

OUR MISSION AND VISION



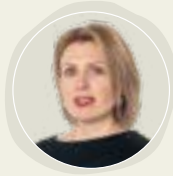
Igor Bulantsev
Member of the Board of Directors

“As Chairman of the Strategy Committee under Uralkali’s Board of Directors—whose main purpose is to consider issues related to the definition of strategic goals and priority areas of the Company’s activities—I present the Strategy of PJSC Uralkali for the period until 2025. It is focused on efficiency improvement along with maintaining and consolidating its position in the global potash market.

The Strategy’s key areas for the short term will be a balanced approach to financing Uralkali’s operating activities and debt service, business digitalisation and automation, development our own logistics infrastructure, as well as adherence to the best global ESG practices.

I am convinced that professionalism of our management and involvement of employees will help us to ensure the Company’s comprehensive development while maintaining its leading position in the potash industry.”

DELIVERING ON OUR STRATEGY



Elena Bolshunova
Strategy and Marketing Director

“Uralkali is a leading international potash producer with a significant share of global potash production. The Company’s strategy aims to provide debt relief through balancing

the investment programme and exploring new areas for development in digital and innovation economy and customer centricity to ensure the sustainable growth of our business value.”



BALANCED APPROACH TO INVESTMENT IN EXPANSION AND DEBT RELIEF

OUR VISION

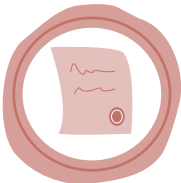
We continue to invest in Ust-Yayva, New Solikamsk-2 mine and Polovodovo projects and increase the capacity of granulate production

KPI

- Net debt/EBITDA
- Expansion CAPEX

PRIORITIES

- Balanced approach to capital investment



MAINTAINING FLEXIBILITY OF SALES AND FOCUSING ON DEVELOPMENT OF OWN DISTRIBUTION IN KEY MARKETS

OUR VISION

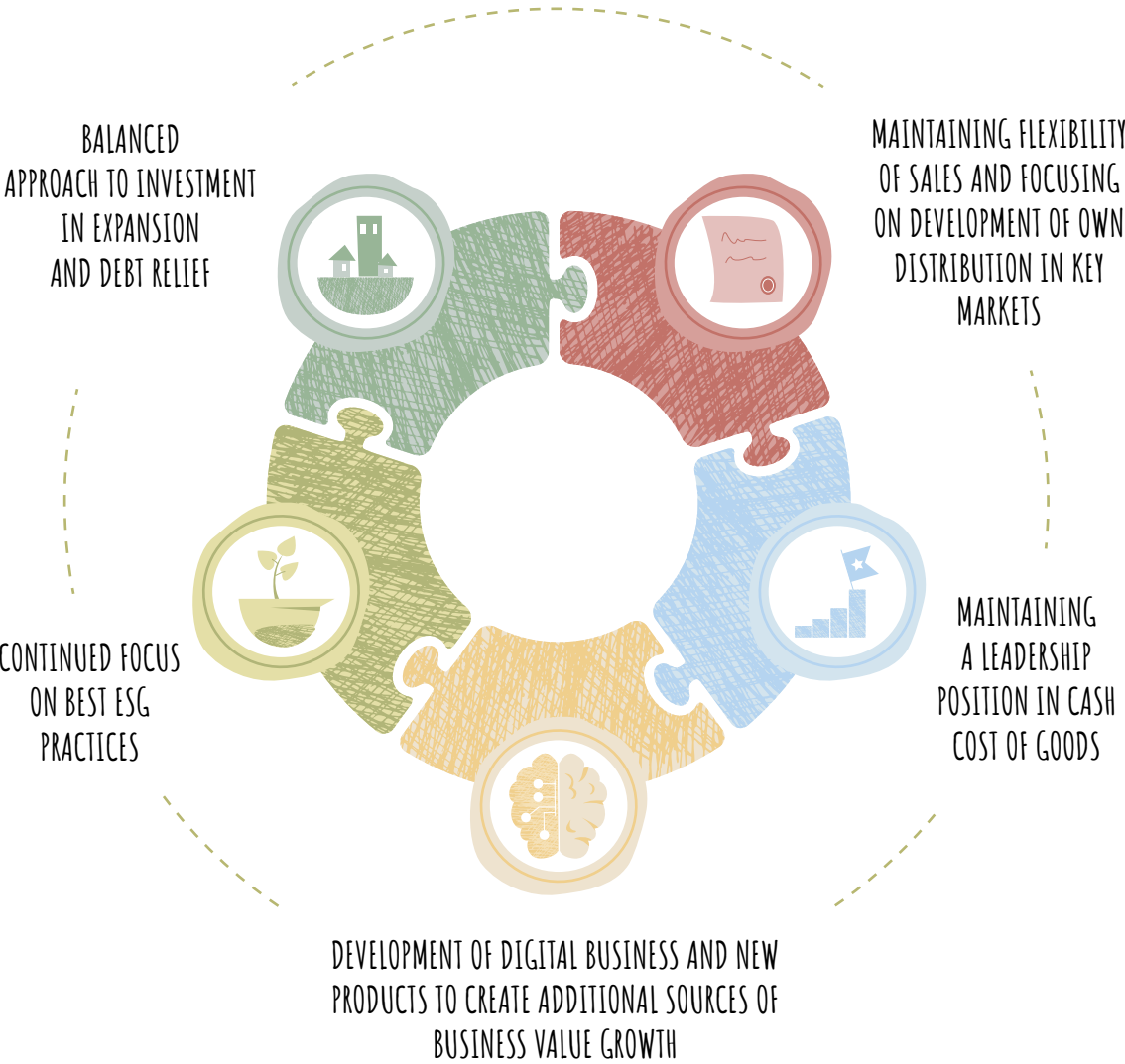
We develop our own distribution capabilities from the mines to our consumers

