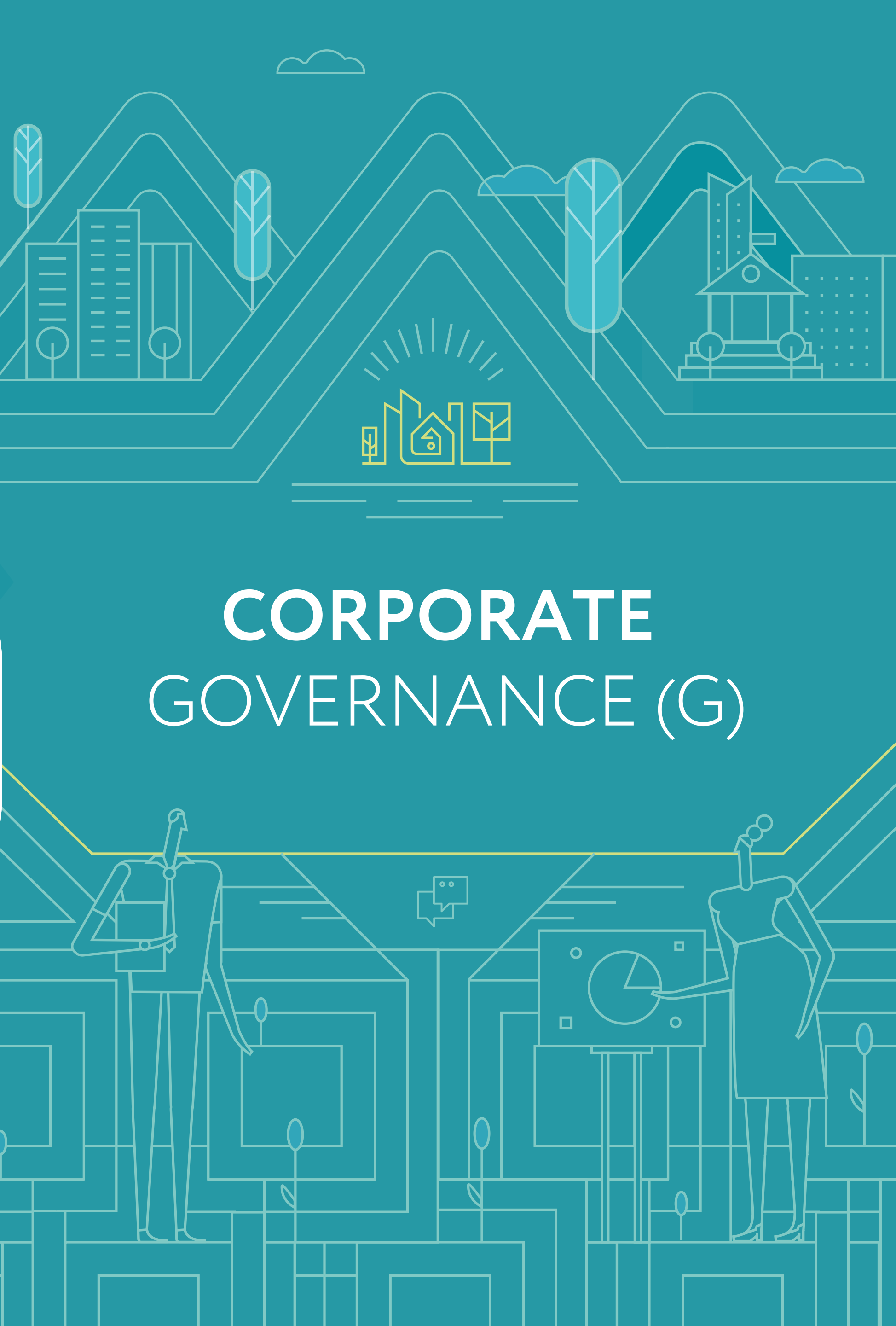


¹ Source: Institute of Physicochemical and Biological Problems of Soil Science, Russian Academy of Sciences.





**CORPORATE
GOVERNANCE (G)**



CORPORATE GOVERNANCE

Why **this is important** to us:

Uralkali strives to uphold high standards of corporate governance to maintain our strong business performance. Transparent management and open access to information are vital contributors to our sustainable development.

Strategy and Goals

2025 ESG Goals

- Strengthening the internal regulatory framework for corporate governance

2022 Progress

- Approving the revised Company's Charter, Regulations on the Board of Directors and Regulations on the General Meeting of Shareholders

2023 Targets

- Developing and approving the Induction Programme for newly-elected members of the Board of Directors

2022 Highlights

14
meetings of the Board of Directors

More than **70**
items addressed at the Board's meetings

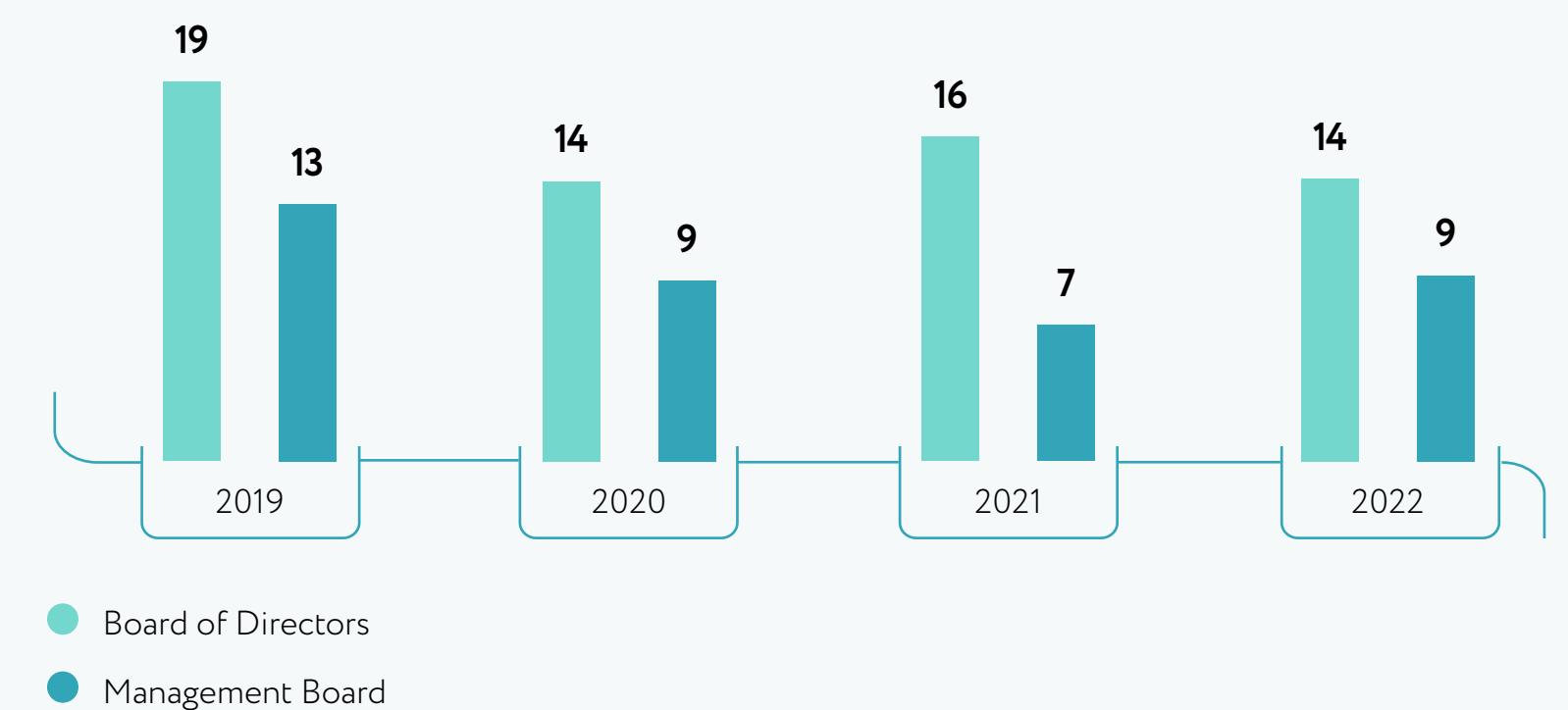
2 out of 7
members of the Board of Directors are women

2 out of 7
members of the Management Board are women

4
meetings of the Sustainable Development Committee

6 out of 7
members of the Board of Directors have expertise in sustainable development

NUMBER OF MEETINGS OF THE BOARD OF DIRECTORS AND THE MANAGEMENT BOARD





"In 2022, despite external challenges, we continued maintaining a strong corporate governance system. Uralkali remains a public company and properly manages all of its business operations in accordance with this legal status. It gives us strong confidence in our ability to protect our shareholders' rights and comply with all applicable requirements on a continuous basis."

Marina Shvetsova

Legal and Corporate Affairs Director

Approach to Management

Uralkali has a well-developed corporate governance system in place to exercise investor and shareholder rights, increase investment prospects and enhance business transparency. Consistently improving our corporate governance practices, we enhance the Company's performance and achieve our strategic goals.



Policies and Regulations

The Company's corporate governance system operates in accordance with the national legislation. Uralkali also follows the Bank of Russia's Corporate Governance Code as well as other Russian and international leading corporate governance practices.

The Company regularly updates its internal regulatory documents, including Uralkali's Charter, regulations on management and supervisory bodies as well as on Board committees, Anti-Corruption Policy, Regulations on the Information Policy, Procurement Policy, Risk Management and Internal Control Policy, and others. Main relevant documents are available on [the Company's website](#).

Uralkali's internal [Code of Corporate Governance](#) mainly aims to protect shareholder rights and interests, according to the Bank of Russia's Corporate Governance Code.

Performance Assessment

The Company's adherence to corporate governance requirements and best practice is subject to regular internal assessments, including an annual analysis of compliance with the principles and guidelines of the Bank of Russia's Corporate Governance Code.

Corporate Governance Principles

- Ensuring that all shareholders are treated equally and fairly
- Adhering to applicable legislation, as well as the principles of the Corporate Governance Code and international corporate governance standards
- Maintaining a balanced and transparent remuneration system for members of the Board of Directors, executive bodies and key managers
- Developing a single corporate policy for subsidiaries and affiliates
- Ensuring open access to information and transparency
- Providing an effective risk management and internal control system (RMICS)
- Adhering to ethical business conduct
- Striving to comply with international sustainable development framework



Corporate Governance Structure

Corporate Governance Bodies

Uralkali's governing bodies are the General Meeting of Shareholders, the Board of Directors, the Management Board, and the CEO.

The General Meeting of Shareholders is the supreme governing body that makes decisions on issues within its competence under the Federal Law "On Joint Stock Companies", the Civil Code of the Russian Federation and the Company's Charter. 2022 marked five general meetings of shareholders.

The Board of Directors is responsible for protecting shareholder rights and interests and for the Company's overall management, including determining the Company's development strategy and monitoring its implementation. 2022 saw 14 meetings of the Board of Directors.

Four Committees of the Board of Directors were established and permanently operate in Uralkali: the Audit Committee, the Appointments and Remuneration Committee, the Strategy and Investment Committee, and the Sustainable Development Committee. These committees are advisory bodies of the Board of Directors created to improve the Board's performance.

The Management Board and the CEO are Uralkali's executive bodies that implement decisions of the General Meeting of Shareholders and the Board of Directors. The CEO is also the Chairperson of the Management Board. Nine meetings of the Management Board were held in 2022.

The mandate of the Company's governing bodies is described in the Charter and relevant internal regulations.

Corporate Secretary

The Corporate Secretary facilitates ongoing interaction with shareholders, coordinates the Company's activities to protect shareholder rights and interests, ensures that the Board of Directors performs well and follows all the necessary corporate procedures, and coordinates communication between the Board and the management team.

Involving the Board of Directors in the ESG Agenda

The Sustainable Development Committee and the Board of Directors are consistently involved in the Company's ESG agenda. Namely, they review periodic management reports, discuss Uralkali's findings and update sustainability objectives.

The key sustainability matters addressed at the 2022 Board meetings include approval of the 2021 ESG Report, review of the Climate Strategy and ESG Strategy half-year reports and review of compliance with covenants of the ESG-linked loan.

In the reporting year, the Board of Directors also approved the following internal sustainability documents:

- Energy Efficiency Technical Policy;
- Occupational Health and Safety Policy;
- Industrial Safety Policy Declaration;
- Local Community Engagement Policy;
- Charity and Sponsorship Policy;
- the revised version of the Supplier Code of Ethics.

These matters underwent a preliminary consideration by the Sustainable Development Committee. The Committee also regularly monitors Uralkali's health, safety and environmental performance. In particular, in 2022 the Committee reviewed the HSE Directorate's activity report and the Technical Directorate's report on mine safety measures implemented at the Company's facilities.

Committees under the CEO

The Company's organisational structure includes a number of special committees and commissions (Working Groups) reporting directly to the CEO:

- Health, Safety, Environment, and Corporate Social Responsibility;
- Procurement;
- Investments;
- Subsidiary Management;
- Mine Safety;
- Compensation, Benefits and HR Policy;
- Information Technologies;
- Innovation;
- Quality;
- Risks;
- Sustainable Development;
- Security.

The Working Groups are led by the CEO and represented by members of the Management Board and the Company's other senior executives. Their competence covers information monitoring and review, preliminary discussions, analysis of relevant risks, and the follow-up of scheduled activities.

This approach allows the management to engage in continuous dialogue and get feedback on top-of-mind issues. 2022 marked 93 Working Group meetings.

Diversity in Composition of the Governing Bodies

Uralkali aspires to keep its governing bodies diverse and balanced in terms of headcount, age, experience and competencies, including sustainability skills. These factors allow for clear-eyed and strong performance of governing bodies.

Uralkali's Board of Directors is comprised of highly-qualified and multi-skilled experts who have relevant expertise in the fertiliser industry and beyond. For example, six out of seven members of the Board of Directors have the requisite skills and experience in sustainability management and ESG agenda.

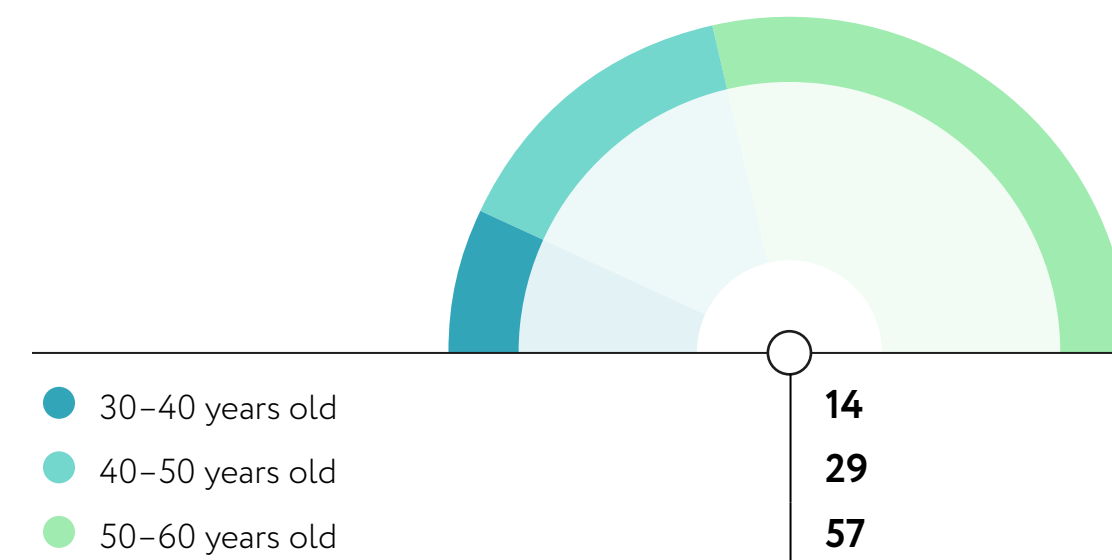
According to the Company's Human Rights Policy, Uralkali does not allow any form of discrimination against employees or members of governing bodies on the basis of gender, nationality, age, race and other characteristics that are not related to their professional competence. The Company ensures that women are well represented on the Board of Directors and its Committees, as well as the Management Board.

Due to geopolitical factors, several members, including independent directors, left the Board of Directors in March 2022. However, these changes have not caused any material impact on the ability of the governing bodies to deal with the tasks efficiently.

COMPOSITION OF THE BOARD OF DIRECTORS AND THE MANAGEMENT BOARD AT YEAR-END 2022

Number of members of the Board of Directors	7
non-executive directors	6
executive directors	1
Number of women on the Board of Directors	2 out of 7
Number of members of the Management Board	7
Number of women on the Management Board	2 out of 7

AGE DISTRIBUTION OF THE BOARD OF DIRECTORS, %



Remuneration of the Governing Bodies

Uralkali values its Board of Directors and the Management Board and offers fair and transparent remuneration as per the Company's internal documents.

Remuneration of the Board of Directors

Uralkali's [Regulations on Remunerations and Reimbursement of Members of Board of Directors](#), as well as any amendments thereto, are approved by the General Meeting of Shareholders.

