URALCHEM
URALKALI



SUSTAINABILITY REPORT

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/ 01 Introduction

Statement from the CEO

Dear Partners and Colleagues,

I am pleased to present Uralkali's 2025 Sustainability Report, which highlights our key priorities and successes with regard to environmental protection, social policy, and corporate governance. In 2025, Uralkali continued its systemic efforts to promote sustainable development. The reporting year also saw the completion of our first ESG Strategy, adopted in 2021.

Over the past five years, sustainable development has become an integral part of Uralkali's corporate governance framework: environmental and social priorities have been incorporated into our strategic planning and executive incentive schemes, key processes have been implemented, and measures have been put in place to ensure their ongoing implementation across all business functions. We take sustainability principles into account in performance and risk management, using them to ensure the long-term sustainability of our business.



Environmental Responsibility

Uralkali has been systemically implementing measures aimed at reducing its environmental impact. In 2025, the Company invested approximately RUB 7.9 billion in environmental protection initiatives.

Implementation of the ESG Strategy enabled Uralkali to achieve its environmental protection targets. Notably, sulphur dioxide air emissions decreased by 60%, which is well above the target of 25%. The proportion of production waste utilised through backfilling increased by 28.4%, reaching 81.4%, resulting in a significant reduction of surface-stored waste.

The Company continues to refine its approach to environmental management. A significant milestone during the reporting period was the development of the Environmental Strategy for the period of up to 2030. This strategy takes into account the growing regulatory requirements and expectations of stakeholders, establishing a systemic and long-term approach to environmental management.

Uralkali pays particular attention to climate change issues, focusing on regulatory requirements and the best industry practices. The Company operates its own carbon management system, which records emissions across all scopes and assesses climate risks. In 2025, we continued to focus on improving energy efficiency and reducing the carbon intensity of our products.

During the reporting period, we reviewed our approach to setting long-term climate goals: our climate agenda targets were adjusted to reflect changes in the market environment and other external developments and were incorporated into the Environmental Strategy 2030 and the updated Sustainability Strategy.

Safe Work

Safety is an absolute priority for Uralkali. During the reporting year, the Company invested approximately RUB 1.9 billion in occupational health and safety initiatives.

2025 was a critical year for us in terms of assessing the effectiveness of our existing occupational health and safety management system. While certain areas showed positive results following the implementation of safety measures, the Company still recorded occupational accidents, including fatalities. Such outcomes are unacceptable to Uralkali and require systemic changes.

An in-depth analysis of the causes of the accidents was conducted, involving members of the Board of Directors and senior management, in order to identify and implement the necessary changes. In response to the identified challenges, the Company began transforming its health and safety management system. One of the first steps was to conduct a safety culture assessment involving independent experts. The results of this assessment formed the basis of the Safety Roadmap for the next few years. The developed action plan will focus on fostering a safety culture, improving risk and hazard management, raising contractor standards, and digitising occupational health and safety processes.

Employee Well-Being

Employees are a key factor in Uralkali's sustainable development. In 2025, the Company began implementing its HR Strategy 2030 aimed at establishing a sustainable workforce model. In response to a shortage of skilled personnel, the Company has intensified its efforts to attract and retain talent by expanding the shift work system, broadening the geography of recruitment, and increasing staffing levels in critical areas. Uralkali continued its efforts to engage with young people, focusing on attracting young professionals and supporting their professional development. In 2025, the Company employed 3,547 people, around 58% of whom were under the age of 35.

Uralkali fosters a comfortable working environment and supports the development and engagement of its employees. During the reporting year, the Company allocated over RUB 2.24 billion to social programmes for its employees. It expanded its corporate healthcare and voluntary health insurance schemes, thereby improving access to and the quality of healthcare for employees.

Development of the Host Region

In 2025, Uralkali's charitable contributions totalled RUB 977 million. Uralkali continued to implement its Comprehensive City Development Programme in the cities where it operates. This programme is aimed at improving the quality of the urban environment, developing social infrastructure, and strengthening partnerships with regional and municipal authorities. Uralkali's host cities, Berezniki and Solikamsk, have achieved high ratings in quality-of-life indices. Notably, they have been recognised as areas with a favourable urban environment according to the relevant index compiled by the Russian Ministry of Construction. This outcome confirms the effectiveness of the Company's approach and sets benchmarks for further improvement.

During the reporting year, particular attention was paid to supporting sport as a key element of social sustainability in the host cities. Uralkali considers the development of sporting infrastructure and popular participation in sports to be an investment in the health and engagement of its employees and local residents, as well as in the long-term development of the host region.

Completing a strategic cycle involves more than just summarising results; it also marks a transition to a new phase. The approaches developed and results achieved over the past five years have formed the basis for a new Sustainability Strategy 2028, which is aligned with the Company's functional strategies. This Report sets out the key parameters of the new strategy.

Uralkali's systemic sustainability efforts have been recognised by the professional community. In 2025, Uralkali ranked among the top 10 Russian chemical companies in terms of sustainability according to RAEX and won the 'Best ESG Disclosure' award in the Moscow Exchange's annual report competition.

