

STAKEHOLDER ENGAGEMENT

STAKEHOLDERS GROUP	WHY WE ENGAGE	KEY FOCUS AREAS	WHAT WE DO
CUSTOMERS AND PARTNERS	As a vital element of the Company's strategy, the reliable and transparent relationship with our customers and partners drives the Company's performance. Positioned as an industry leader, Uralkali aims to sustain this mutually beneficial partnership to ensure progress and promote development in all spheres.	<p>Customers</p> <ul style="list-style-type: none"> • The quality of goods and services provided • Reliability of supplies • Mandatory compliance with contract provisions and legal requirements • Customer support for the use of the Company's products <p>Partners</p> <ul style="list-style-type: none"> • Procurement standards outlined in all tenders • Rigorous due diligence of all partners to establish their integrity and solvency 	<ul style="list-style-type: none"> • Meetings with customers, including industry conferences, round tables, and workshops • Master classes and practical training in mineral fertiliser use • Customer surveys • Procurement standards and information on the Company's tenders and procurement plans • Meetings with current and potential suppliers and business partners • Conclusion of contracts for delivery of products and services and monitoring to ensure counterparties meet requirements
SHAREHOLDERS AND INVESTMENT COMMUNITY	Being a publicly listed company, we need to provide open, timely, and transparent information to help our investors make informed decisions about our financial and non-financial performance.	<ul style="list-style-type: none"> • Corporate governance • Financial and non-financial results • Potash market developments • Strategy and KPIs • Risks • Sustainable development 	<ul style="list-style-type: none"> • Presentations, webcasts and conference calls between the Company's management and financial community • Website publication of relevant GSM documents • Management presentations at industry and regional conferences • Investor and analyst days, including site visits • General shareholders meetings • Press releases on material issues and key Company events

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EMPLOYEES	Every aspect of our strategy is based on the commitment of our people. Their knowledge, their willingness to work and their satisfaction are the Company's keys to success. We put an emphasis on creating conditions for the professional and career growth of our employees, which strengthens their loyalty to the business.	<ul style="list-style-type: none"> Principles of social partnership Mutual respect and trust that underpin HR Policy Financial and non-financial incentives Learning and development opportunities Compliance with health and safety standards 	<ul style="list-style-type: none"> HR Policy and Labour Safety Policy The system of internal communication and feedback Regular meetings between management and employees Feedback on hotline (call-centre) messages Ensuring safety in the workplace Implementation of social programmes and financial incentive programmes Employee satisfaction and employee engagement surveys
TRADE UNIONS	Efficient cooperation with trade unions is essential for the Company in understanding and fulfilling employees' expectations. Trade unions help monitor the implementation of all health and safety rules and other important agreements.	<ul style="list-style-type: none"> Employee loyalty Compliance with labour safety regulations Feedback from employees Decisions on important social issues 	<ul style="list-style-type: none"> Reports on the execution of provisions of collective bargaining agreements and labour safety agreements Regular face-to-face meetings with management and trade union members Collecting written opinions on most important social issues
GOVERNMENT AND LOCAL AUTHORITIES	The Company strictly follows industry standards and complies with local and international laws and regulations. Uralkali aims to establish and maintain stable and constructive relations with national and local government authorities, based on the principles of accountability, good faith and mutual benefit.	<ul style="list-style-type: none"> Reporting to regulators Paying taxes Planning and implementing social projects Maintaining a dialogue with government authorities on current legislative and regulatory issues 	<ul style="list-style-type: none"> Information disclosure and reporting Dialogue with government authorities on legislative and regulatory issues Development of partnership agreements Participation in workshops and expert panels Implementation of joint projects Local community development planning

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LOCAL COMMUNITIES	The Company's development needs to be supported by the local communities wherever it operates. Sustainability of ecosystems, biodiversity and a healthy environment are vital conditions for the wellbeing of future generations. A better quality of life for our employees and local communities through our social and cultural projects contributes to regional social and economic development and ensures the sustainability of our operations, helping us fulfil our commitments as an industry leader.	<ul style="list-style-type: none"> Environmental safety and mitigation of the consequences of industrial accidents Housing infrastructure development and modernisation Social infrastructure development and modernisation Sports development Support for cultural events Support for disadvantaged groups of the community 	<ul style="list-style-type: none"> Meetings with representatives of local communities Economic, environmental, and social initiatives Implementation of CSR projects and local community development programmes Assisting in the design of development plans for the regions in which Uralkali operates Publications in local media Public hearings Maintaining contact with NGOs
MASS MEDIA	Uralkali is interested in objective, accurate, and timely media coverage of all its operating results, key external and internal events, social activities, participations in the industry conferences, international and Russian exhibitions, and other events. An objective perception of Uralkali and its strategy by all stakeholders is important both for the Company and its target audiences.	<ul style="list-style-type: none"> Accurate media coverage of the Company's strategic messages, corporate events, and news Getting feedback from the public and the media Maintaining relationship with stakeholders at all levels 	<ul style="list-style-type: none"> Press releases on significant issues and key events Interviews with management Press tours and press conferences Relationship building events for media Perception studies among target media