Remuneration is provided to independent and non-executive directors, who may voluntarily waive it. The Board's Chairperson does not receive basic remuneration but is entitled to separate higher remuneration.

In addition, Board members are reimbursed for the directorship expenses including travel and accommodation.

As per the Regulations on Remuneration of the Members of the Board of Directors, the Company does not grant shares as remuneration.

Remuneration of the Management Board

Uralkali's Regulations on Bonuses for Senior Executives is applied to members of the Management Board, including the CEO who is the Chairperson of the Management Board. At present, the Company does not have a long-term incentive programme.

Remuneration payable to members of the Management Board consists of two parts: a monthly salary under individual employment contracts, and an annual bonus. Members do not receive any additional remuneration for serving on the Management Board.

The bonus amount of a senior executive depends on the achievement of personal KPIs, which are formalised in fact-based performance scorecards. This approach prevents members of the Management Board or senior executives from getting unjustified bonuses.

Linking the ESG Strategy to Management's Remuneration

Apart from job-specific KPIs, members of the Management Board and certain key officers have additional indicators linked to the ESG Strategy.

In the reporting year, the additional KPIs included employee well-being, diversity and gender equality programmes, biodiversity conservation, projects to improve community living standards, injury rate calculation for contractors, etc. In the event of fatal accidents, annual bonuses for heads of production units are subject to deductions.

Prevention of Conflicts of Interest

Uralkali does not allow conflicts of interest among members of the Board of Directors and the Management Board. The Company has special preventive measures in place to mitigate this risk, namely regular updates to the list of Uralkali's related parties, a ban to vote on related party transactions and mandatory disclosures by members of the Board of Directors, the Management Board and the CEO of all persons controlled by and directly related to them, and of positions held in other companies. The above measures are fully compliant with national legislation on conflicts of interest for members of governing bodies.

According to Uralkali's Code of Corporate Governance, controlling conflicts of interest is the Board's priority. In addition, members of the Board of Directors must inform the Company about any conflicts of interest in decision-making processes. In 2022 there was one instance when a member of the Board of Directors informed of a potential conflict of interest and did not vote on a certain item of the agenda.

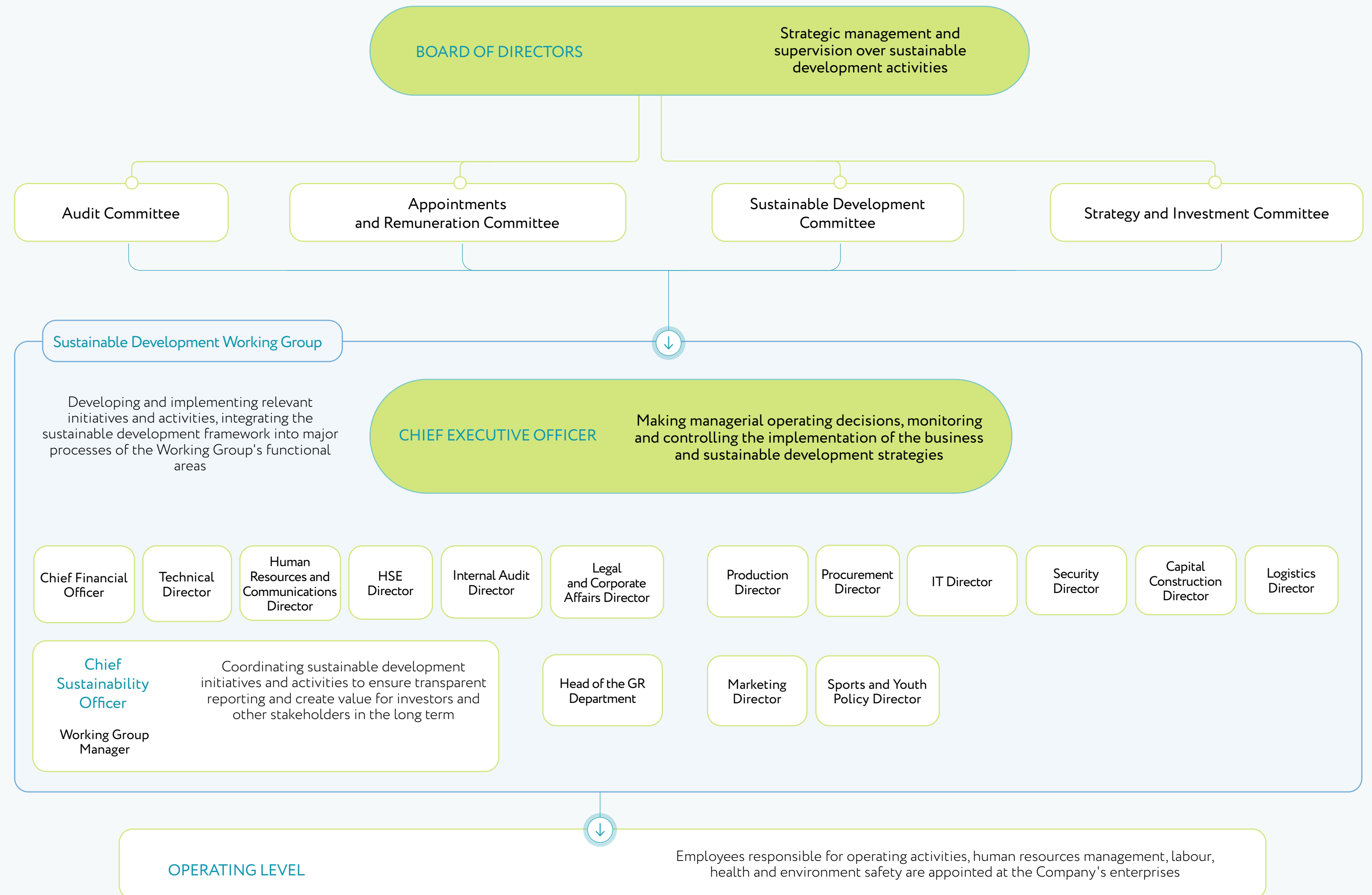
In addition, the Board's Audit Committee evaluates the absence of conflicts of interest among Uralkali's external auditors.

ESG Management

The Board of Directors and its Sustainable Development Committee play a significant role in sustainability management. In 2021, Uralkali established a separate function – the Sustainable Development Directorate.

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

ORGANISATIONAL STRUCTURE OF SUSTAINABILITY MANAGEMENT¹¹



¹¹ As of 31 January 2022.

ANTI-CORRUPTION AND ETHICS

Why **this is important** to us:

Uralkali's reputation among employees, clients and partners builds on high standards of business ethics, anti-corruption and respect for human rights. Being one of the world's leading potash producers, we work smart to ensure a fair, open and effective dialogue as well as achieve our objectives and business goals.

Strategy and Goals

2025 ESG Goals

- ⊖ Updating anti-corruption procedures and documents to comply with best practice
- ⊖ Keeping employees informed on how to combat corruption and fraud

2022 Progress

- Uralkali updated:
- ⊖ risk management and internal control policies;
 - ⊖ Regulations on the Conflict of Interest.
 - ⊖ The Company introduced a procedure to regularly inform employees on anti-corruption and ethics via a newspaper, website and mobile app

2023 Targets

- ⊖ Updating documents related to Uralkali's Anti-Corruption Compliance System
- ⊖ Conducting a compliance week

2022 Highlights

902

calls received by the Company's hotline

Over

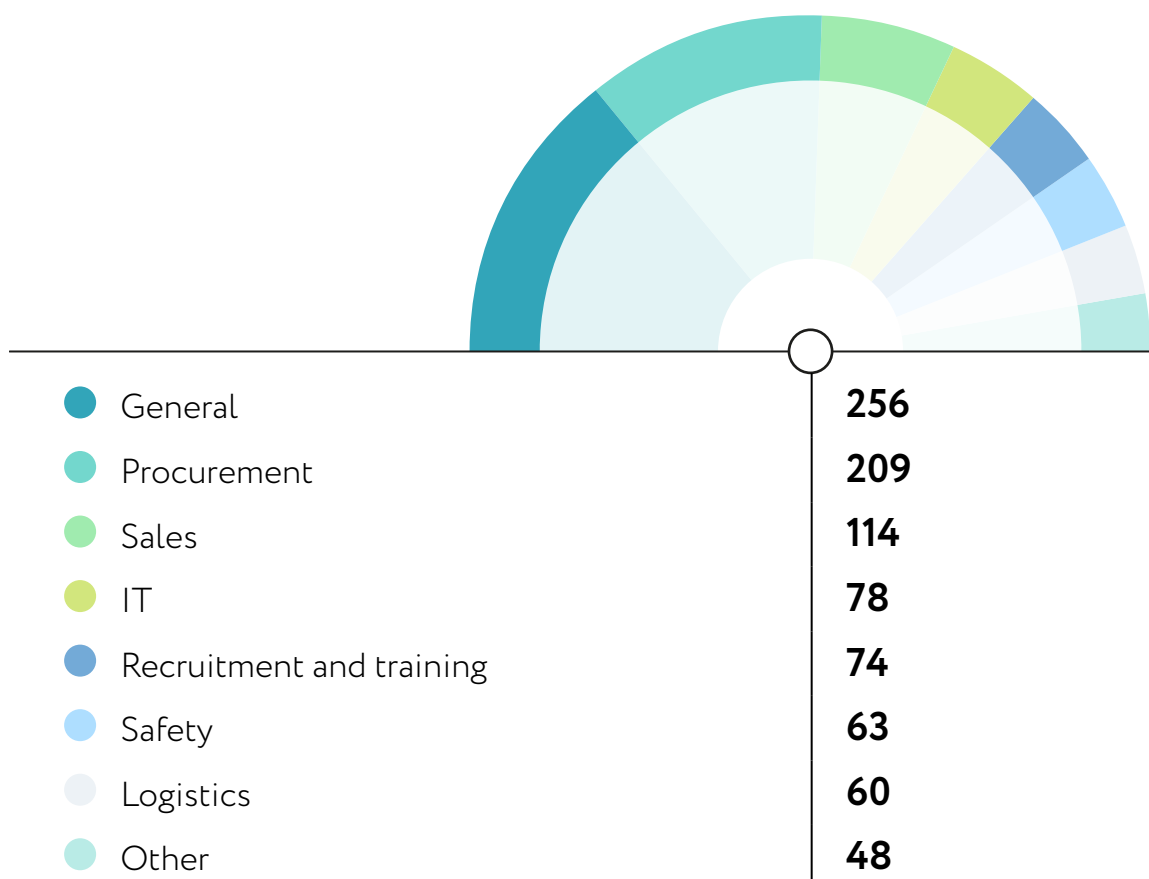
50

anti-corruption and anti-fraud measures

0 fines

imposed on Uralkali for violating antitrust laws in the last five years

NUMBER OF HOTLINE CALLS IN 2022 BY TOPIC





"Uralkali does not tolerate corruption and unethical behaviour in any form. We value our business reputation, open relationships and high trust of both internal and external stakeholders. We continued to develop compliance practices in 2022 and will stay the course."

Maria Kuzmina

Internal Audit Director

Approach to Management



Senior Management

The Board of Directors and its committees constantly put business ethics on the agenda. The HR and Communications Directorate, Internal Audit Directorate, Security Directorate and other internal units are responsible for managing business ethics and implementing controls. The Company also has the Institute of Ethical Commissioners to tackle challenging issues.

→ | [For more information, please visit the Company's website.](#)



Regulatory Documents

- Code of Corporate Culture
- Regulations on Ethical Commissioners
- Regulations on the Conflict of Interest
- Anti-Corruption Policy
- Main Principles of Global Antitrust Compliance Policy
- Declaration of Compliance with the Anti-Corruption Charter of the Russian Business
- Anti-Fraud and Corruption Programme
- Charity and Sponsorship Policy

Risk Management

Uralkali has a zero-tolerance policy towards corruption and unethical behaviour among its employees, counterparties and partners. The Company took measures to identify and prevent risks of non-compliance with ethical rules and business conduct principles.

Uralkali assesses fraud and corruption risks on an ongoing basis. These risks are managed across key business processes – in procurement and sales, charity and sponsorship, investment, financial transactions, recruitment, and payroll.

We regularly update our corruption risk and mitigating controls matrix, while the Company's Anti-Corruption Policy sets forth the duties and responsibilities of employees as part of risk mitigation measures.

The Company's Hotline and Institute of Ethical Commissioners are essential tools to identify and prevent risks of non-compliance with business ethics. We provide additional incentives for employees who timely report theft and fraud.

Business Ethics

Our corporate culture is powered by high standards of business ethics and an efficient anti-corruption system. Uralkali values transparent and honest relationships with stakeholders and upholds integrity and openness.

Our [Code of Corporate Culture](#) (the Code) applies to all employees, subsidiaries and counterparties. Every employee goes through the Code when being hired. Moving forward, the information is published in the corporate newspaper and mobile app, whereas printed versions of the Code are regularly distributed across units. In addition, all stakeholders can find the Code on the Company's website.

The HR and Communications Directorate makes sure employees follow the Code. In 2022, we confirmed two cases of violating internal business conduct codes (reported via the call centre).

The following year has been declared the Year of Corporate Culture at Uralkali. The Company planned various activities to promote work values, maintain a positive team environment and develop horizontal and vertical relationships. We will also widely share video tutorials and the video with the Company's anthem.

Supporting Employees on Ethical Issues

Aiming to support its employees in challenging situations, Uralkali developed checklists on how to behave in case of violating business ethics. For conflict resolution, our employees may also contact ethical commissioners or call the Company's Hotline.

Ethical commissioners consider complicated and controversial ethical issues involving Uralkali's employees and other stakeholders, including those related to human rights. Based on the results, they give individual advice on proper corporate behaviour for each employee. In 2022, ethical commissioners addressed one appeal linked to relationships within the team.

Code of Corporate Culture Quiz

Over the year, Uralkali quizzes employees to deepen their knowledge of corporate principles and standards of conduct. We provided offline and online versions to self-check. The Company then defines winners and presents them on corporate media.

Institute of Ethical Commissioners

Who can appeal? [Uralkali's employees and other stakeholders](#)

Where to appeal? ethics@uralkali.com

When to appeal? [Violations of corporate culture and business ethics, conflicts and difficulties in relationships between team members](#)

The Institute of Ethical Commissioners acts upon the Regulations on Ethical Commissioners and consists of the HR and Communications Director, Legal and Corporate Affairs Director and Technical Director. The HR and Communications Directorate coordinates activities of the Institute of Ethical Commissioners, including receiving employee appeals, preparing and sharing materials.

INDIVIDUAL ASPECTS OF BUSINESS ETHICS

Charity and Sponsorship

The Company's internal documents regulate charity and sponsorship activities as well as giving and receiving business gifts. They set out general requirements to the organisation and holding of various events for potential counterparties, media representatives and other stakeholders.

The Company neither supports nor sends funds or donations to political parties. Uralkali also does not participate in charitable projects to influence decisions made by governmental and local authorities or related parties that would benefit the Company.

Prevention of Conflicts of Interest

Uralkali's Regulations on the Conflict of Interest detail identification and resolution of such conflicts. Uralkali's employees should inform about and address a conflict of interest, striking the balance between employee and company interests. No matter what, they should be guided by the generally accepted principles of law, morals and ethics and make decisions in the Company's best interests.

Handling Confidential Information

Relevant internal documents specify rules for handling insider and confidential information to maintain a reasonable balance between respecting the Company's transparency and business interests and preventing information misuse.

→ | [For more details on the information security, please refer to the Cybersecurity and Personal Data Protection section of this Report.](#)

Anti-corruption

Zero tolerance to any form of corruption and fraud, including extortion, bribery, abuse of power, commercial bribery and payment facilitation is an essential ethical component of Uralkali's business.

The Company's Anti-Corruption Policy targets an appropriate environment to comply with anti-corruption laws and sets forth Uralkali's Anti-Corruption Compliance System key principles and elements. The Policy's provisions are binding for all employees of Uralkali and its subsidiaries, as well as recommended to the Company's counterparties.

Uralkali's anti-corruption compliance system follows leading best corporate governance practices and ISO 37001 in particular. We regularly update our internal procedures and regulations to implement the best anti-corruption practice and follow applicable legal requirements.

To respect Russian anti-corruption laws, Uralkali applies, among other things, the Methodical Recommendations on Development and Implementation by Organisations of Measures for Preventing and Counteracting Corruption by the Ministry of Labour and Social Protection of the Russian Federation. The Company is also a member of the Anti-Corruption Charter of the Russian Business.

Uralkali conducts due diligence: before deciding to start or continue a business relationship, when recruiting, participating in legal entities, interacting with counterparties and other stakeholders, the Company checks their reliability, conflicts of interest, relationships with government officials, and reputation.

The Security Directorate checks and confirms cases of corruption and fraud. Through 2022, we identified a total of 24 confirmed corruption and fraud cases and took action on each case. No fines for corruption were imposed or paid during the reporting period.