I would like to thank our employees for their contribution and commitment, and our partners and stakeholders for their trust and constructive engagement. I am confident that the experience we have gained and the systems we have established will enable Uralkali to successfully implement its new strategic objectives and ensure long-term sustainable development.

Vitaly Lauk
Chief Executive Officer

/ 01 Introduction

About the Company

Uralkali[1] is a part of Uralchem Group and is one of the largest producers and exporters of potassium chloride in Russia and worldwide. The Company runs a complete production process, from extracting and processing potash ore to delivering finished products to customers worldwide.

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

No. 1



Russia's Leading Producer of Potassium Chloride

Business Geography and Structure

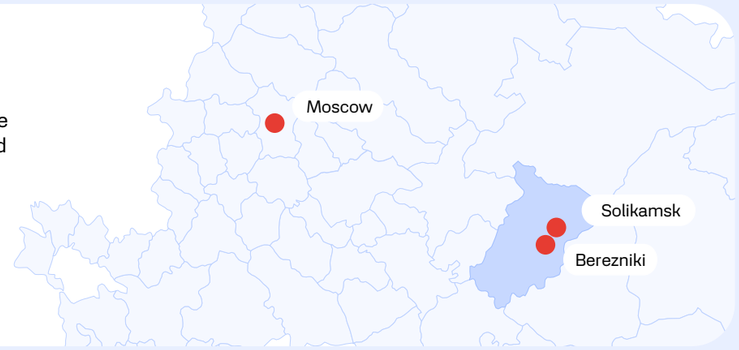
[GRI 2-1] [GRI 2-6]

Uralkali is a Russian company headquartered in Berezniki, in the Perm Region.

Uralkali's vast resource base and highly concentrated production assets shape the Company's operational approach, focusing on industrial safety, resource efficiency, and managing environmental impact. Effective management of licences and operational risks is essential for the Company's long-term sustainability and stable presence in the region.

Production

Uralkali's production facilities are primarily located in Berezniki and Solikamsk, which sit within the Verkhnekamskoye salt deposit – one of the world's largest potash ore reserves.



5 mines

6 potash plants

3 mining licences

1 carnallite processing plant

1 geoexploration licence



THE 100TH ANNIVERSARY OF THE DISCOVERY OF THE VERKHNEKAMSKOYE SALT DEPOSIT

No. 2

in the world for potassium ore reserves

The Verkhnekamskoye potassium-magnesium salt deposit is one of the largest in the world. Its reserves were formed over 280 million years ago in the ancient Permian Sea. Today, sylvinite, the basis of potash fertilisers, and carnallite, a raw material for the magnesium industry, are mined here.

The discovery of the deposit in 1925 marked the beginning of Russia's potash industry and the development of industrial centres in the Perm Region.

The history of its development is inextricably linked to the growth of Uralkali, from its first mines and processing plants to its emergence as one of the world's leading producers of potash fertilisers. Today, the deposit's substantial reserves ensure the long-term sustainability of the Company's operations, underpinning its significant contribution to the global potash fertiliser market and food security.



1925

The first exploratory well was drilled, revealing the Verkhnekamskoye salt deposit. Under the leadership of Professor Pavel Preobrazhensky of Perm University, the first layer of potash salts was discovered in Well No. 1

1927–1934

The first potash complex in the USSR was built and commissioned in Solikamsk (now known as Solikamsk-1)

1940–1960

A potash complex was established in Berezniki. During the Great Patriotic War (1941–1945), it produced supplies for the troops. It also introduced new methods for enriching sylvinite ore

1964

Uralkali Production Association was established, consolidating key assets in the potash industry

1964–1980

The potash industry underwent active development, with new mines and processing plants commissioned in Solikamsk and Berezniki

1990–2000

The business developed in line with market trends, with production being modernised

1992

The production association was transformed into Uralkali Joint-Stock Company

2000–2025

New licence plots (Ust-Yayvinsky, Romanovsky, Vostochno-Talitsky, Vogulsky and Chashkinsky) were developed and new mines were opened within the Verkhnekamskoye salt deposit. Uralkali was acquired by Uralchem Group, forming an integrated company

2025

The 100th anniversary of the discovery of the Verkhnekamskoye salt deposit was celebrated with an extensive programme of events in the region, supported by the Company[1]

[1] For more details on the anniversary programme, please refer to the 'Local Communities' section.

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Our Products

[GRI 2-6]

Uralkali's main products are white and pink potassium chloride (marketed internationally as MOP or muriate of potash) including a premium granular grade. The product portfolio also includes carnallite and sodium chloride (halite), which are used in the oil and gas sector, as well as for anti-icing purposes.

The Role of Potassium in Agricultural Production and Food Security

Potassium is one of the key elements of plant mineral nutrition, alongside nitrogen and phosphorus. Used correctly, it can directly impact crop yields, the quality of agricultural produce, and the resilience of crops to adverse climatic conditions. Potash fertilisers help to maintain soil productivity, reduce crop losses, and boost plants' resilience to drought, frost, and disease.

Against the backdrop of a growing global population, climate change, and limited arable land, potassium is essential for ensuring food security and the sustainability of global food supply chains, underpinning today's intensive agriculture.