KPI

- Sales volume
- Production volume

PRIORITIES

- Strengthening customer relationships and reliability of supply
- Enhancing logistics platform to secure long-term supply on key markets
- Focusing on efficient distribution in Africa and Brazil, and on the growth of domestic market





MAINTAINING A LEADERSHIP POSITION IN CASH COST OF GOODS

OUR VISION

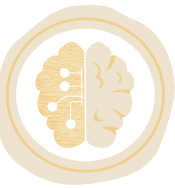
We seek to maintain our leading position in cost efficiency among potash producers

KPI

- Cash cost of goods sold
- Maintenance CAPEX
- EBITDA margin

PRIORITIES

- Ensuring operating performance and efficiency to provide continued industry leadership
- Investing in existing capacity and infrastructure in order to ensure maximised margin through the commodity price cycle



DEVELOPMENT OF DIGITAL BUSINESS AND NEW PRODUCTS TO CREATE ADDITIONAL SOURCES OF BUSINESS VALUE GROWTH

OUR VISION

We target the introduction of innovative solutions

KPI

- Search, design and introduction of new strategic development areas

PRIORITIES

- Development of next-generation processing of our products
- Business digitalisation and digital services for our customers



CONTINUED FOCUS ON BEST ESG PRACTICES

OUR VISION

Improving ESG business processes and sustainable agriculture practices in countries of presence

KPI

- Achieving ESG Strategy goals
- Increasing ESG rating

PRIORITIES

- Development of basic ESG directions
- Climate action
- Development of sustainable agriculture practices
- Sustainable supply chain



OUR MISSION

We produce potash fertilisers to ensure that people all over the world are provided with food. We are committed to supporting the development of our communities, the welfare of our employees, and the growth of the Company through the efficient and responsible development of unique potash deposits.



OUR VISION

- Uralkali is **one of the world’s leading potash producers**
- Our production priorities are to provide high-quality products, achieve zero accidents and ensure the lowest possible environmental impact
- Our work is based on the principles of clear division of responsibilities, KPI-based management, and risk minimisation
- Uralkali is **one of the most attractive employers in the mining industry**
- We highly value our people: **we develop and promote our best employees**
- **We contribute to the development of cities in which the Company operates**



OUR VALUES

Uralkali’s values are the core of our work. They unite all of the Company’s employees from all departments regardless of their role or area of responsibility. Our values give us strength and support, as well as underpin our continuous development. They are designed to help each and every one of us in what we do.

Our activities are guided by the following values:

- **Safety:** We comply with applicable rules and have zero tolerance towards any violations
- **Responsibility:** We perform quality work on time
- **Efficiency:** We strive to achieve the best results with minimum costs
- **Teamwork:** We respect each other, which helps us to address challenges more effectively