Uralkali's Anti-Corruption Compliance System

Key principles

- Setting an example by senior management
- Applying proper procedures
- Assessing risks on a regular and timely basis
- Conducting due diligence when selecting employees and counterparties
- Informing all stakeholders
- Training all staff, senior management and members of the Board of Directors
- Continuing monitoring and control
- Ensuring access to Hotline channels

Key elements

- Engaging stakeholders
- Interacting with authorities and the public
- Disclosing information to stakeholders
- Allowing for hospitality expenses and gifts
- Participating in charity and sponsorship activities
- Prosecuting corruption cases
- Refusing to retaliate¹

Anti-Fraud and Corruption Programme

As part of its Anti-Fraud and Corruption Programme, Uralkali develops annual action plans that comprise employee awareness, information monitoring and site audits at subsidiaries.

In the reporting period, the Company held more than 50 events to identify and eliminate corrupt practices. Among other things, events were devoted to:

- procurement, inventory accounting and product movement, as well as construction processes;
- training of employees responsible for the security system;
- coverage of identified violations in internal media;
- testing of technical solutions in information security;
- employee and counterparty due diligence.



In 2022, Uralkali faced no fines for corruption

Awareness and Training

When joining Uralkali, all employees undertake to agree with the Anti-Corruption Policy. In 2022, we informed all employees of the Anti-Corruption Policy contents by posting the Policy and its key principles on the corporate portal, website and in the mobile app.

Uralkali's regular compliance weeks also help raise employee awareness and provide anti-corruption training. 2022 saw no compliance week due to certain challenges, so we planned it for 2023.

Antitrust Compliance

Uralkali strictly complies with the antitrust law and respects competition in the market. The Company applies a relevant internal document – [Main Principles of Global Antitrust Compliance Policy](#). It comprises 12 principles, including free and fair competition and zero tolerance for antitrust law violations.

Uralkali received no fines for antitrust violations in the last five financial years. In 2022, no lawsuits were filed or pending against the Company related to competition or antitrust violations.

¹ The Company finds it unacceptable and seeks to timely detect and prevent retaliatory actions against employees who report corruption in good faith, even if their suspicions are not confirmed later.

Hotline

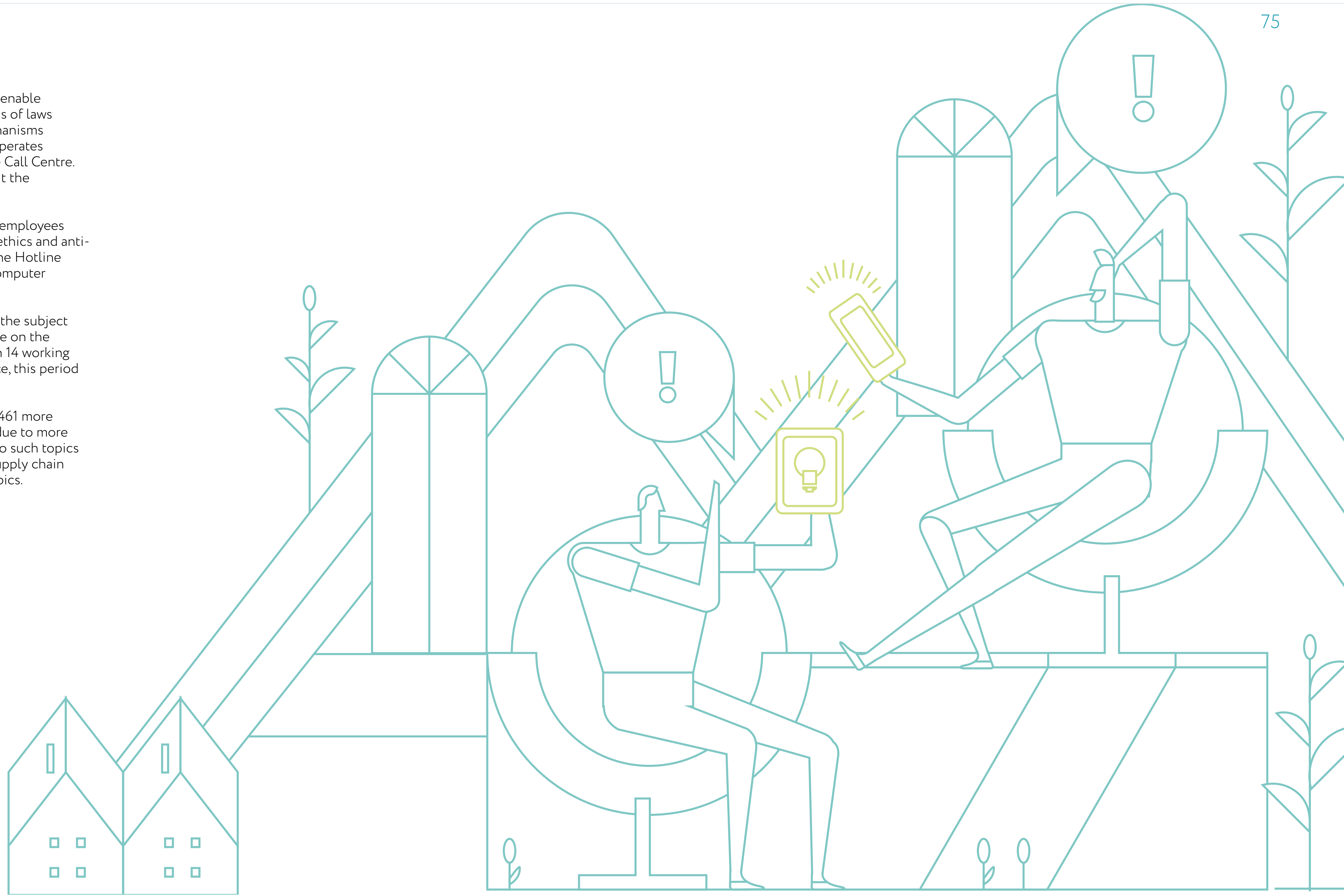
Uralkali operates communication channels that enable each employee to anonymously report violations of laws or Company policies. One of the feedback mechanisms is the Hotline available by phone and email. It operates in accordance with Uralkali's Regulations on the Call Centre. For more information on the Hotline, please visit the [Company's website](#).

Uralkali runs a proactive campaign to inform its employees on the possible ways to get advice on business ethics and anti-corruption law compliance. Information about the Hotline is posted on internal corporate resources and computer desktops of employees.

Calls are forwarded to unit 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.

In total, our Hotline received 902 calls in 2022, 461 more than in 2021. The number of appeals increased due to more requests from suppliers and customers related to such topics as sales and logistics. Geopolitical events and supply chain disruptions enhanced the relevance of these topics.

902
calls received by Uralkali's Hotline in 2022



SUPPLY CHAIN

Why **this is important** to us:



We at Uralkali need to know who our business partners are and to what extent their practices follow key principles for managing social and environmental impacts. A sustainable supply chain facilitates timely delivery of goods, materials and services to ensure seamless and efficient operations.

Highly satisfied customers pave the way for our resilience in the Russian and global markets. The Company strives to provide a consistently high-quality service for our customers and deliver products up to their expectations.

Strategy and Goals

2025 ESG Goals

2022 objectives

- Choosing a method to assess contractors and suppliers against ESG criteria
- Assessing **10%** of suppliers and contractors (by procurement amount) against ESG criteria

2022 Progress

- Considering supplier assessment options available in the market
- Assessing **13%** of suppliers (mainly fuel and energy)
- Developing the Company's proprietary method to assess suppliers against ESG criteria
- Commencing to automate the assessment process

2023 Targets

- Automating the supplier assessment process on the electronic trading platform (ETP) in line with ESG criteria
- Assessing **20%** of suppliers (by amount)

assess **50%** of suppliers in line with ESG criteria

2025 Goals

employ ESG assessment results while selecting suppliers

2025 Goals

2022 Highlights

13%

of suppliers undergone the ESG assessment (by procurement amount)

1,376

suppliers of equipment and materials in total

74%

by amount of expenses¹

96%

by number¹

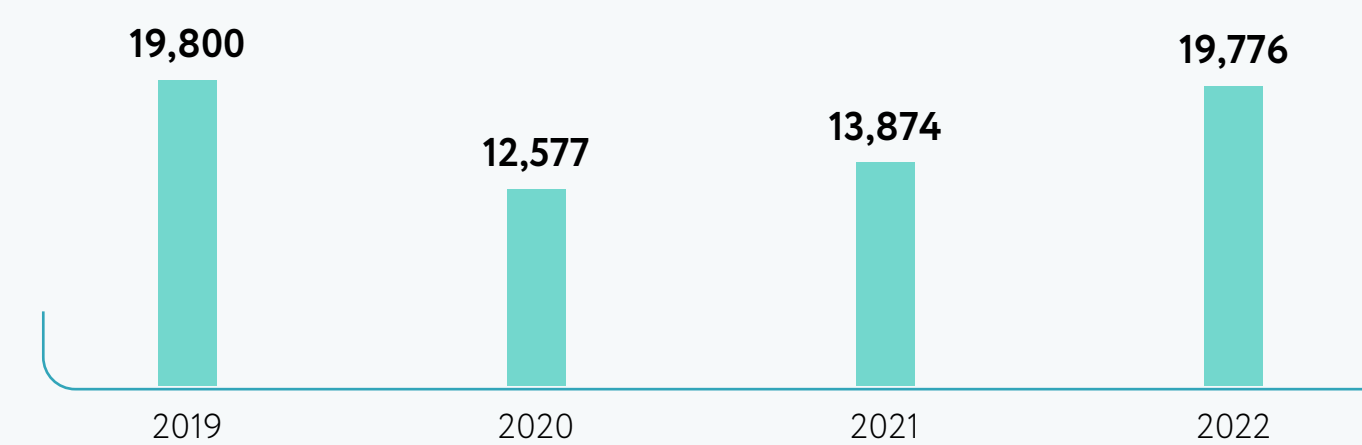
48%

of customers took part in the customer satisfaction survey

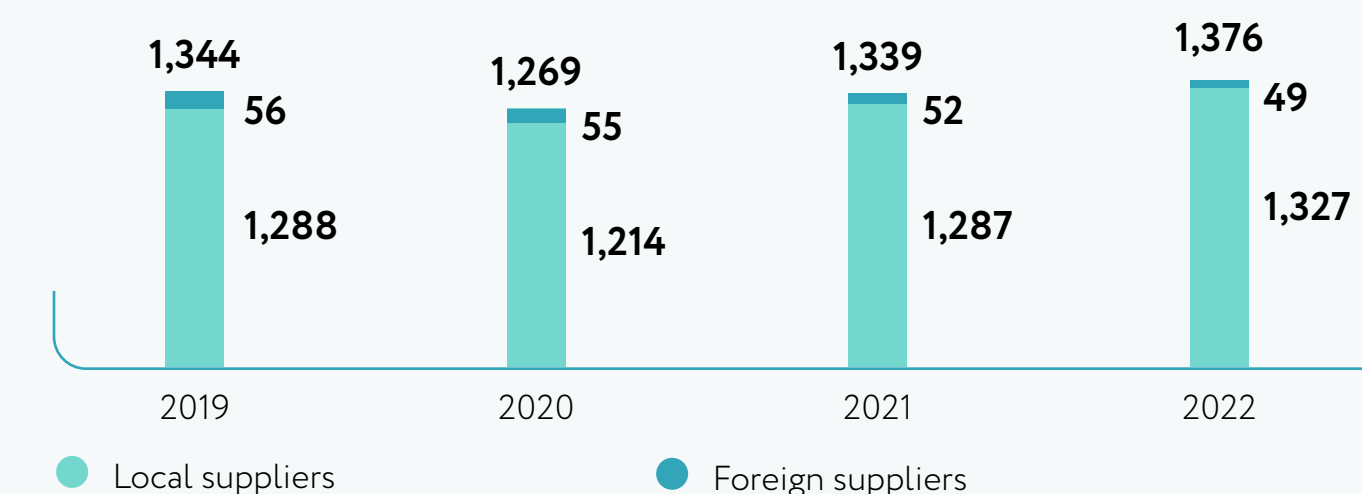
97%

NPS in the domestic market

TOTAL PROCUREMENT AMOUNT, RUB MLN



TOTAL NUMBER OF LOCAL AND FOREIGN SUPPLIERS, UNITS



¹ By local suppliers we mean Russian suppliers.



"In terms of managing procurements, 2022 was a challenging year for most Russian companies. Many business operations had to be swiftly reorganised. However, we understand that building a sustainable supply chain is an investment in the future, so we stay fully committed to this line of work. In particular, we have set out to automate the supplier assessment process in accordance with ESG criteria. It's a top-of-mind priority for us to work with companies that are poised for sustainable growth and value creation for all stakeholders instead of striving for short-term profits."

Dmitry Boyarkin
Procurement Director

Approach to Management



Senior Management

The Procurement Directorate is responsible for a sustainable supply chain, while the Sustainable Development and Investor Relations Directorate assists in developing methods for integrating ESG practices in the Company's procurement process. The Marketing Service is in charge of leveraging customer communication.



Regulatory Documents

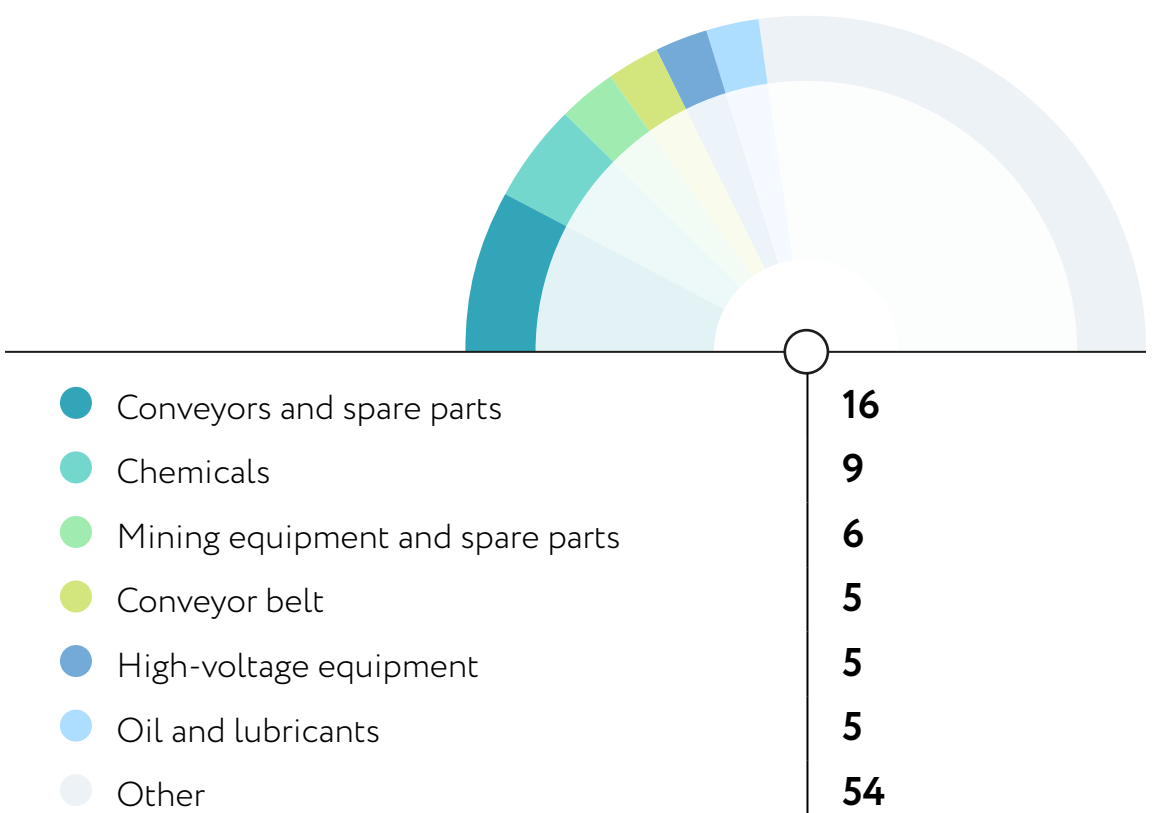
The Company's Supplier Code of Ethics reaches all suppliers and contains requirements for business partners in the following areas: environmental protection, climate change, health and safety, employee well-being and human rights, relationships with local communities, corporate governance, anti-corruption and ethics, confidentiality, and data protection.

The Code is published on Uralkali's website and is available on the electronic trading platform (ETP). All suppliers participating in the ETP procurement procedures agreed with the Code.