Uralkali's products are sold through a global distribution network to all major potash-consuming regions. The quality of the Company's products complies with major international and Russian standards, meeting the highest consumer requirements.

Uralkali's quality management system is certified to the international ISO 9001:2015 standard. Continuous monitoring throughout the production process enables Uralkali to maintain the highest product quality and ensure safe and responsible production.

FLOTATION PINK MOP

95% KCl





Powdered crystalline

- Direct soil application
- Production of NPK fertilisers

Russia
India
South-East Asia



Granular

- Direct soil application
- Production of fertiliser blends

Russia
Latin America

HALURGICAL WHITE MOP

95% and 98% KCl





Crystalline

- Raw materials for the production of complex water-soluble NPK fertilisers
- Water-soluble fertiliser
- Production of potassium sulphate, potassium nitrate, potassium hydroxide, and other industrial uses

Russia
China
Latin America

/ 01 Introduction

Value Creation Model

[GRI 2-6] [MED 1] [PCSB 61]

Uralkali's value creation model is based on a vertically integrated business model and ensures the transformation of natural, technical, financial, and human resources into sustainable returns and economic, social, and environmental value for its stakeholders.

CAPITALS

Natural Capital

- **50 billion tonnes of sylvinite and over 60 billion tonnes of carnallite rock —** Verhnekamskoye salt deposit reserves
- **7.8 million m³** — water consumption
- **13.3 million m³** — water discharge

Technical Capital

- **6** potash plants
- **1** carnallite plant
- **5** mines
- **3** mining licences
- **1** geoexploration licence

Human Capital

- **21,194 people** — average headcount
- **1,648 tonnes per person** — labour productivity
- **7.60%** — voluntary employee turnover[1]

Social and Partnership Capital

- **97.6%** — share of local suppliers[2]

Financial Capital

- **ruA** — Uralkali's credit rating according to Expert RA
- **USD 269 million** — sustaining and expansion CAPEX

PROCESSES

Production

- **13.2 million tonnes** — chloride potash output

Logistics

- **> 8 thousand** of own mineral wagons for transporting products for the domestic and export markets

Sales

- **13.1 million tonnes** — sales of Uralkali's products
- **8** sales offices worldwide
- **75%** — share of exports in total sales
- **10 million tonnes** — total exports
- **Russia, Latin America, Asia** — main sales markets

CREATED VALUE

For Shareholders and Creditors

- **USD 4,601 million** — total net revenue

For Employees and Trade Unions

- **82.7 hours** — annual training per employee
- **RUB 2.24 billion** — expenses on social programmes for employees
- **0.503** — lost time injury frequency rate (LTIFR) among employees[3]

For Local Communities

- **RUB 977 million** — charitable contributions

For Consumers

- **49,712** participants in agronomic literacy improvement programmes[4]

For Partners

- **RUB 19.1 billion** — total procurement value
- **97.7%** — share of procurement of materials and supplies from Russian suppliers in total procurement[5]

For the Environment

- **RUB 7.9 billion** — total environmental costs
- **60%** reduction in sulphur dioxide emissions compared to 2020
- **81.4%** of waste utilised through backfilling[6]

[1] Based on the average headcount.
[2] Of the total number of suppliers. Unless otherwise stated, 'local suppliers' refers to Russian suppliers.
[3] Per one million hours worked.
[4] Across Uralchem Group from 2021 to 2025.
[5] By total value of procurement, excluding procurement of works and services.
[6] The backfilling indicator is calculated as the ratio of (1) the volume of backfilling to (2) the volume of generated production waste, based on a five-year moving average. We use the average volumes of backfilling and waste over the past five years to ensure comparability between the numerator and denominator. This approach accounts for the lag between backfilling operations and production, as short-term production and waste generation volumes do not directly correlate with backfill volumes.

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2025 in Figures

ENVIRONMENTAL

0.132 t of CO_2e/t
GHG intensity (Scope 1 and 2)
2024: 0.134 t CO_2e/t
2023: 0.153 t CO_2e/t

0.46 kg/t
air emission intensity
2024: 0.44 kg/t
2023: 0.51 kg/t

0.59 m^3/t
water consumption intensity
2024: 0.73 m^3/t
2023: 0.79 m^3/t

2.68 t/t
waste generation intensity
2024: 2.64 t/t
2023: 2.96 t/t

25,402 TJ
total energy consumption
2024: 24,539 TJ
2023: 21,175 TJ

RUB 7.9 billion
total environmental costs
2024: RUB 7.4 billion
2023: RUB 7.6 billion

SOCIAL

21,194 people
average headcount
2024: 21,607 people
2023: 21,692 people

7.60 %
voluntary employee turnover[1]
2024: 8.09%
2023: 6.97%

RUB 1.9 billion
OHS costs and investments
2024: RUB 1.8 billion
2023: RUB 1.5 billion

0.503
lost-time injury frequency rate (LTIFR)[2]
2024: 0.514
2023: 0.402

RUB 977 million
charitable contributions
2024: RUB 1.6 billion
2023: RUB 1.3 billion

30 thousand tonnes
charitable potash fertiliser deliveries to developing nations
2024: 105 thousand tonnes
2023: 64 thousand tonnes

GOVERNANCE

19
meetings of the Board of Directors
2024: 16
2023: 22

21 %
share of women in leadership positions
2024: 20%
2023: 21%

54.6 %
of Uralkali's suppliers have undergone an ESG assessment
2024: 40.5%
2023: 38%

97.6 %
share of local suppliers[3] in total number of suppliers
2024: 98%
2023: 97.5%

81.3 %
share of SMBs among local suppliers
2024: 82.3%[4]
2023: 82.9%

0
instances of administrative penalties imposed on the Company for corruption offences
2024: 0
2023: 0

[1] This figure is calculated on the basis of the average headcount. The data for 2023–2024 have been revised compared with previously published figures.
[2] Per one million hours worked.
[3] Unless otherwise stated, 'local suppliers' refers to Russian suppliers.
[4] The methodology for calculating the indicator was revised in 2025: the calculation is now based on the total number of local suppliers, whereas previously it was based on the total number of suppliers. The data for 2023–2024 is presented in accordance with this new approach.

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Awards and Achievements

[MED 39] [PCSB 73]

In 2025, Uralkali's sustainability performance earned it top ratings from Russia's leading rating agencies, business media, and professional associations.

ESG rating of 'A'

2nd place in the top 10

Russian chemical companies in terms of sustainability

10th out of 120

companies in the ESG ranking of Russian companies

Inside top 10 companies in stakeholder engagement

ranked among the companies for stakeholder engagement

'High' rating
in HR management quality

for HR management quality

A leading performer in water management

in water management

RAEX

'A' rating

in RSPP's Responsibility and Transparency Index and Vector of Sustainable Development Index

RSPP

Runner-up

in the 'Best ESG Disclosure' category of the annual report competition in 2025

MOSCOW EXCHANGE



Group 1 (companies with advanced practices)

in the ESG ranking of industrial companies

NATIONAL RATING AGENCY

Level I

among non-financial companies in the Russian Business ESG Index

NKR and RBC

21st out of 192

in the ESG transparency ranking of Russian companies and banks

EXPERT RA

1st place

in the social performance ranking of Russia's largest chemical and petrochemical companies

1st place

in the carbon footprint ranking of Russia's largest chemical and petrochemical companies

AK&M

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Sustainability Management

At Uralkali, sustainability management is carried out in a systemic manner and integrated into key management processes. The Company takes sustainability into account when planning strategies, carrying out operations, and making management decisions. Corporate governance bodies regularly monitor the implementation of sustainability objectives.

ESG STRATEGY 2025



[GRI 2-22] [MED 35] [PCSB 45] [PCSB 47]

In 2020, Uralkali approved its ESG Strategy for the period of up to 2025, defining the Company's key sustainability priorities and approaches to managing the environmental, social, and governance aspects of its operations (hereinafter, the Strategy)[1]. The Strategy ensured that sustainability principles were integrated into the Company's strategic planning, operational activities, and management decision-making processes.

The implementation of the Strategy was monitored regularly. Progress towards achieving its objectives and the results attained were assessed at the executive level by the relevant business units and the Sustainable Development Working Group. The outcomes of the Strategy's implementation and its key results were reviewed by the the Board of Directors' Sustainable Development Committee and the Board itself.

[1] For more details on the Strategy, please refer to Uralkali's 2024 Sustainability Report.

Key Management Outcomes of the Strategy's Implementation

WE HAVE IMPLEMENTED A SUSTAINABILITY MANAGEMENT SYSTEM

We have incorporated ESG priorities into the processes of corporate governance and strategic planning

WE HAVE IMPROVED TRANSPARENCY IN NON-FINANCIAL DISCLOSURES

We have expanded the disclosure of non-financial indicators and systematically conduct independent data verification

WE HAVE INCORPORATED ESG GOALS INTO THE EXECUTIVE INCENTIVE SYSTEM

We have integrated sustainability indicators into top management's KPIs and cascaded them down to subdivision and middle manager levels

WE HAVE STRENGTHENED THE COMPANY'S POSITION IN SUSTAINABILITY RANKINGS

We maintain high rankings in relevant sustainability ratings and indices, including the RAEX ESG rating ('A'), RSPP indices, and ESG assessments by the National Rating Agency

WE HAVE LAUNCHED SYSTEMIC PROGRAMMES IN KEY AREAS

We are implementing comprehensive programmes to preserve biodiversity and develop the host cities

WE HAVE LAID THE FOUNDATION FOR A NEW PHASE OF THE AGENDA

We have used the results of the five-year strategic cycle as the basis for developing a new sustainability strategy