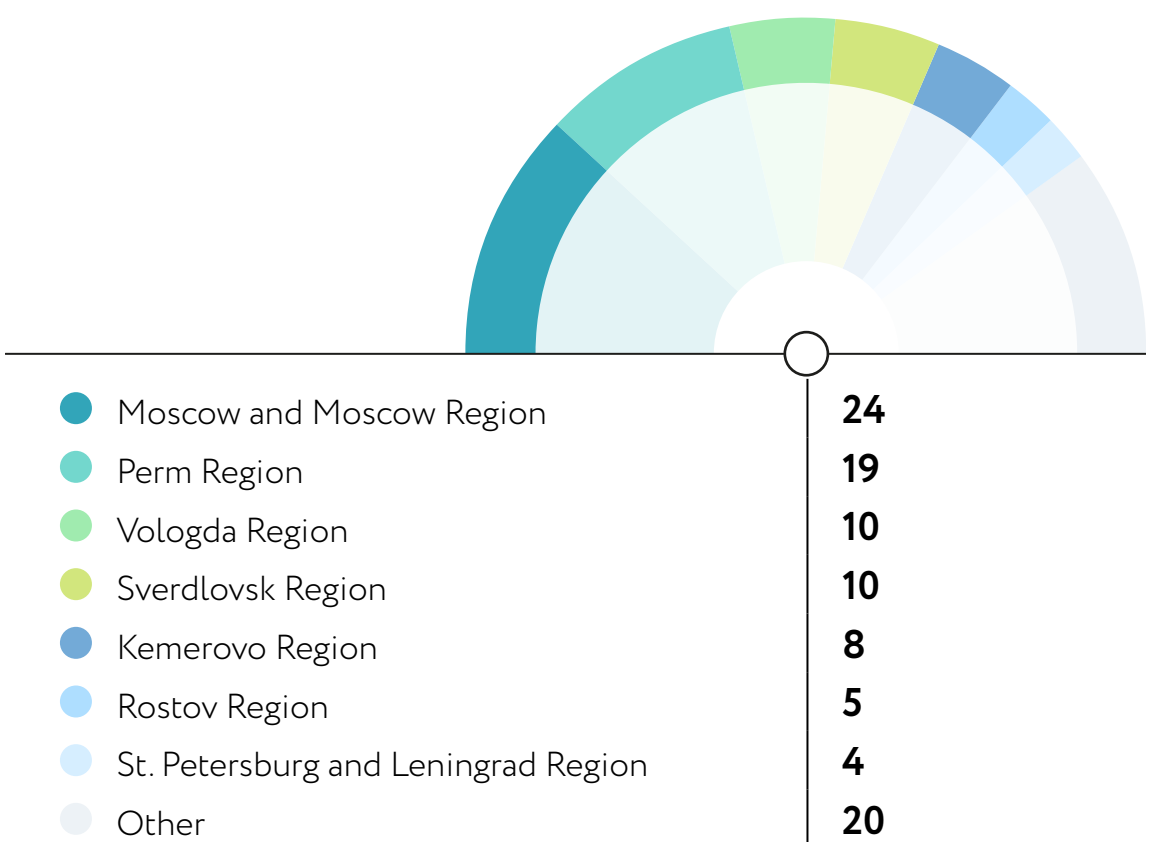
In terms of customer relations, Uralkali approved the Policy in the Field of Appeal Management for Products, as well as the Regulations on Appeals Handling and the Regulations on Customer Satisfaction Assessment.

2022 Highlights

MAIN PROCUREMENT CATEGORIES, %¹



PROCUREMENT STRUCTURE FROM DOMESTIC SUPPLIERS BY REGION, %¹



¹ By procurement amount.

Supply Chain

Uralkali maintains long-standing partnerships with counterparties that are committed to high standards of business conduct. In this area, the Company strictly adheres to 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.

One of Uralkali’s priorities is to sustain high customer satisfaction. To provide a broad-based survey, the target number of respondents is set at 30%. Furthermore, the complaint handling system encompasses not only customers but also other members within the supply chain, including terminals, warehouses, and inspection companies.



Responsible Procurement

Uralkali attaches great importance to building a responsible supply chain and developing long-term partnerships with suppliers. We select our suppliers based on competitive procedures in accordance with internal regulatory documents and the Anti-Corruption Policy.

The Company's major procurement categories include conveyors, chemicals, and mining equipment. In 2022, Uralkali sourced goods from 1,376 suppliers, with 74% of procurements (by amount) coming from Russian companies.

Supplier ESG Assessment

In alignment with the ESG Strategy, Uralkali launched its supplier ESG assessment in 2022, covering 13% of the Company's main suppliers of goods and services (mainly fuel and electricity).

The procedure itself implies a questionnaire that requests quantitative and qualitative information on core ESG criteria.

In 2023, we plan to automate the ESG assessment.

In line with the ESG Strategy, our 2025 target is to:

- cover more than 50% of goods and services suppliers (by procurement amount) with the ESG assessment;
- use the ESG assessment data to select suppliers.

Customer Interaction

Uralkali constantly increases efficacy of customer and consumer interaction and strives to provide high-quality goods and services.

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 the Company's position domestically and globally. Uralkali has a system in place aimed at the timely resolution of appeals and implementation of proposals, which is based on the international standard ISO 10002:2018 "Guidelines for Complaints Handling in Organizations".

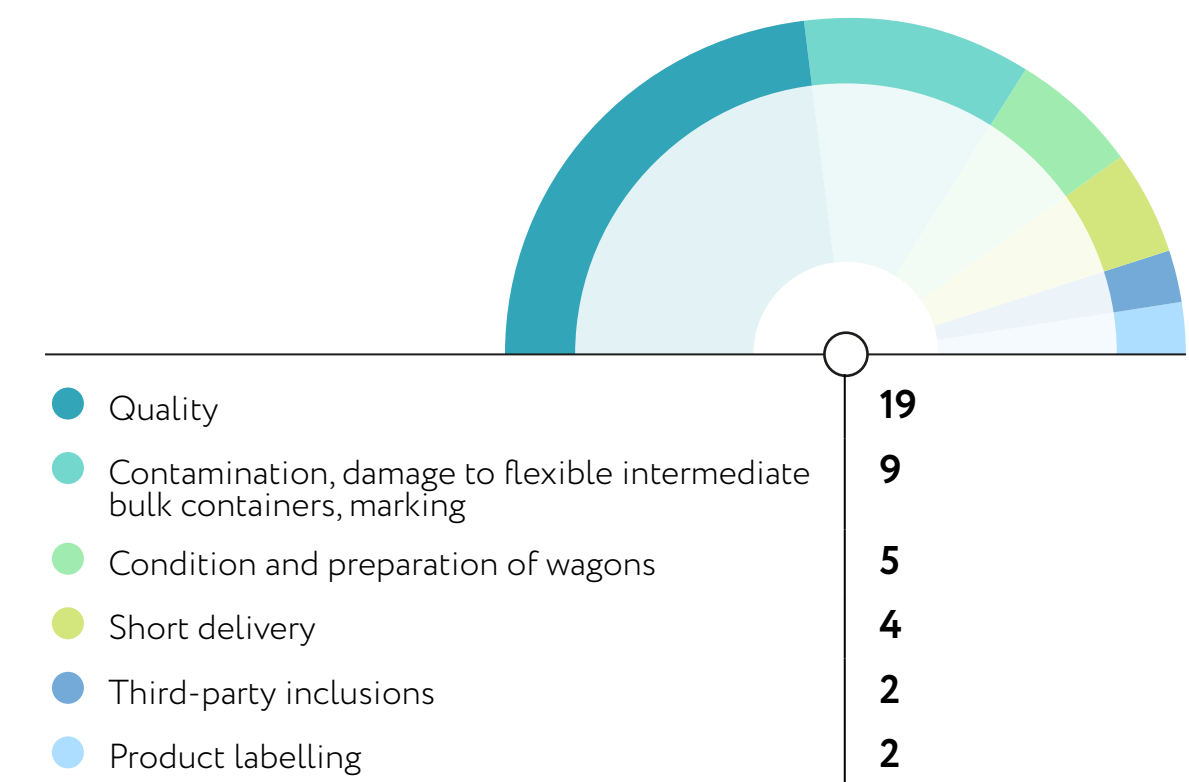
We register and process appeals online, review and classify them by severity to better understand their impact on customers and the Company itself.

In 2022, the registered number of appeals decreased by 47% (from 78 to 41). At the same time, appeals recognised as reasonable went down by 13% to 34% year-on-year.

Uralkali delivers information on product use, properties and compliance with standards in a convenient and effective way. For more information on our products and their quality as well as our contact details for customers from various regions, please visit the Company's [website](#).

Every year, we survey customer satisfaction with Uralkali's products to not only track customer perception of the Company, but also identify potential areas for improvement. The Net Promoter Score (NPS) includes various criteria, including logistics, commercial, and other indicators.

STRUCTURE OF APPEALS BY MAIN TOPIC, UNITS



In 2022, the survey coverage grew by 5 p.p. year-on-year and amounted to 48% of the total number of customers. Despite the reporting year challenges, our foreign customer satisfaction rate stayed the same against 2021 – 66%. As for the Russian market, we observed a minimal decline, notwithstanding logistics constraints Russian manufacturers faced throughout 2022. The NPS for the domestic market decreased to 97%, by 3% against 2021.

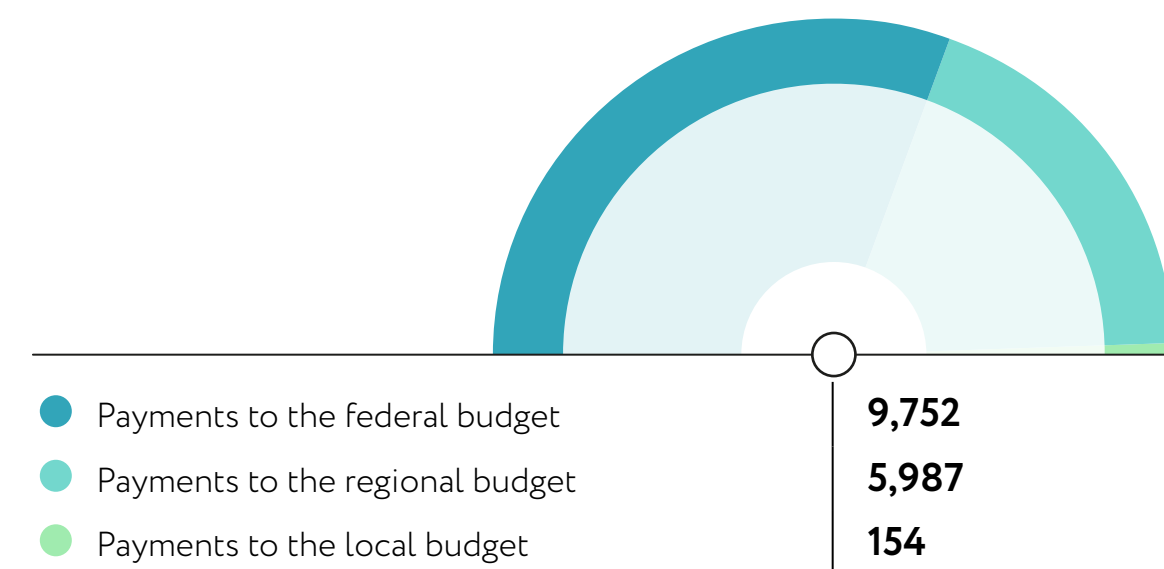
OTHER GOVERNANCE TOPICS (G)

Tax Policy

As one of the largest taxpayers in the Perm Region, Uralkali significantly contributes to its social and economic development by making direct charity payments and tax payments to regional and local budgets. A major part of tax payments also goes to the federal budget.

The bulk of taxes are paid to the budgets of Russian regions where the Company's main production facilities operate. In 2022, Uralkali paid RUB 15,893 million in taxes to Russian budgets at all levels.

DISTRIBUTION OF TAXES PAID TO RUSSIAN BUDGETS IN 2022, RUB MLN



Tax Management

Uralkali's [Tax Policy](#) defines key focus areas for the Company and its subsidiaries. Its main principles include the unconditional and timely compliance with the applicable tax legislation, multi-level control of the decision-making system in the field of taxation, and striving for fair and efficient taxation.

Tax departments accompany Uralkali's business solutions as well as constantly monitor existing and potential tax risks and eligibility for tax benefits.

Uralkali's divisions also operate outside of Russia, including some countries in Europe and South-East Asia, Brazil, India, China, and the USA. The Company pays all taxes, levies and duties at the place of value creation as required by applicable laws. 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 applies its high internal tax standards to all partners and counterparties. If we doubt that our potential counterparty fully and unconditionally observes applicable laws and does not evade taxes somehow, we will not enter into contractual or other relationships with such entity.

The Company actively participates in professional associations whose activities, among other things, are poised to improve tax legislation. Uralkali fully supports initiatives of the Organisation for Economic Co-operation and Development (OECD) in the area of preventing base erosion, profit shifting and transfer pricing.

Managing Tax Risks

The Company regularly monitors and analyses any possible tax risks: non-compliance with the applicable tax legislation and international tax agreements due to their frequent amendments and various interpretations; entering into contractual relations with unscrupulous counterparties that evade taxes.

To promptly identify, assess and mitigate tax risks, Uralkali requests the relevant clarification from all responsible authorities and engages external consultants to make conclusions in case of tax regulation uncertainties. Uralkali monitors changes in tax laws, judicial practice and positions of responsible authorities in all countries where it operates.

Interacting with Tax Authorities

Uralkali prepares and submits tax declarations and reports required by relevant authorities in the countries of presence.

Uralkali is keenly focused on interacting with tax authorities in all countries and areas of its operation, when, among other things, performing tax audits and fulfilling requests and requirements in terms of transaction terms and applicable rates. The Company aspires to build strong partnerships with all authorities.

Uralkali fully complies with laws of each country where it operates in the field of transfer pricing. We also remain committed to the arm's length principle when concluding cross-border transactions within the Group and set prices based on objective factors only.

Cybersecurity and Personal Data Protection

Information Security Management System

Since 2021, the Information Security Management System (ISMS) has been operating at Uralkali, as per the relevant regulations. Responsibility assignment matrices and performance metrics are embedded into information security (InfoSec) processes, while InfoSec objectives comply with ISO 27001.

The ISMS internal audit takes place annually, and the external audit is performed every two years. The Internal Audit Directorate additionally audits the ISMS.

The Company prioritises information security risks. Each risk has its own threat model that helps identify relevant threats, assess their probability and establish risk mitigation measures.

In 2022, we made a number of structural changes in terms of managing this focus area. The Security Director is now in charge of ensuring the Company's information security, whereas InfoSec management takes place around the clock. We also established a cybersecurity unit in the year under review.

Policies and Regulations

- o [Information Policy](#)
- o [Personal Data Processing Policy](#)
- o Regulations on the Information Security Management System (ISMS)
- o Information Security Development Strategy of Uralkali Group for 2020–2022 (InfoSec Strategy)

In the reporting year, we updated the Regulations on the Information Security Management System (ISMS) – added performance metrics related to protecting personal data and increasing InfoSec engagement of employees, and adjusted the responsibility assignment matrix.

Managing InfoSec Incidents

The Information Security Department investigates InfoSec incidents. Significant and critical incidents are subject to internal inspections (three inspections in 2022).

In addition, the external security operations centre (SOC) has been in place since 2021. The centre collects information on incidents from internal sources, analyses it around the clock and sends recommendations to the Information Security Department.

The Company performs regular analyses using automated tools and simulating hacker attacks.

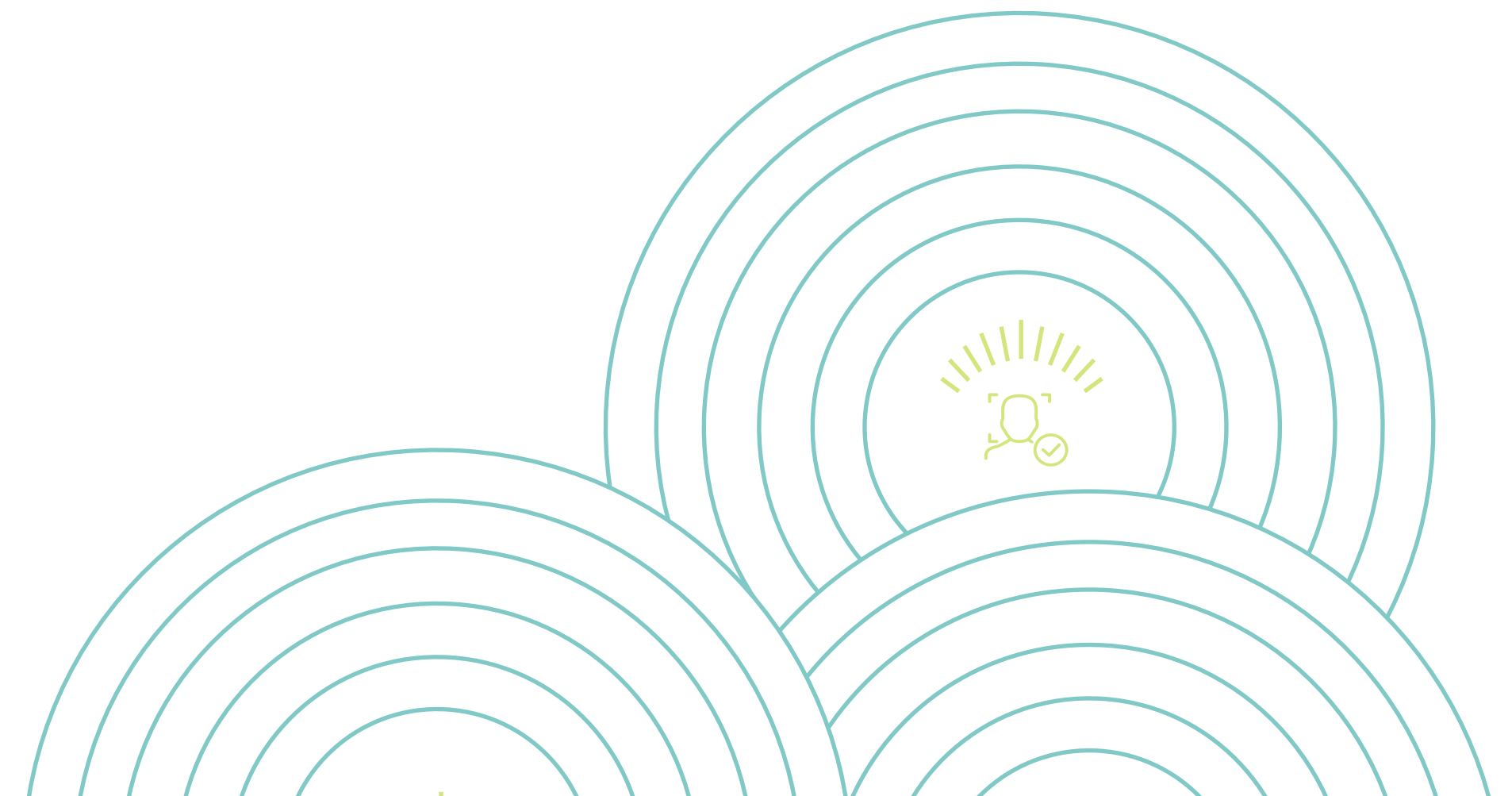
Uralkali also has the Application Disaster Recovery Plan (DRP) that is applied to business applications critical to the Company's activities. Furthermore, we annually test IT services to prevent accidents.

Delivering on the Infosec Strategy

In 2022, the Security Directorate fully implemented measures to pursue the 2020–2022 InfoSec Strategy, including:

- o deploying a project to integrate the Company's infrastructure with an external security operations centre (SOC);
- o commissioning the Identity Management (IDM) System and integrating it with the Company's 33 information systems;
- o embedding and operating the InfoSec awareness system – training users and simulating cyber-attacks;
- o implementing two-factor authentication to remotely access the corporate network;
- o running penetration tests of Uralkali's infrastructure.

Following the 2020–2022 InfoSec Strategy and considering the reporting year circumstances, we developed a new strategy for 2023–2025 and approved the corresponding Action Plan.



Cybersecurity in 2022

Increasing external uncertainties and 2022's events caused more cyber-attacks on Russia's IT infrastructure, including industrial enterprises. The growing number of incidents required swift action.

Since March 2022, the Information Security Department has been operating day and night, which enabled us to continuously monitor and timely remediate vulnerabilities, analyse and block external dangers. As a result, the number of illegitimate activities went down.

Uralkali stopped publishing external services and applications and decided to block IP addresses related to critical attacks.

In addition, we inventoried our information protection tools, assessed the protection level of the Company's information systems and started the import substitution of foreign tools in 2022. The InfoSec Strategy for 2023–2025 provides measures for transitioning to domestic solutions.

About **3.5 thousand** IP addresses related to critical attacks were blocked in 2022

In 2023, we also plan to integrate three new security systems:

- two-factor authentication and access control for connecting to the Company's external corporate applications in order to protect accounts from hacking;
- BRAND PROTECTION platform to combat brand abuse and detect data leakage;
- endpoint detection and response (EDR) solutions for complex cyber threats.

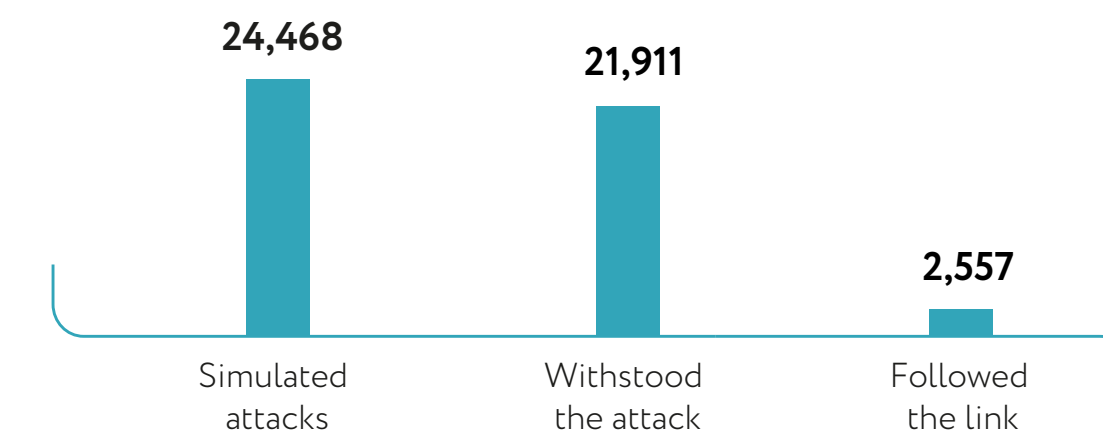
Digital Competence of Employees

Uralkali's Security Awareness Programme aims to inform employees about information security. As part of the Programme, all employees take regular courses and receive certificates of completion.

Uralkali's subject matter experts also take courses directly related to their areas of responsibility. English versions of the courses are available to employees of Uralkali's foreign companies. Along with Security Awareness, Uralkali upskills dedicated experts at the Corporate University.

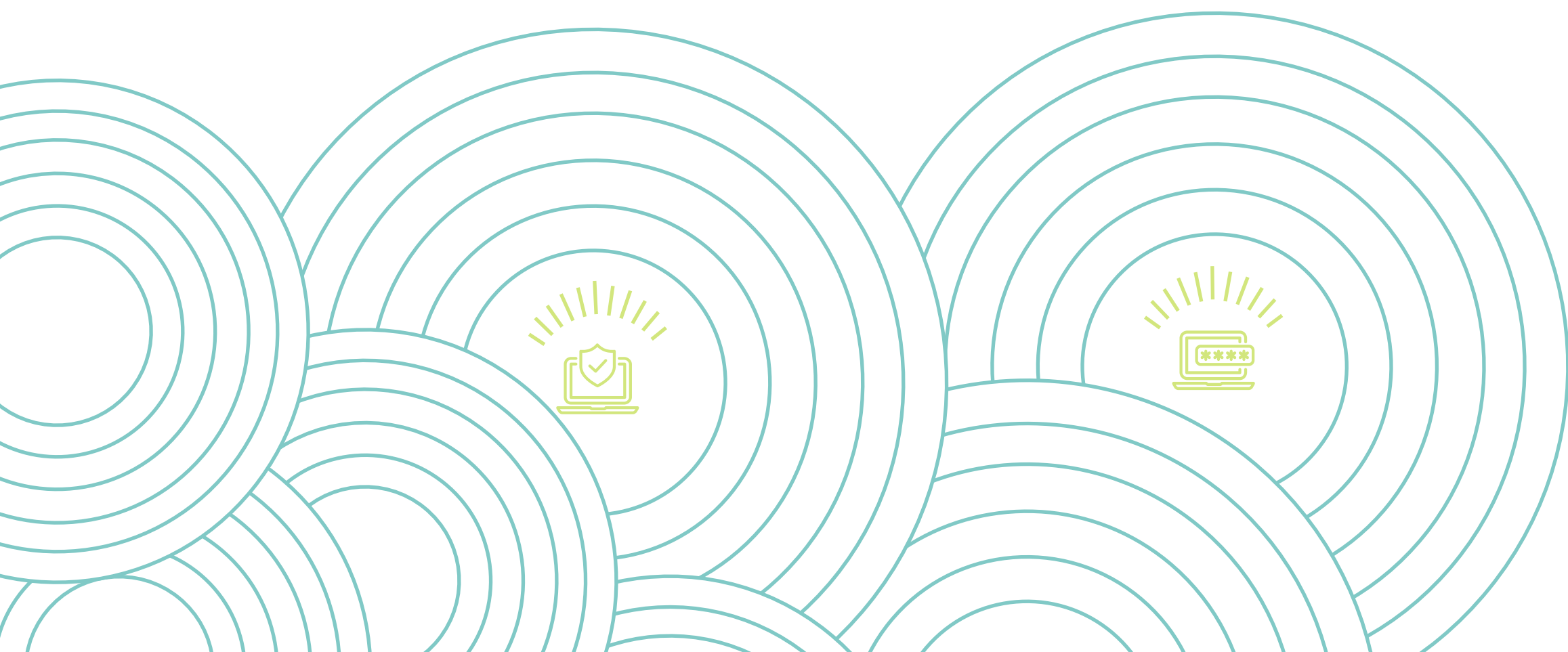
The Company conducts periodic simulated attacks by sending out emails containing illegitimate links. If employees fail an attack, they have to repeat their information security courses. In 2022, 89.5% of participants withstood simulated information attacks.

RESULTS OF SIMULATED INFORMATION ATTACKS AMONG COMPANY EMPLOYEES IN 2022



Training and simulating attacks raises employee engagement in InfoSec issues and drills the right response to potential information threats.

We also send regular newsletters and publish the information about relevant threats in the corporate media, making necessary recommendations. During the reporting year, 13 newsletters and publications were sent to employees to raise information security awareness.



APPENDICES

APPENDIX 1. ABOUT THE REPORT

Approach to Reporting

The Sustainable Development Report of PJSC Uralkali and its subsidiaries (hereafter, the ESG Report or the Report) features the key sustainability management practices and performance review for the period of 1 January to 31 December 2022, as well as the playbook for the future. The Report is published in Russian and English.

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

Since 2012, the Company has annually disclosed its non-financial information as part of its integrated reporting. Since 2020, the Company has resumed the practice of preparing additional sustainability reports.

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

Uralkali's Sustainable Development Working Group took part in identifying material topics and outlining the Report's contents, as well as its approval. The Report was reviewed and approved by the Sustainable Development Committee, as well as the Board of Directors.

Identification of Material Topics

Materiality assessment was performed according to international standards and recommendations of the Russian Union of Industrialists and Entrepreneurs. The main purpose of the assessment is the identification of the topics relevant to stakeholders and the Company

Preparing the report, we focused on the following standards and guidelines:

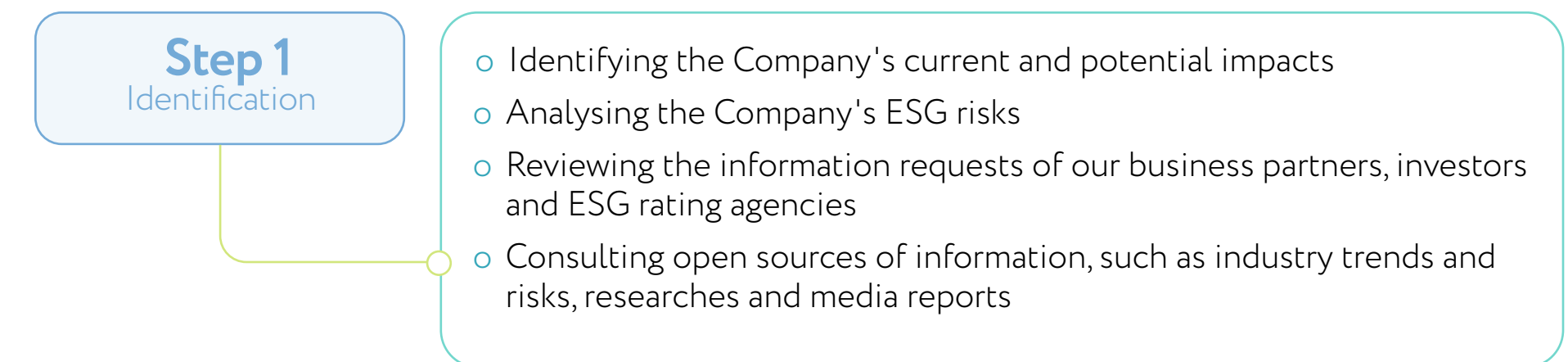
- GRI Standards for sustainability reporting (Global Reporting Initiative);
- Recommendations of the International Task Force on Climate-Related Financial Disclosures (TCFD).

We also referenced the following documents:

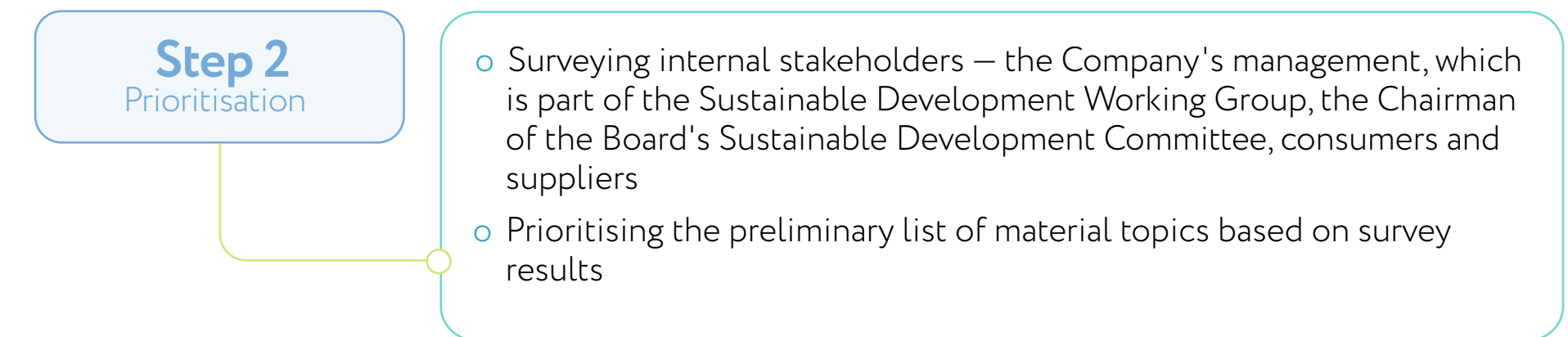
- The United Nations Global Compact;
- Reference performance indicators in alignment with the recommendations of the Russian Union of Industrialists and Entrepreneurs (RSPP) on management practices and non-financial reporting.

and their subsequent disclosure in this Report. Identifying material topics, we took into consideration the international context and related global initiatives.

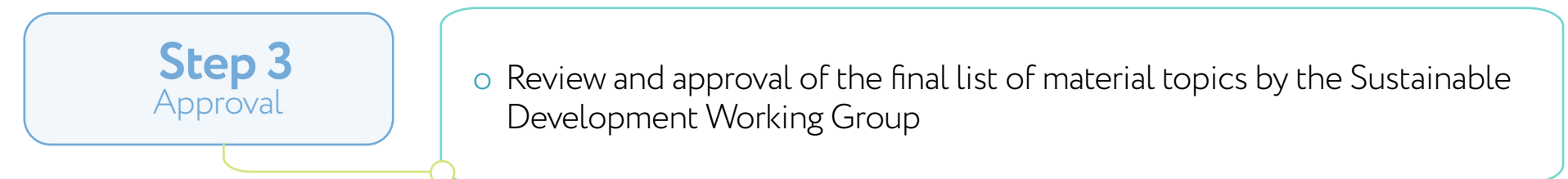
Identification of Material Topics



Preparing a preliminary list of material topics



Preparing an updated version of the material topics' list



Final approval of the last version of the material topics' list

Consumer Survey

In 2022, the Company conducted an in-depth survey of consumers, who represent a significant part of the Company's stakeholders. 33 companies, which provide 25% of the total export sales at year-end 2021, took part in the survey. Among respondent companies, 12 are from China, providing 75% of the Company's total number of sales in the country; 10 are from

South-East Asia; five are from South America; and five are from North America.

As part of the survey, consumers were asked to rank material topics by the level of significance. Consumers specified product quality and safety, anti-corruption and business ethics as the most important topics.

60%
of consumers answered that they already take into account ESG-related issues while choosing a fertilizer supplier

50%
of companies answered that they are already interested in buying fertilizers with a low carbon footprint

Materiality Matrix

A list of topics for disclosure in the Report was drawn up based on the materiality analysis. The topics of the first and second tiers are described in detail in the Report. The topics of the third tier are described in less detail. Special attention is paid to the core factors of the Company's impact on society and the environment in the relevant areas.