Implementation Status in 2025

ESG Strategy Area	2025 Goals	Status	Details
Environment	Increasing the share of production waste utilised through backfilling by 10%[1] **2025: 81.4% of production waste is utilised through backfilling, representing a 28.4% increase** **2020: 53%**	✓	Environmental Protection, p. 36
	Developing the Biodiversity Conservation Programme **2025: The Programme was developed and adopted in 2023, with implementation continuing into 2025**	✓	
	Abating sulphur dioxide air emissions by 25% **2025: 143 tonnes, representing a 60% reduction** **2020: 357 tonnes**	✓	
	Verifying that the fertilisers produced meet the 'green standard' requirements (GOST R 58658-2019) **2025: Achieved**	✓	
	Certifying the quality management system to the ISO 9001 standard **2025: Achieved**	✓	
Climate Change	Abating GHG emissions intensity (Scope 1 and 2) by 10% by 2025 and by 20% by 2030 **2025: 0.132 t CO_2e/t, 1.5% reduction** **2020: 0.134 t CO_2e/t**	✗	Climate Change, p. 50
Safety	Reducing high-consequence work-related injuries rate by 10% annually[2] **2025: 0.06, a 70% reduction compared to 2024**	✓	Safety, p. 64
	Certifying 100% of production assets under ISO 45001 **2025: 100% of production assets are certified**	✓	
Local Communities	Implementing Comprehensive City Development Programme **2025: The Programme was developed in 2024 and rolled out in 2025**	✓	Local Communities, p. 112
Human Rights	Covering human rights due diligence across 100% assets **2025: The annual assessment was conducted, covering 100% of assets**	✓	Human Rights, p. 108
Employee Well-Being	Ensuring voluntary employee turnover does not exceed 6.5% **2025: 7.60%** **2020: 4.21%**	✗	Employee Well-Being, p. 84
	Ensuring the level of absenteeism due to temporary disability does not exceed 7% **2025: 4.19%** **2020: 8.62%**	✓	
Sustainable Agriculture	Covering over 20 thousand farmers with agronomic literacy programmes **2025: 49,712 participants in agronomic literacy improvement programmes[1]**	✓	Sustainable Agriculture, p. 134
Corporate Governance	Aligning the composition of the Board of Directors with the best international ESG practices **2025: Elements of the best international ESG practices are being systematically implemented; the role of the Board of Directors has been strengthened, and consideration of ESG issues has become more systematic**	✓	Corporate Governance, p. 142
Anti-Corruption and Ethics	Ensuring that 100% of employees exposed to corruption risk are informed about corruption and fraud **2025: 100% of employees exposed to corruption risk are informed**	✓	Anti-Corruption and Ethics, p. 150
Supply Chain	Ensuring that ESG compliance assessment covers suppliers and contractors for more than 50% of procurement (by value) **2025: 54.6%** **2020: 0%**	✓	Supply Chain, p. 160

✓ — goal achieved ✗ — goal not achieved

[1] Unless otherwise stated, comparisons are made with the reference year of 2020.
[2] The rate is measured against the target value of 0.044 set for the reference year of 2020 and is tracked annually against the target for the previous reporting period

[1] Across Uralchem Group from 2021 to 2025.

Results of the Five-Year Strategic Cycle

2025 marked the final stage of implementing the Strategy, with Uralkali summarising the results of the five-year cycle. Despite facing a period of high uncertainty, significant changes to the external environment, and geopolitical and economic constraints, we have maintained our planned growth trajectory and achieved most of our strategic goals without making significant revisions to our key performance indicators.

During the implementation of the Strategy, we systematically integrated sustainability issues into our corporate governance framework. Senior management became more involved, departments strengthened their cross-functional collaboration, and a number of new management practices were introduced. Specifically, we implemented a carbon management system, introduced human rights risk assessments, and put in place an automated supplier evaluation against ESG criteria. We achieved the Strategy's goals in terms of environmental protection; community engagement; anti-corruption and ethics; and sustainable agriculture.

At the same time, the implementation of measures in certain other areas required adjustments. In particular, we revised climate-related goals to account for changes in market environment and other external developments.

Strategic Goals through 2028

Taking into account current business priorities and external trends, we have developed a new Sustainability Strategy for the period up to 2028.

We drew on lessons learned from the previous strategic cycle to formulate the Strategy. In particular, we retained and expanded areas demonstrating the greatest effectiveness, refined priorities, and enhanced the system of indicators for specific topics. We made environmental protection and occupational health and safety key focuses of the updated Strategy. The Strategy also more accurately reflects the Company's priorities regarding the development of the host region. Notably, we added a new section that combines urban development initiatives with support for sports and youth, which are important components of the Company's social policy. Additionally, we expanded the list of indicators related to sustainable agriculture to reflect our commitment to developing sustainable agricultural practices and ensuring food security.

A key feature of the new Strategy is its alignment with functional strategies in key areas, the development of which had already been completed or was underway by 2025. This approach will ensure that our strategic priorities are consistent and enable sustainability goals to be more effectively integrated into our operational and investment decisions. The Strategy has been approved by the Board of Directors and will come into effect in 2026.

Strategic Areas and Goals through 2028

Strategic Area	2028 Goals
Environmental Protection	Ensure that 100% of emissions and discharges comply with the parameters of the Comprehensive Environmental Permits (CEPs)
	Implement the measures set out in the Biodiversity Conservation Programme
	Recycle at least 70% of halite waste
	Maintain specific greenhouse gas emissions (Scope 1 and 2) at a maximum of 0.134 t of CO_2e/t of product
Occupational Health and Safety	Achieve zero fatal injuries
	Achieve a LTIFR of 0.7 among employees[1]
	Achieve zero fires
	Ensure there are no accidents at hazardous production facilities
Personnel	Reduce voluntary employee turnover to 8%
	Increase employee engagement to 68%
	Ensure that women make up at least 29% of the workforce
	Conduct a human rights risk assessment
Product Quality and Safety	Certify fertilisers against the requirements of the 'green standard' (GOST R 58658-2019)
	Confirm the management system's compliance with ISO 9001:2015
Sustainable Agriculture[2]	Engage at least 9,000 people in educational programmes annually
	Increase the number of users of digital agricultural services to 29,000 per year
	Expand the geographic reach of agricultural services for farmers to 20 countries
Consumer Engagement	Achieve an 85% customer satisfaction rate[3]
Regional Development and Support for Youth and Sports	Modernise at least eight infrastructure facilities
	Engage at least 70% of employees in corporate sports programmes[4]
	Organise 230 events for young employees[5]
Sustainable Supply Chain	Achieve a 95% on-site supplier audit rate using a checklist with an integrated ESG section
Anti-Corruption and Ethics	Ensure employees are informed about anti-corruption issues
	Update anti-corruption regulations and processes

[1] Per one million hours worked.
[2] In partnership with Uralchem Group.
[3] In partnership with Uralchem Group.
[4] The loyalty index among participants in corporate sports events must be maintained at a level no lower than the market benchmark.
[5] The loyalty index among participants in corporate youth events must be maintained at a level no lower than the market benchmark.

Contribution to the UN SDGs and National Development Goals to 2030

Uralkali's environmental and social initiatives drive progress towards the United Nations Sustainable Development Goals (UN SDGs) and Russia's National Development Goals to 2030, with a vision extending to 2036.

UN SDGs	National Development Goals	Uralkali's Contribution in 2025	Details
2 ZERO HUNGER	**Resilient and Dynamic Economy**	• Engaged 5,719 participants through agronomic literacy improvement programmes[1] • Held 56 field events as part of 'Agricultural Consulting', including events in Kazakhstan and Uzbekistan, with the aim of improving agronomic literacy and fostering collaboration with agricultural producers and partners, reaching 1,564 participants • Donated approximately 220,000 tonnes of fertilisers to developing countries since the end of 2022, including 30,000 tonnes of potash to Bangladesh in 2025	Sustainable Agriculture, p. 134
3 GOOD HEALTH AND WELL-BEING	**Preserving Population, Enhancing Health, Improving Well-Being, Supporting Families**	• Allocated RUB 1.9 billion to occupational health and safety initiatives • Allocated RUB 2.24 billion to social programmes for employees • Implemented measures to develop a safety culture, including external diagnostics, expanding the internal training team, and providing employee training • Granted vouchers for health resort stays to 1,692 people • Expanded the list of covered conditions under the voluntary health insurance programme for employees to include chronic diseases	Safety, p. 64 Employee Well-Being, p. 84
8 DECENT WORK AND ECONOMIC GROWTH	**Unlocking Individual Potential, Nurturing Talent, Fostering Patriotic and Socially Responsible Citizens**	• Invested RUB 77.0 million in employee training • Provided 82.7 hours of annual training per employee • Involved >5,000 mentors and instructors in the mentoring programme • Employed 2,070 people under the age of 35 • Expanded participation in federal and regional educational initiatives, including the 'Professional Training' and 'Higher Education Reform' projects • Held 30 volunteer events involving 400 employees • Allocated RUB 166 million to support external sporting events	Employee Well-Being, p. 84 Human Rights, p. 108 Local Communities, p. 112

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	**Comfortable and Safe Living Environment**	• Supported initiatives:
		  • Uralchem for Cultural Traditions
		  • Uralchem for Education and Science
		  • Uralchem for the Regions
		  • Uralchem for Sports
		  • Uralchem for Children
		  • Uralchem for Veterans
		• Allocated RUB 507 million for the development of the host region and to support socially significant initiatives, as well as RUB 210 million to preserve cultural traditions and support cultural projects
		• Allocated RUB 37 million out of RUB 507 million to co-fund projects that won the Russian Ministry of Construction's national competition 'Creating a Comfortable Urban Environment in Small Towns'
			Local Communities, p. 112

12 RESPONSIBLE CONSUMPTION AND PRODUCTION	**Ecological Well-Being**	• Allocated RUB 7.9 billion to environmental protection initiatives • Engaged >1,000 Uralkali employees and their family members in environmental activities • Recycled or reused 81.3% of generated waste by redirecting waste streams towards recycling and adopting more efficient technologies • Approved a new version of the Land Reclamation Regulations, completing the technical and biological reclamation stages on 43.3 and 43.3 hectares of land, respectively	Environmental Protection, p. 36
13 CLIMATE ACTION	**Ecological Well-Being**	• Reduced greenhouse gas emissions per tonne of product by 1.5% by 2024 • Updated the internal standard for quantifying greenhouse gas emissions, including refinements to the methodology for calculating Scope 3 emissions • Completed the modernisation of the main fan unit at the Berezniki-4 • Reconstructed the reserve fuel complex at the Solikamsk-1 boiler-turbine shop	Climate Change, p. 50

[1] Throughout this section, we report on the contributions made in collaboration with Uralchem Group.