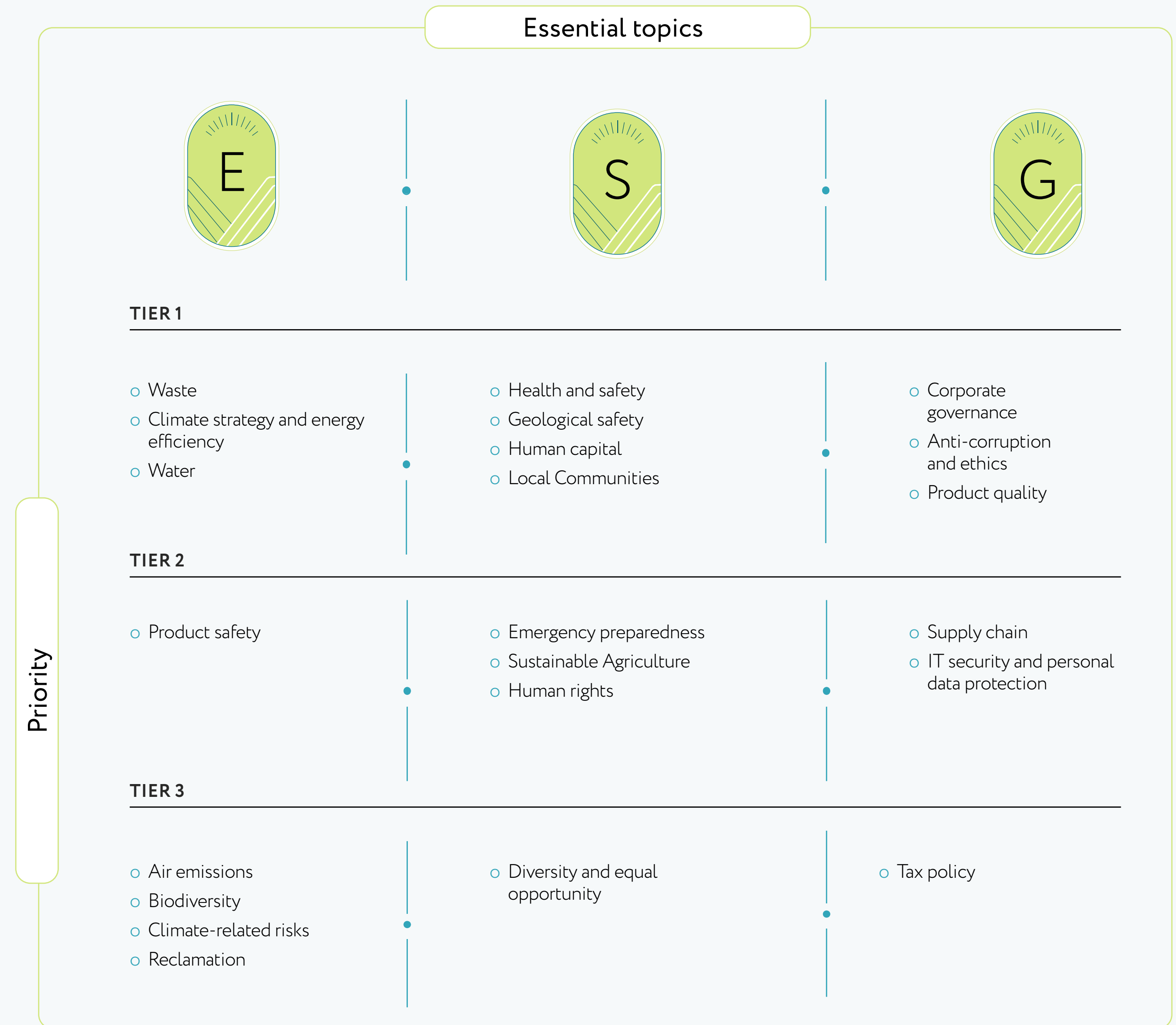
Independent Audit

The Company engaged JSC Business Solutions and Technologies to confirm the reliability of the information procured as part of non-financial reports.

The independent audit of the Report was conducted in full 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 assurance of the Report, please refer to the Appendix 2. Independent Assurance Report on page 85.

Materiality Matrix



Reporting boundaries

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 disclosure of quantitative information are detailed by key thematic blocks in the below table.

ENVIRONMENTAL ASPECT

ENTERPRISES WITHIN REPORTING BOUNDARIES	WATER	WASTE	AIR EMISSIONS	BIODIVERSITY AND RECLAMATION	CARBON MANAGEMENT AND 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					
JSC Solikamsk Construction Trust					
JSC VNII Galurgii					
JSC Baltic Bulk Terminal	+	+	+		+
LLC Uralkali-Proekt					
Uralkali Trading SIA					
LLC Uralkali-Invest					
LLC Uralkali-Med					

SOCIAL ASPECT

ENTERPRISES WITHIN REPORTING BOUNDARIES	SAFETY	HEALTH AND WELL-BEING OF EMPLOYEES	LOCAL COMMUNITIES
PJSC Uralkali	+	+	+
LLC Uralkali-Remont	+	+	+
LLC Avtotranskali	+	+	+
LLC Vagon Depo Balahonzi	+	+	+
LLC SMT BSHSU	+	+	+
LLC N-Resource	+	+	+

ENTERPRISES WITHIN REPORTING BOUNDARIES	SAFETY	HEALTH AND WELL-BEING OF EMPLOYEES	LOCAL COMMUNITIES
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		+	
LLC Uralkali-Invest		+	
LLC Uralkali-Med		+	

CORPORATE GOVERNANCE

ENTERPRISES WITHIN REPORTING BOUNDARIES	CORPORATE GOVERNANCE	ANTI-CORRUPTION AND ETHICS	SUPPLY CHAIN	TAX POLICY
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		+		+
LLC Uralkali-Invest		+		+
LLC Uralkali-Med		+		+

When disclosing indicators along with reporting boundaries, other than those outlined above, information on the businesses covered is indicated in relevant description, tables and charts.

APPENDIX 2. INDEPENDENT ASSURANCE REPORT

Independent practitioner's limited assurance report to PJSC Uralkali Board of Directors on the 2022 ESG Report for the year ended 31 December 2022.

Scope of limited assurance engagement

We have performed an engagement in accordance with International Standard on Assurance Engagements ("ISAE") 3000 (Revised) Assurance Engagements other than Audits or Reviews of Historical Financial Information ("the Standard") to express limited assurance that the ESG Report of PJSC Uralkali for 2022 ("the Report") has been prepared in accordance with Global Reporting Initiative Sustainability reporting standards ("GRI Standards"), as well as regarding the accuracy of the selected non-financial indicators, as presented in section 'Selected non-financial indicators for examination'.

Limited assurance procedures and roles

Principal Procedures in a Limited Assurance Engagement

Our responsibility is to issue a report on the subject matter described above based on our limited assurance engagement. We conducted our engagement in accordance with the Standard.

Our procedures in this engagement included, but were not limited to, the following:

- Obtaining an understanding of the overall corporate governance process and internal control system related to the identification and presentation of sustainability information and the selected non-financial indicators included in the Report;
- Interviewing management of PJSC Uralkali responsible for sustainability policies and reporting relevant to subject matter of our report;
- Obtaining, on a sample basis, information supporting accuracy of non-financial indicators presented in section 'Selected non-financial indicators for examination';
- Reading the Report to assess the appropriateness of information included therein and management's own statement on the preparation of the Report in accordance with the requirements of GRI Standards.

Inherent limitations

Inherent limitations exist in all assurance engagements due to selective testing of the information being examined. Therefore, fraud, errors and inconsistencies may occur and may not be detected. In addition, non-financial information, such as information 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 engagement provides limited assurance as defined in the Standard. The procedures performed in a limited assurance engagement are different in nature and timing from those in a reasonable assurance engagement and are less in scope than in a reasonable assurance engagement. Therefore, the level of assurance obtained in a limited assurance engagement is substantially lower than the level of assurance that would have been obtained had a reasonable assurance engagement been performed.

Roles and responsibilities

The Board of Directors is responsible for the preparation, accuracy, completeness and reliability of the information and sustainability statements contained in the Report, without material misstatements, prepared in accordance with GRI Standards. Those charged with governance are responsible for defining PJSC Uralkali's sustainability objectives, and for establishing, implementing and maintaining appropriate processes and internal controls applicable to the preparation of the Report that is free from material misstatements due to fraud or errors.

Our responsibility is to provide, based on the procedures performed and the evidence obtained, an independent practitioner's report on the subject matter described above providing limited assurance as to the statement of those charged with governance regarding the preparation of the non-financial indicators presented in the 'Selected non-financial indicators for examination' section and included in the Report.

Independence and quality control

We have complied with the independence and other ethical requirements of Auditor's Independence Rules and the Auditor's Professional Ethics Code, that are relevant to our engagement in the Russian Federation together with the ethical requirements of the International Ethics Standards Board for Accountants' Code of Ethics for Professional Accountants (the "IESBA Code"), which are founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behavior.

The firm applies the International Standard On Quality Management (ISQM) 1, Quality Management for Firms that Perform Audits or Reviews of Financial Statements, or Other Assurance or Related Services Engagements, which requires the firm to develop, implement and maintain a quality management system, including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Selected non-financial indicators for examination

Our examination of the non-financial indicators included in the Report, in accordance with the procedures described above, was limited to the scope determined by those charged with governance of PJSC Uralkali, as presented below:

Energy	<ul style="list-style-type: none"> ○ Total energy consumption, GJ; ○ Electricity consumption, GJ; ○ Consumption of purchased electricity, GJ; ○ Electricity sold, GJ; ○ Heat consumption, GJ; ○ Consumption of purchased heat, GJ; ○ Heat sold, GJ; ○ Consumed associated gas, liquefied gas and natural gas, GJ; ○ Consumed diesel, petrol and fuel oil, metallurgical coke, kerosene, GJ; ○ Actual volume of generated electricity (generation), GJ; ○ Energy intensity ratio, GJ/tons of products.
Water resources	<ul style="list-style-type: none"> ○ 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), total tons of CO₂ equivalent and broken down: <ul style="list-style-type: none"> – by types of gas, tons of CO₂ equivalent; ○ Energy indirect GHG emissions (Scope 2), tons of CO₂ equivalent; ○ GHG emissions intensity ratio (Scope 1 and Scope 2), tons of CO₂ equivalent / tons of product.
Air emissions	<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.
Waste	<ul style="list-style-type: none"> ○ Waste generated, tons and broken down: <ul style="list-style-type: none"> – by hazard classes (hazardous and non-hazardous); – by types of handling and disposal; ○ Share of production waste utilised through backfilling %.

Occupational and Industrial Safety

- Occupational injuries:
 - Number of accidents, pcs;
 - Number of fatal injuries, pcs;
 - Fatal-Injury Frequency Rate (FIFR), number of cases per 200 thousand working hours;
 - 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.

HR management

- The total number of employees at the end of the year, persons and broken down:
 - by gender;
 - by categories of employees;
 - by age;
- The average annual number of employees, persons;
- Employee turnover, %;
- Diversity of management bodies and employees, persons and broken down:
 - by gender;
 - by age.

Development of the region of presence

- Amount of social investments, mln. rubles.

Limited assurance conclusion

Based on the procedures we have performed as described in this report and the evidence obtained during limited assurance engagement, nothing has come to our attention that causes us to believe that the aforementioned Report is not prepared in accordance with the GRI Standards, and that the non-financial indicators presented in the 'Selected non-financial indicators for examination' section above are materially misstated.



Tursunov Timur Musliddinovich
Engagement partner

AO "Business Solutions and Technologies"
(ORNZ № 12006020384)

2 June 2023

APPENDIX 3. MAIN QUANTITATIVE DATA

Environmental Aspect (E)

MANAGEMENT APPROACH TO ENVIRONMENTAL ISSUES

NAME	UOM	2019	2020	2021	2022
TOTAL ENVIRONMENTAL COSTS AND INVESTMENTS					
Total OHS costs and investments	RUB thousand	4,992,956	5,245,162	6,722,416	7,693,709
Current environmental protection costs	RUB thousand	2,273,747	2,239,448	2,466,379	2,917,120
Capital investments in environmental protection activity	RUB thousand	2,707,619	2,987,287	4,235,352	4,761,776
Payments for negative impact on the environment	RUB thousand	10,722	16,562	14,115	13,837
Environmental levy	RUB thousand	868	1,865	2,890	976
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 (PJSC URALKALI)					
Number of notes of breaching environmental legislation	pc.	1	0	3	0
Total amount of fees, fines and penalties for non-compliance with environmental laws and regulations	RUB thousand	20	0	200	0

WATER RESOURCES

NAME	UOM	2019	2020	2021	2022
TOTAL WATER WITHDRAWAL BY SOURCE TYPE					
Amount of water withdrawn	thousand m ³	22,813	23,880	24,072	19,990
Surface water (including swamps, rivers, lakes)	thousand m ³	17,676	19,427	19,154	15,566
Groundwater	thousand m ³	2,928	2,487	2,013	1,714
Rainwater collected and stored by the Company	thousand m ³	1,377	1,114	1,377	1,065
Waters of the seas and oceans	thousand m ³	0	0	0	0

NAME	UOM	2019	2020	2021	2022
Produced water	thousand m ³	0	0	0	0
Third-party water (municipal and other water supply systems), including:	thousand m ³	832	852	1,528	1,644
surface water (including swamps, rivers, lakes)	thousand m ³	0	0	0	0
groundwater	thousand m ³	724	764	1,403	1,525
Rainwater collected and stored by the Company	thousand m ³	0	0	0	0
waters of the seas and oceans	thousand m ³	0	0	0	0
produced water	thousand m ³	0	0	0	0
drinking water from water supply systems	thousand m ³	108	88	125	120
TOTAL WATER DISCHARGE					
Total water discharge	thousand m ³	17,584	15,450	14,851	14,657
Total water discharge by receiving facility, including:	thousand m ³	13,788	11,646	10,991	10,907
surface water (including swamps, rivers, lakes)	thousand m ³	9,888	8,253	7,759	7,620
groundwater	thousand m ³	0	0	0	0
rainwater collected and stored by the Company	thousand m ³	0	0	0	0
waters of the seas and oceans	thousand m ³	151	162	150	158
third-party water	thousand m ³	3,749	3,231	3,082	3,128
Sales of water to third parties	thousand m ³	3,795	3,805	3,860	3,749
TOTAL WATER DISCHARGE BY WASTEWATER QUALITY					
Wastewater discharge, including:	thousand m ³	13,788	11,646	10,991	10,874
clean (according to the standard)	thousand m ³	0	0	0	0
treated (according to the standard)	thousand m ³	6,849	7,465	4,790	4,831
insufficiently treated	thousand m ³	5,945	3,209	5,405	5,331
contaminated (without treatment)	thousand m ³	994	971	796	712

NAME	UOM	2019	2020	2021	2022
TOTAL WATER CONSUMPTION					
Total water consumption	thousand m ³	5,229	8,430	9,221	5,333
SPECIFIC WATER CONSUMPTION					
Specific water consumption	m ³ /t of production	0.47	0.74	0.75	0.75
VOLUME OF WATER CONSUMPTION IN RECYCLING AND CIRCULATING WATER SUPPLY SYSTEMS (PJSC URALKALI)					
Water consumption in recycling and circulating water supply systems	thousand m ³	128,900	122,720	122,800	91,080
Recycling and circulating water surplus against water consumption rate	times	25	15	14	19
CHEMICAL OXYGEN DEMAND (COD) OF WASTEWATER DISCHARGED					
Chemical oxygen demand of wastewater discharged	tonne	297	229	237	201

WASTE AND SLURRY STORAGEES

NAME	UOM	2019	2020	2021	2022
TOTAL WASTE GENERATION BY HAZARD CLASS					
Total waste generation	tonne	30,221,426	30,528,754	32,934,458	19,970,611
Hazardous waste, including:	tonne	1,299	1,107	2,354	1,919
Hazard class I	tonne	11	8	6	2
Hazard class II	tonne	15	13	12	7
Hazard class III	tonne	1,273	1,086	2,336	1,909
Non-hazardous waste, including:	tonne	30,220,127	30,527,647	32,932,104	19,968,692
Hazard class IV	tonne	5,486	4,387	4,436	4,319
Hazard class V	tonne	30,214,641	30,523,260	32,927,668	19,964,372
TOTAL WASTE RECYCLED AND REUSED					
Total waste recycled and reused	tonne	21,707,836	23,647,810	25,913,521	21,635,447
Waste disposal, including:	tonne	20,518,988	22,474,456	25,886,196	18,763,483
hazardous waste	tonne	0	0	0	0
non-hazardous waste	tonne	20,518,988	22,474,456	25,886,196	18,763,483
Reuse of waste, including:	tonne	0	0	651	0
hazardous waste	tonne	0	0	648	0
non-hazardous waste	tonne	0	0	2	0
Transferred to third-party organisations for disposal, including:	tonne	1,188,848	1,173,354	26,674	2,871,964
hazardous waste	tonne	744	398	460	1,656
non-hazardous waste	tonne	1,188,105	1,172,955	26,214	2,870,308

NAME	UOM	2019	2020	2021	2022
TOTAL WASTE REMOVED					
Total waste removed	tonne	10,787,551	9,228,619	8,903,271	2,565,998
Waste disposal at the enterprises, including:	tonne	10,756,918	9,203,991	8,869,326	2,545,897
hazardous waste	tonne	0	0	0	0
non-hazardous waste	tonne	10,756,918	9,203,991	8,869,326	2,545,897
Waste disposal at the municipal landfill, including:	tonne	29,952	23,851	31,996	19,576
hazardous waste	tonne	0.8	0.7	1.4	7.5
non-hazardous waste	tonne	29,951	23,850	31,995	19,568
Transferred to third-party organisations for disposal and storage, including:	tonne	681	777	1,949	367
hazardous waste	tonne	558	709	1,893	253
non-hazardous waste	tonne	123	69	56	114
Transferred to third-party organisations for processing, including:	tonne	0	0	0	159
hazardous waste	tonne	0	0	0	0
non-hazardous waste	tonne	0	0	0	159
Waste incineration, including:	tonne	0	0	0	0
hazardous waste	tonne	0	0	0	0
non-hazardous waste	tonne	0	0	0	0
Landfilling, 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	2.72	2.69	2.67	2.95
Total waste generation	tonne	30,221,426	30,528,754	32,934,458	19,970,611