Governance Approach

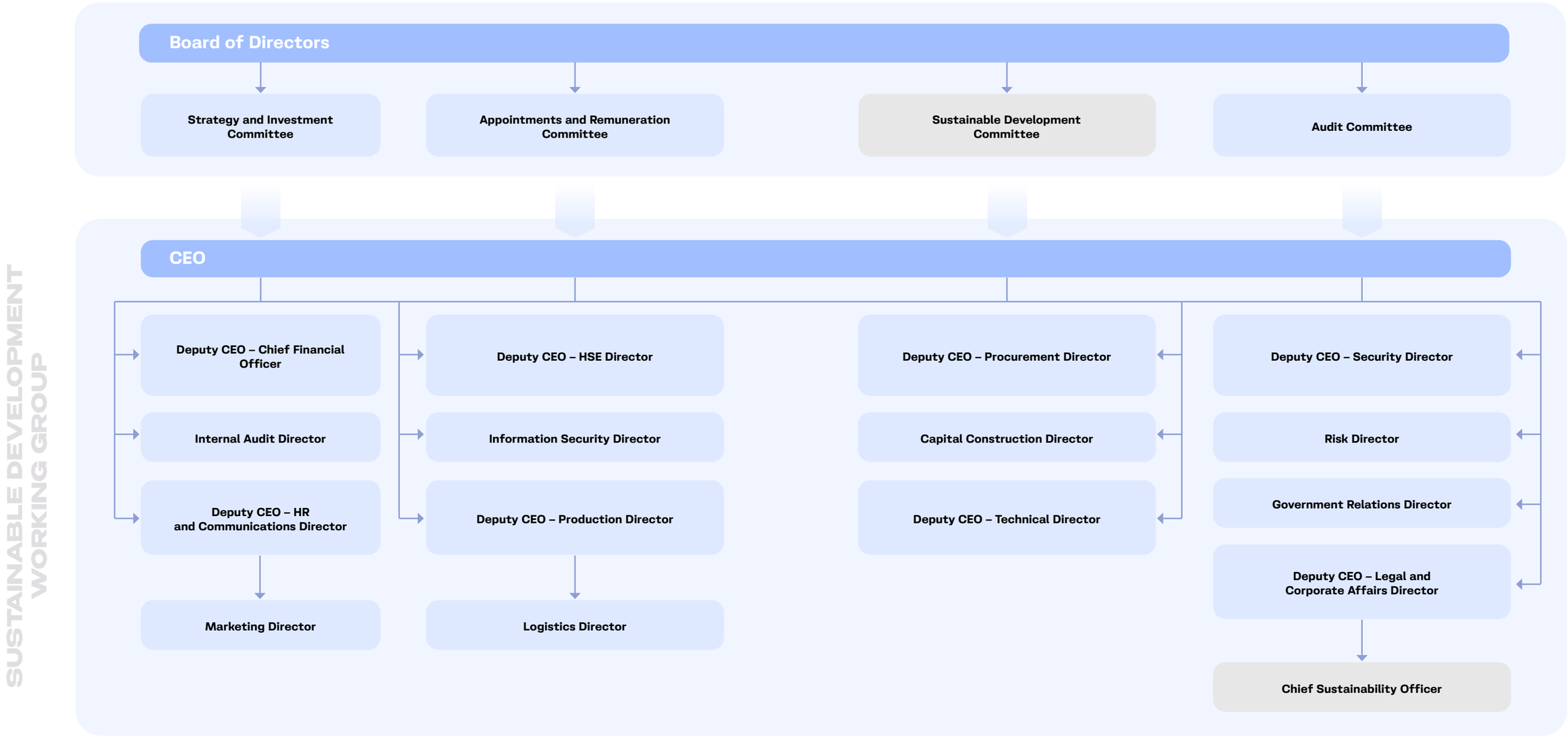
[GRI 2-12] [GRI 2-13] [GRI 2-17] [PCSB 46]

Management Structure

At Uralkali, we address sustainability issues within an integrated corporate governance system that encompasses various levels of decision-making. The Board of Directors reviews key sustainability issues and priorities, while the Board's Sustainable Development Committee conducts preliminary reviews and in-depth analyses of these issues. The Sustainable Development Directorate, which has been operational since 2021, coordinates activities in this area at the executive level. The Directorate continuously assesses the implementation of relevant tasks and submits the results to the Committee and the Board of Directors for review at least once a year or as required.

The management structure remained unchanged in 2025.