CLIMATE AND ENERGY EFFICIENCY

NAME	UOM	2019	2020	2021	2022
TOTAL GHG EMISSIONS (SCOPE 1 AND 2)					
Greenhouse gas emissions	t CO ₂ -eq	1,521,874	1,524,464	1,612,607	1,216,210
Direct GHG emissions (Scope 1)	t CO ₂ -eq	951,373	977,474	1,022,530	774,725
Energy indirect GHG emissions (Scope 2)	t CO ₂ -eq	570,502	546,990	590,077	441,485

NAME	UOM	2019	2020	2021	2022
SPECIFIC GHG EMISSIONS (SCOPE 1 AND 2)					
Specific GHG emissions (Scope 1 and 2)	t CO ₂ -eq/t of production	0.137	0.134	0.131	0.180
TOTAL DIRECT GHG EMISSIONS BY RECORDED GAS (SCOPE 1)					
Direct GHG emissions (Scope 1)	t CO ₂ -eq	951,373	977,474	1,022,530	774,725
Carbon dioxide (CO ₂)	t CO ₂ -eq	949,799	975,685	1,020,633	771,684
Methane (CH ₄)	t CO ₂ -eq	537	555	581	446
Nitrous oxide (N ₂ O)	t CO ₂ -eq	1,037	1,234	1,316	2,595
TOTAL NON-ENERGY INDIRECT CHG EMISSIONS (Scope 3)					
Non-energy indirect GHG emissions (Scope 3)	t CO ₂ -eq	1,809,705	1,774,420	1,403,299	1,267,226
TOTAL FUEL CONSUMPTION BY FUEL TYPE					
Total fuel consumption	GJ	19,118,212	19,443,793	17,788,761	13,502,086
Natural gas	GJ	14,463,295	14,745,942	13,215,811	10,320,930
Associated gas	GJ	3,862,114	3,953,532	3,678,391	2,592,052
Diesel	GJ	365,251	345,062	390,283	421,037
Petrol	GJ	45,170	36,363	37,659	37,861
Metallurgical coke	GJ	914	667	1,927	911
Liquefied gas	GJ	185	132	6,274	4,098
Kerosene	GJ	0	0	302	903
Fuel oil	GJ	381,283	362,095	458,114	124,294
TOTAL ENERGY PURCHASED FOR OWN NEEDS BY ENERGY TYPE					
Total energy purchased	GJ	6,879,186	6,550,223	7,041,663	4,694,240
Electricity	GJ	5,663,511	5,466,858	5,926,792	3,783,132
Heat (including steam)	GJ	1,215,675	1,083,365	1,114,871	911,108
TOTAL ENERGY TRANSFERRED TO THIRD-PARTY CONSUMERS					
Total energy transferred	GJ	126,265	100,602	121,143	115,233
Electricity	GJ	17,612	16,617	17,148	18,839
Heat	GJ	108,653	83,985	103,995	96,394
TOTAL ENERGY CONSUMPTION					
Total energy consumption	GJ	25,871,133	25,913,591	24,726,429	18,196,325
Specific energy consumption	GJ/t of production	2.331	2.284	2.003	2.687

AIR EMISSIONS

NAME	UOM	2019	2020	2021	2022
TOTAL AIR EMISSIONS					
Total air emissions	tonne	7,457	7,312	7,520	5,973
Nitrogen oxides (NOx)	tonne	2,620	2,658	2,629	2,508
Sulphur oxides (SOx)	tonne	388	357	362	92
Particulate matter (PM)	tonne	2,600	2,531	2,628	1,840
Volatile organic compounds (VOCs)	tonne	231	199	205	152
Carbon oxide	tonne	1,511	1,483	1,603	1,307
Other gaseous and liquid compounds	tonne	108	83	93	73
SPECIFIC AIR EMISSIONS					
Specific air emissions	kg/t of production	0.67	0.64	0.61	0.88

BIODIVERSITY AND RECLAMATION

NAME	UOM	2019	2020	2021	2022
TOTAL STERLET FRY RELEASED (PJSC URALKALI)					
Release of sterlet fry, total	thousand pc.	55	39	41	50
DISTURBED AND RECLAIMED LAND (PJSC URALKALI)					
Disturbed lands at the beginning of the year	ha	1,918.4	1,918.4	1,916.0	1,884.2
Disturbed lands	ha	0	15.7	0	0
Reclaimed lands	ha	0	15.7	31.8	20.7
Disturbed lands at the end of the year	ha	1,918.4	1,916.0	1,884.2	1,863.6
BIODIVERSITY CONSERVATION COSTS (PJSC URALKALI)					
Biodiversity conservation costs	RUB thousand	2,259	953	1,032	1,301

Social Aspect (S)

SAFETY

NAME	UOM	2019	2020	2021	2022
WORKERS COVERED BY AN OCCUPATIONAL HEALTH AND INDUSTRIAL SAFETY (H&S) MANAGEMENT SYSTEM					
Workers covered by the H&S management system	pers.	12,655	12,737	13,304	13,531
	%	100	100	100	100
Number of the Company's workers covered by the H&S management system that has been internally audited ¹	pers.	12,655	12,737	13,304	13,531
		100	100	100	100
INDICATORS FOR THE COMPANY'S EMPLOYEES					
LOST TIME INCIDENT FREQUENCY RATE (LTIFR)²					
Lost Time Incident Frequency Rate (LTIFR)	number of cases per 200 thousand hours worked	0.11	0.07	0.07	0.08
TOTAL RECORDABLE INCIDENT RATE (TRIR)					
Total Recordable Incident Rate (TRIR)	number of cases per 200 thousand hours worked	0.56	0.26	0.52	0.11
LOST DAYS RATE (LDR)					
Lost Days Rate (LDR)		7.41	10.26	6.71	4.3
ACCIDENTS AND INJURIES					
Total number of accidents among employees ²	units	18	11	11	14
Number of fatalities	units	3	0	1	2
Rate of fatalities as a result of work-related injury	number of cases per 200 thousand hours worked	0.02	0.00	0.01	0.01
Number of high-consequence work-related injuries ³	units	6	3	4	1
Rate of high-consequence work-related injuries ³	number of cases per 200 thousand hours worked	0.038	0.019	0.024	0.006

¹ All enterprise's employees are considered to be covered by an occupational health and industrial safety management system that has been internally audited if at least one subdivision/facility of this enterprise has been internally audited.

² Total injuries, including fatalities. The volume of disclosure includes only work-related injuries.

³ Excluding fatalities and mild cases.

NAME	UOM	2019	2020	2021	2022
Number of minor injuries among the Company's employees	units	71	30	75	4
NUMBER OF HOURS WORKED					
Total number of hours worked	person-hour	31,898,377	31,910,541	33,310,961	34,093,378
NUMBER OF DAYS LOST FOR TEMPORARY DISABILITY					
Number of days lost for temporary disability due to work-related injuries	days	1,182	1,637	1,118	734
WORK-RELATED ILL HEALTH					
Number of identified work-related ill health among employees (first identified cases)	units	1	0	1	0
Number of fatalities as a result of work-related ill health	units	0	0	0	0
H&S TRAINING					
Industrial safety	person-course	-	4,053	5,559	10,331
Occupational health	person-course	-	2,042	3,457	3,329
Total	person-course	-	6,095	9,016	13,660
INDICATORS FOR CONTRACTORS					
LOST TIME INCIDENT FREQUENCY RATE (LTIFR)⁴					
LOST TIME INCIDENT FREQUENCY RATE (LTIFR)	number of cases per 200 thousand hours worked	-	-	-	0.17
ACCIDENTS AND INJURIES					
Total number of accidents ⁴	units	3	3	3	6
Number of fatalities	units	1	1	1	1
Number of high-consequence work-related injuries ⁵	units	1	0	0	2

⁴ Total injuries, including fatalities. The volume of disclosure includes only work-related injuries.

⁵ Excluding fatalities and mild cases.

EMPLOYEE WELL-BEING

NAME	UOM	2019	2020	2021	2022
AVERAGE HEADCOUNT					
Total employees	pers.	20,036	20,150	20,712	21,317
HEADCOUNT BY GENDER (AT THE YEAR-END)					
Total employees	pers.	20,382	20,467	21,072	21,957
Total working men	pers.	14,119	14,319	14,866	15,309
Total working women	pers.	6,263	6,148	6,206	6,648
HEADCOUNT BY AGE (AT THE YEAR-END)					
Total employees	pers.	20,382	20,467	21,072	21,957
18 to 30 years old	pers.	2,916	2,833	3,006	3,203
30 to 35 years old	pers.	3,467	3,289	3,108	2,822
35 to 40 years old	pers.	3,261	3,479	3,752	3,969
40 to 50 years old	pers.	6,012	6,124	6,324	6,714
50 to 60 years old	pers.	3,757	3,786	3,783	4,061
Over 60 years old	pers.	969	956	1,099	1,188
HEADCOUNT BY EMPLOYMENT CONTRACT (AT THE YEAR-END)					
Temporary (permanent) contract	pers.	19,804	19,878	20,394	21,166
Fixed-term contract	pers.	578	589	678	791
Open-term contract	%	97.2	97.1	96.8	96.4
HEADCOUNT BY EMPLOYMENT TYPE (AT THE YEAR-END)					
Part-time employment	pers.	66	48	60	75
Full-time employment	pers.	20,316	20,419	21,012	21,882
HEADCOUNT BY REGION (AT THE YEAR-END)					
Total employees	pers.	20,382	20,467	21,072	21,957
Moscow	pers.	77	76	56	63
St. Petersburg	pers.	516	502	498	457
Perm Region	pers.	19,727	19,824	20,419	21,358
Outside the Russian Federation	pers.	62	65	99	79

¹ 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).

² Senior management: CEO, Area Director, Deputy CEO, Chief Accountant and its Deputy, Head of Department, Chief Engineer, Head of Mine, Head of Plant, Head of Complex, and Project Manager and its Deputy.

NAME	UOM	2019	2020	2021	2022
RATIOS OF STANDARD ENTRY LEVEL WAGE OF EMPLOYEES' COMPARED TO LOCAL MINIMUM WAGE IN SIGNIFICANT REGIONS OF THE COMPANY'S PRESENCE					
Moscow		4.04	4.98	6.25	3.91
St. Petersburg		1.42	1.06	1.24	1.11
Perm Region		1.00	1.05	1.00	1.00
PROPORTION OF SENIOR MANAGEMENT² HIRED FROM THE LOCAL COMMUNITY					
Perm Region	%	89.1	86.8	88.4	88.8
Moscow	%	78.6	83.3	90.0	100
St. Petersburg	%	93.8	93.8	100.0	100
Other	%	100.0	100.0	100.0	0
Total for the Company	%	88.9	87.3	89.4	88.7
NEW EMPLOYEE HIRES AND EMPLOYEE TURNOVER					
New employee hires	pers.	3,199	3,056	4,413	4,477
Employee turnover	%	8.65	7.82	9.60	9.76
Voluntary employee turnover	%	5.6	4.6	6.1	6.4
RECRUITMENT COSTS					
Total new employee hires	RUB	6,303,670	5,288,486	5,842,000	8,124,000
including full-time employees	RUB	6,154,349	5,110,065	5,802,514	7,836,641
PERCENTAGE OF EMPLOYEES RECEIVING INDIVIDUAL PERFORMANCE REVIEWS TAKEN INTO ACCOUNT WHEN DETERMINING REMUNERATION³					
Percentage of employees	%	100	100	100	100
EMPLOYEE ENGAGEMENT LEVEL⁴					
Total employee engagement, including:	%	55	-	58	64
Among men	%	53	-	58	65
Among women	%	58	-	59	63
Survey coverage (of total employees)	%	84	-	43	46
DIVERSITY OF SENIOR MANAGEMENT BY GENDER					
Total	pers.	231	217	216	222
Women	pers.	55	46	43	44

³ 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.

⁴ 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.)

NAME	UOM	2019	2020	2021	2022
Men	pers.	176	171	173	178
Percentage of women in top management positions	%	24	21	20	20

DIVERSITY OF SENIOR MANAGEMENT BY AGE

NAME	UOM	2019	2020	2021	2022
Total	pers.	231	217	216	222
18 to 30 years old	pers.	0	0	0	0
30 to 35 years old	pers.	8	8	8	6
35 to 40 years old	pers.	26	21	19	23
40 to 50 years old	pers.	122	112	111	108
50 to 60 years old	pers.	59	61	60	67
Over 60 years old	pers.	16	15	18	18

NUMBER OF EMPLOYEES WITH DISABILITIES AND PERCENTAGE OF TOTAL EMPLOYEES

NAME	UOM	2019	2020	2021	2022
Number of employees with disabilities as of the end of the year	pers.	123	123	129	140
Percentage of employees with disabilities of total employees (as of the end of the year)	%	0,6	0,6	0,6	0,6

NUMBER OF EMPLOYEES IN THE TALENT POOL

NAME	UOM	2019	2020	2021	2022
Workers	pers.	236	428	481	505
Managers	pers.	775	840	890	892
Specialists/clerks	pers.	636	687	616	617
Number of employees in the Group's talent pool	pers.	1,647	1,955	1,987	2,014

HOURS OF TRAINING

NAME	UOM	2019	2020	2021	2022
Total hours of training	hours	-	1,003,348	1,391,023	1,478,224
Total hours of training (without compulsory training)	hours	811,304	622,832	582,314	605,012
Training hours per employee	hours	67.4	49.8	67.2	69.6

NUMBER OF EMPLOYEES TRAINED

NAME	UOM	2019	2020	2021	2022
Number of employees trained	pers.	16,723	15,412	20,540	18,179

PERCENTAGE OF EMPLOYEES RECEIVING REGULAR PERFORMANCE AND CAREER DEVELOPMENT REVIEWS

NAME	UOM	2019	2020	2021	2022
Percentage of employees	%	25.1	30.0	30.0	30

TOTAL TRAINING COSTS

NAME	UOM	2019	2020	2021	2022
Total training costs	RUB	67,800,642	49,378,536	72,615,363	81,023,895

NAME	UOM	2019	2020	2021	2022
EMPLOYEES OF SECURITY CONTRACTORS TRAINED IN HUMAN RIGHTS					
Percentage of employees of security contractors trained in human rights	%	-	-	100	100

PERCENTAGE OF EMPLOYEES COVERED BY COLLECTIVE BARGAINING AGREEMENTS

NAME	UOM	2019	2020	2021	2022
Percentage of employees covered by collective bargaining agreements	%	94.8	95.1	95.1	93.8

LOCAL COMMUNITIES

NAME	UOM	2019	2020	2021	2022
CORPORATE GIVING BY MAIN AREA					
Total corporate giving	RUB mln	735	980	2,122	1,107
Infrastructure investments and services supported, including:	RUB mln	651	897	2,033	907
Assistance to public and non-profit organisations	RUB mln	426	621	1,781	335
Educational support	RUB mln	91	99	31	251
Support for veterans	RUB mln	65	68	75	71
Encouraging sports	RUB mln	43	51	62	147
Healthcare support	RUB mln	0	34	44	19
Assistance to municipal institutions	RUB mln	13	20	31	59
Other	RUB mln	14	4	9	26
Social investments, including:	RUB mln	85	84	89	200
Social investments (building a temple)	RUB mln	85	84	89	200

PERCENTAGE OF PRODUCTION UNITS THAT IMPLEMENT LOCAL COMMUNITY PROGRAMMES

NAME	UOM	2019	2020	2021	2022
Percentage of production units that implement local community programmes	%	100	100	100	100

SUSTAINABLE AGRICULTURE

NAME	UOM	2019	2020	2021	2022
NUMBER OF PEOPLE COVERED BY AGRONOMIC LITERACY PROGRAMMES					
Number of events	units	19	48	157	53
Number of people covered by agronomic literacy programmes	units	2,700	2,763	3,859	7,725

Corporate Governance (G)

NAME	UOM	2019	2020	2021	2022
BUSINESS ETHICS					
Number of confirmed violations of internal codes of business conduct	units	5	1	7	2
COMPLIANCE WITH LEGISLATION					
Significant fines for violating antitrust laws	RUB	0	0	0	0
Litigation related to obstructing competition and violating antitrust laws	units	-	0	0	0
FEEDBACK CHANNELS					
Total number of hotline calls, including:	units	356	322	441	902
Procurement	units	91	89	105	209
General	units	52	51	126	256
Recruitment and training	units	121	64	44	74
IT	units	28	42	69	78
Safety	units	25	17	41	63
Labour relations	units	5	7	9	9
Sales	units	9	5	7	114
H&S	units	8	2	7	8
Permit and access regime	units	1	2	8	0
Social policy	units	2	6	12	12
Illiquid assets	units	3	4	4	8
Stocks	units	3	1	0	0
Fraud and corruption across departments	units	5	26	9	10
Information security	units	0	1	0	0
Corporate newspaper delivery	units	1	0	0	1
Logistics	units	2	5	0	60

NAME	UOM	2019	2020	2021	2022
SUPPLY CHAIN					
Total number of suppliers	units	1,344	1,269	1,339	1,376
Share of local suppliers in the total number of suppliers ¹	%	95.8	95.7	96.1	96.4
Share of local supplier procurement in total procurement volume ¹	%	79.9	84.4	84.8	74.0
DISTRIBUTION OF TAXES PAID					
Total	RUB mln	15,740	4,839	28,826	15,893
Payments to federal budget	RUB mln	4,701	2,365	7,571	9,752
Payments to regional budget	RUB mln	10,937	2,390	21,175	5,987
Payments to local budget	RUB mln	102	85	79	154
NUMBER OF CUSTOMER APPEALS BY MAIN TOPIC					
Total	units	93	58	78	41
Short delivery	units	5	2	7	4
Inclusions	units	15	10	18	2
Contamination and package damaging, marking	units	13	8	16	9
Quality	units	61	38	37	19
Product labelling	units	-	-	-	2
Condition and preparation of wagons	units	-	-	-	5
CUSTOMER SATISFACTION SURVEY					
Customer satisfaction, the Russian Federation	%	92	100	100	97
Customer satisfaction, export	%	70	70	66	66
Share of customers participated in the survey, % of total customers	%	32	39	43	48

¹ By local suppliers we mean Russian suppliers.

APPENDIX 4. GRI INDEX TABLE

The information contained in this Report is prepared by PJSC Uralkali in accordance with GRI Standards for the period from 1 January 2022 to 31 December 2022.

GRI INDEX	REPORT SECTION / COMMENTS	PAGE
GRI 1: Foundation 2021		
GRI 2: GENERAL DISCLOSURES 2021		
1. THE ORGANIZATION AND ITS REPORTING PRACTICES		
GRI 2-1	Organizational details	5
	About the Company	82
	Appendix 1. About the Report	
	The Company's headquarters are located in Berezniki, the Perm Region, Russia	
GRI 2-2	Entities included in the organization's sustainability reporting	
	Appendix 1. About the Report	
	Reporting boundaries include PJSC Uralkali and subsidiaries.	
	The Company exercises its right not to disclose the consolidated financial statements in accordance with the Resolution of the Russian Government No. 2249 dated 8 December 2022.	
GRI 2-3	Reporting period, frequency and contact point	82
	Appendix 1. About the Report	99
	Contacts	
	Date of the Report: 2/06/2023	
	The reporting periods of the non-financial and financial statements coincide.	
GRI 2-4	Restatements of information	82
	Appendix 1. About the Report	
	Changes in the reporting boundaries:	
	In 2022, the Company acquired LLC Uralkali-Med and included it in the disclosure boundaries on certain topics.	
	LLC Sylvinite was not included in the 2022 ESG Report due to being shut down since 1 June 2022.	
	LLC UK-Invest is included in the 2022 ESG Report due to the said organisation creating the headcount.	
	LLC Poliklinika Alfa-Tsentr Zdorovya has been in scope of consolidation since 1 November 2022.	
	Appendix 3. Main Quantitative Data	87
	Change in the value of the Ratio of Standard Entry Level Wage of Employees Compared to Local Minimum Wage indicator in Perm in 2020 due to recalculation.	

GRI INDEX	REPORT SECTION / COMMENTS	PAGE
GRI 2-5	External assurance	82
	Appendix 1. About the Report	
	The Company engaged JSC BST to provide independent assurance of sample data presented in the 2022 ESG Report to ensure high quality, accuracy and completeness of the information presented in the Report and to help improve the sustainability reporting process as a whole.	
2. ACTIVITIES AND WORKERS		
GRI 2-6	Activities, value chain and other business relationships	5
	About the Company	76
	Supply Chain	
GRI 2-7	Employees	5
	About the Company	40
	Employee Well-being	
	Appendix 3. Main Quantitative Data	87
	Information on the indicator is partially disclosed due to the lack of centralised data accounting for a number of categories.	
GRI 2-8	Workers who are not employees	76
	Supply Chain	
	Information on the indicator is partially disclosed due to the lack of centralised data accounting for a number of categories.	
3. GOVERNANCE		
GRI 2-9	Governance structure and composition	66
	Corporate Governance	87
	Appendix 3. Main Quantitative Data	
	Corporate Governance section of the Company's website	
	Information on the indicator is partially disclosed since the Company considers it confidential.	
GRI 2-10	Nomination and selection of the highest governance body	66
	Corporate Governance	
	Corporate Governance section of the Company's website	
	Information on the indicator is partially disclosed since the Company considers it confidential.	
GRI 2-11	Chair of the highest governance body	
	The Chairperson of the Board of Directors of the Company is not its Chief Executive Officer.	
GRI 2-12	Role of the highest governance body in overseeing the management of impacts	66

GRI INDEX		REPORT SECTION / COMMENTS	PAGE
GRI 2-13	Delegation of responsibility for managing impacts	Corporate Governance	66
GRI 2-14	Role of the highest governance body in sustainability reporting	Corporate Governance Appendix 1. About the Report	66 82
GRI 2-15	Conflicts of interest	Corporate Governance	66
GRI 2-16	Communication of critical concerns	Corporate Governance	66
GRI 2-17	Collective knowledge of the highest governance body	No sustainable development training for Board members took place during the reporting period.	
GRI 2-18	Evaluation of the performance of the highest governance body	In 2022, the Board of Directors did not self-assess its performance due to the membership changes. The Board of Directors deems self-assessment an important and useful tool and intends to resume this practice in 2023.	
GRI 2-19	Remuneration policies	Corporate Governance	66
GRI 2-20	Process to determine remuneration	Corporate Governance Information on the indicator is partially disclosed since the Company considers it confidential.	66
GRI 2-21	Annual total compensation ratio	Information on the indicator is not disclosed since the Company considers it confidential.	
4. STRATEGY, POLICIES AND PRACTICES			
GRI 2-22	Statement on sustainable development strategy	Statement from the CEO About the Company 2025 ESG Strategy	3 5 11
GRI 2-23	Policy commitments	Human Rights Anti-corruption and Ethics	49 71
GRI 2-24	Embedding policy commitments	Human Rights Anti-corruption and Ethics	49 71
GRI 2-25	Processes to remediate negative impacts	Human Rights Anti-corruption and Ethics As of now, the Company's stakeholders do not participate in developing, improving and evaluating complaints handling.	49 71
GRI 2-26	Mechanisms for seeking advice and raising concerns	Human Rights Anti-corruption and Ethics	49 71
GRI 2-27	Compliance with laws and regulations	Anti-corruption and Ethics Appendix 3. Main Quantitative Data	71 87
GRI 2-28	Membership associations	Membership of Associations	18

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5. STAKEHOLDER ENGAGEMENT			
GRI 2-29	Approach to stakeholder engagement	Stakeholder Engagement Anti-corruption and Ethics Supply Chain Appendix 1. About the Report	17 71 76 82
GRI 2-30	Collective bargaining agreements	Employee Well-being Appendix 3. Main Quantitative Data For employees not covered by collective bargaining agreements, working conditions are determined under individual employment contracts.	40 87
GRI 3: MATERIAL TOPICS 2021			
GRI 3-1	Process to determine material topics	Appendix 1. About the Report	82
GRI 3-2	List of material topics	Appendix 1. About the Report Changes in the material topics list: Employment and Personnel Training and Development topics were merged into Human Capital. Economic Performance (due to the restrictions in terms of financials disclosure) and State Policy topics were excluded. Product Quality and IT Security and Personal Data Protection topics were singled out.	82
GRI 3-3	Management of material topics	The information on managing material topics is disclosed in relevant chapters of the Report.	
GRI 200: ECONOMIC			
GRI 202: Market Presence 2016			
GRI 202-1	Ratios of standard entry level wage by gender compared to local minimum wage	Appendix 3. Main Quantitative Data Perm Region is the main region where the Company operates.	87
GRI 202-2	Proportion of senior management hired from the local community	Employee Well-being Appendix 3. Main Quantitative Data	40 87
GRI 203: Indirect Economic Impacts 2016			
GRI 203-1	Infrastructure investments and services supported	Humanitarian Fertiliser Shipments to Africa Local Communities Appendix 3. Main Quantitative Data	13 52 87
GRI 203-2	Significant indirect economic impacts	Local Communities	52
GRI 204: Procurement Practices 2016			
GRI 204-1	Proportion of spending on local suppliers	Supply Chain Appendix 3. Main Quantitative Data	76 87

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GRI 205: Anti-Corruption 2016			
GRI 205-1	Operations assessed for risks related to corruption	Anti-corruption and Ethics Information on the indicator is partially disclosed since the Company considers it confidential.	71
GRI 205-2	Communication and training about anti-corruption policies and procedures	Anti-corruption and Ethics	71
GRI 205-3	Confirmed incidents of corruption and actions taken	Anti-corruption and Ethics Information on the indicator is partially disclosed since the Company considers it confidential.	71
GRI 206 Anti-Competitive Behavior 2016			
GRI 206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Anti-corruption and Ethics Appendix 3. Main Quantitative Data	71 87
GRI 207: Tax 2019			
GRI 207-1	Approach to tax	Other Governance Topics (G) Uralkali's Tax Policy Information on the indicator is partially disclosed since the Company considers it confidential.	79
GRI 207-2	Tax governance, control, and risk management	Other Governance Topics (G) Anti-corruption and Ethics	79 71
GRI 207-3	Stakeholder engagement and management of concerns related to tax	Other Governance Topics (G) Information on the indicator is partially disclosed since the Company considers it confidential.	79
GRI 207-4	Country-by-country reporting	Other Governance Topics (G) Information on the indicator is partially disclosed since the Company considers it confidential.	79
GRI 300: ENVIRONMENTAL			
GRI 302: Energy 2016			
GRI 302-1	Energy consumption within the organization	Climate Change Appendix 3. Main Quantitative Data Data on energy consumption for cooling is not disclosed since the Company's production process does not require industrial refrigeration systems. The cost of cooling (domestic refrigerators and air conditioners) is therefore extremely low and not significant. For calculations, rates from the Order of the Ministry of Natural Resources and Environment of the Russian Federation No. 371 are used.	20 87

GRI INDEX		REPORT SECTION / COMMENTS	PAGE
GRI 302-2	Energy consumption outside of the organization	Energy consumption outside of the organisation is not accounted.	20
GRI 302-3	Energy intensity	Climate Change Appendix 3. Main Quantitative Data The calculation includes only types of energy within the organisation in accordance with boundaries specified in Appendix 1.	20 87
GRI 302-4	Reduction of energy consumption	Climate Change	20
GRI 303: Water and Effluents 2018			
GRI 303-1	Interactions with water as a shared resource	Environment Information on the indicator is partially disclosed due to the lack of centralised data accounting and collection. After treatment, wastewater is discharged into water bodies based on and in accordance with permits (standards) by means of controlled water outlets. Currently, the Company does not have any targets for water discharge, and it is performed in compliance with approved standards.	25
GRI 303-2	Management of water discharge-related impacts	Environment Information on the indicator is not disclosed due to the lack of centralised data accounting and collection.	25
GRI 303-3	Water withdrawal	Environment Appendix 3. Main Quantitative Data Information on the indicator is partially disclosed due to the lack of centralised data accounting for a number of categories.	25 87
GRI 303-4	Water discharge	Environment Appendix 3. Main Quantitative Data Information on the indicator is partially disclosed due to the lack of centralised data accounting for a number of categories.	25 87
GRI 303-5	Water consumption	Environment Appendix 3. Main Quantitative Data The Company does not consume water in water-scarce regions.	25 87
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	Environment Uralkali's operational sites are not located in protected areas and areas of high biodiversity value, including those adjacent to protected areas.	25
GRI 304-2	Significant impacts of activities, products and services on biodiversity	Environment	25

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GRI 304-3	Habitats protected or restored	Environment	25
GRI 304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	Environment	25
GRI 305: Emissions 2016			
GRI 305-1	Direct (Scope 1) GHG emissions	Climate Change	20
		Appendix 3. Main Quantitative Data	87
		There are no CO ₂ emissions from the combustion or decomposition of biomass.	
		The base year for calculating GHG emissions is 2020, being the base year of the Climate Strategy.	
		Emissions are consolidated in compliance with the Company's operational control (for more information, please refer to the Reporting Boundaries section in Appendix 1).	
GRI 305-2	Energy indirect (Scope 2) GHG emissions	Climate Change	20
		Appendix 3. Main Quantitative Data	87
		The base year for calculating GHG emissions is 2020, being the base year of the Climate Strategy.	
GRI 305-3	Other indirect (Scope 3) GHG emissions	Climate Change	20
		Appendix 3. Main Quantitative Data	87
		The Company has no biogenic emissions.	
		Pursuant to GHG Protocol, Scope 3 includes categories 1–5, 8, and 9.	
		For calculations, GWPs (global warming potentials) are used according to the Fifth Assessment Report by the Intergovernmental Panel on Climate Change (IPCC).	
GRI 305-4	GHG emissions intensity	Climate Change	20
		Appendix 3. Main Quantitative Data	87
GRI 305-5	Reduction of GHG emissions	Climate Change	20
		Information on the indicator is partially disclosed due to the lack of centralised accounting.	
GRI 305-6	Emissions of ozone-depleting substances (ODS)	Information on the indicator is not disclosed due to the lack of centralised data accounting and collection.	
GRI 305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Environment	25
		Appendix 3. Main Quantitative Data	87
GRI 306: Waste 2020			
GRI 306-1	Waste generation and significant waste-related impacts	Environment	25

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GRI 306-2	Management of significant waste-related impacts	Environment	25
GRI 306-3	Waste generated	Environment	25
		Appendix 3. Main Quantitative Data	87
GRI 306-4	Waste diverted from disposal	Environment	25
		Appendix 3. Main Quantitative Data	87
GRI 306-5	Waste directed to disposal	Environment	25
		Appendix 3. Main Quantitative Data	87
GRI 400: SOCIAL			
GRI 401: Employment 2016			
GRI 401-1	New employee hires and employee turnover	Employee Well-being	40
		Appendix 3. Main Quantitative Data	87
		New employee hires amount to 21%	
		Information on the indicator is partially disclosed due to the lack of centralised data accounting for a number of categories.	
GRI 401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	In all significant regions of operation, benefits for temporary or part-time employees are the same as those for full-time employees. Benefits are not available to external part-time employees.	
		Significant regions of operation mean Russian regions where the Company operates.	
GRI 401-3	Parental leave	Information on the indicator is not available due to the lack of centralised data accounting.	
GRI 403: Occupational Health and Safety 2018			
GRI 403-1	Occupational health and safety management system	Safety	32
GRI 403-2	Hazard identification, risk assessment, and incident investigation	Safety	32
GRI 403-3	Occupational health services	Safety	32
GRI 403-4	Worker participation, consultation, and communication on occupational health and safety	Safety	32
GRI 403-5	Worker training on occupational health and safety	Safety	32
GRI 403-6	Promotion of worker health	Safety	32
		Employee Well-being	40

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GRI 403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Safety	32
GRI 403-8	Workers covered by an occupational health and safety management system	Safety Appendix 3. Main Quantitative Data	32 87
GRI 403-9	Work-related injuries	Safety Appendix 3. Main Quantitative Data Information on the indicator is partially disclosed due to the lack of centralised data accounting for a number of categories.	32 87
GRI 403-10	Work-related ill health	Safety Appendix 3. Main Quantitative Data	32 87
GRI 404: Training and Education 2016			
GRI 404-1	Average hours of training per year per employee	Employee Well-being Appendix 3. Main Quantitative Data Information on the indicator is partially disclosed due to the lack of centralised data accounting for a number of categories.	40 87
GRI 404-2	Programs for upgrading employee skills and transition assistance programs	Employee Well-being Appendix 3. Main Quantitative Data	40 87
GRI 404-3	Percentage of employees receiving regular performance and career development reviews	Employee Well-being Appendix 3. Main Quantitative Data	40 87
GRI 405: Diversity and Equal Opportunity 2016			
GRI 405-1	Diversity of governance bodies and employees	Human Rights Appendix 3. Main Quantitative Data	49 87
GRI 405-2	Ratio of basic salary and remuneration of women to men	Human Rights Appendix 3. Main Quantitative Data Significant regions of operation mean Russian regions where the Company operates.	49 87
GRI 406: Non-discrimination 2016			
GRI 406-1	Incidents of discrimination and corrective actions taken	Human Rights Appendix 3. Main Quantitative Data	49 87

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GRI 410: Security Practices 2016			
GRI 410-1	Security personnel trained in human rights policies or procedures	Human Rights Appendix 3. Main Quantitative Data	49 87
GRI 413: Local Communities 2016			
GRI 413-1	Operations with local community engagement, impact assessments, and development programs	Local Communities Human Rights Appendix 3. Main Quantitative Data	52 49 87
GRI 413-2	Operations with significant actual and potential negative impacts on local communities	Local Communities The Company had no such operations in the reporting period.	52
GRI 416: Customer Health and Safety 2016			
GRI 416-1	Assessment of the health and safety impacts of product and service categories	Environment	25
GRI 416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Environment The Company did not detect violations of laws or voluntary rules concerning the health and safety impacts of products and services.	25

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