ORGANISATIONAL MANAGEMENT STRUCTURE



Role of the Board of Directors

[GRI 2-13]

The Board of Directors and its Sustainable Development Committee play an active role in managing Uralkali's sustainability agenda. They ensure that strategic priorities are formulated and oversee the processes of identifying, assessing, and managing Uralkali's economic, environmental, and social impacts. Members of these bodies regularly review management reports, assess the implementation of Uralkali's ESG Strategy, and make recommendations for improvements. When considering relevant issues, the Board of Directors and the Committee also take into account stakeholder feedback gathered through existing communication channels and relevant events and consolidated by the relevant departments. In 2025, the Sustainable Development Committee held five meetings. Following these, the Board of Directors approved the 2024 Sustainability Report and reviewed the implementation of Uralkali's ESG Strategy and Climate Strategy. As part of its work, the Committee presented a consolidated overview of the status of the Company's sustainability activities.

The Committee also regularly monitors Uralkali's HSE activities. During the reporting year, the HSE Directorate presented a report on key performance indicators and implemented measures, while the Technical Directorate reported on measures to ensure mine safety, including the development of backfilling systems.

All members of the Board of Directors possess the necessary expertise in sustainable development. No sustainability training was conducted for the Board of Directors during the reporting period.

Key Governing Documents

Uralkali's key governing documents in the area of sustainable development are listed in Appendix 3 to the Report and are also available on the Company's website in the ESG Documents section.

Risk Management

[GRI 2-12] [GRI 2-13] [PCSB 53]

Uralkali systematically develops tools and practices for managing environmental, social, and governance risks. These take into account changes in the Company's internal and external environments, as well as new challenges and opportunities. Uralkali operates a risk management system designed in accordance with international standards (COSO ERM and ISO 31000), which is implemented in line with the Risk Management and Internal Control Policy.

Risk management is integrated into the Company's corporate governance system. At the strategic level, we compile risks into a unified corporate risk register, which our relevant corporate governance bodies — including the Board of Directors' Audit Committee and Strategy and Investment Committee — review on a regular basis. The Risk Directorate, which reports to the Chief Executive Officer, coordinates this process at the executive level. The Risk Directorate establishes the methodological framework for risk management, ensures consistency in approaches, maintains a unified risk register, and develops best practices in this area. Meanwhile, Uralkali's relevant business units are responsible for identifying and assessing risks within their respective areas of operation. Additionally, a Risk Committee operates under the Chief Executive Officer and comprises the heads of the Company's functional divisions.

In 2025, Uralkali continued to develop its risk management system in the following key areas: digitalisation of all stages of the risk management system (identification, assessment, follow-up, and reporting); integration of new risk mitigation elements into business processes; integration of a risk-based approach into the development of functional strategies and the Company's strategic planning; development of communication on risk management issues.

Key Risks

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

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

Uralkali's risk management priorities and plans for 2026 include updating internal policies and integrating a risk-based approach into key processes.

Stakeholder Engagement

[GRI 2-29]

At Uralkali, we seek to build trusting, long-term relationships with our stakeholders by taking their interests and expectations into account in our operations. We identified stakeholder groups based on the specifics of our operations, their impact on our business, and our history of engagement. The results of our engagement with stakeholders during the reporting year are disclosed in greater detail in the relevant sections of this Report.

Key Stakeholder Groups, Interests, and Areas of Engagement

Stakeholder Group	Key Interests	Areas of Engagement	Details
Employees	• Fair remuneration • Opportunities for career growth and development • Safe and supportive working conditions	• Financial and non-financial incentives • Corporate University activities • Establishment of HR feedback channels	Employee Well-Being, p. 84 Safety, p. 64
Customers and Partners	• High-quality products meeting national and international standards • Reliable supply chains • Preference for long-term collaboration	• Regular customer satisfaction surveys • Product quality assurance at all stages of the product life cycle • Meetings with customers in the form of practical seminars and workshops on how to use the Company's products • Supplier due diligence	Supply Chain, p. 160 Sustainable Agriculture, p. 134
Shareholders and Creditors	• Transparent and reliable information • Sustainable development of Uralkali • Effective risk management	• Holding general meetings of shareholders • Information disclosure and reporting • Maintaining a high level of corporate governance	Corporate Governance, p. 142 Anti-Corruption and Ethics, p. 150
Local Communities	• Socio-economic development of regions of operation • Support for socially vulnerable groups • Charitable contributions	• Meetings with representatives of local communities • Awareness campaigns for local communities • Ongoing contacts with public organisations • Charitable contributions	Local Communities, p. 112
Government and Local Authorities	• Discussion of legislative and regulatory matters • Transparent and accurate reporting • Joint delivery of socially significant projects	• Support for government agencies and public organisations in the implementation of social projects • Ongoing dialogue with government agencies on current legislative and regulatory control issues • Agreements on socio-economic cooperation	Local Communities, p. 112
Trade Unions	• Compliance with occupational health and safety regulations • Adherence to collective bargaining agreements • Engagement on pressing social issues	• Regular meetings with union leadership and members • Feedback from employees • Discussion of current tasks, career growth prospects, and ways to improve working conditions	Employee Well-Being, p. 84

We systematically take stakeholder feedback into account when preparing our sustainability reports, including when assessing the materiality of disclosure topics. For more details, please refer to Appendix 1. About the Report

Membership in Associations

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

Sustainable Development Associations

- National ESG Alliance[1]
- Green Brands League
- Consortium for the Scientific and Methodological Support of the Transition to a Circular Economy Industry

Associations and Business Alliances

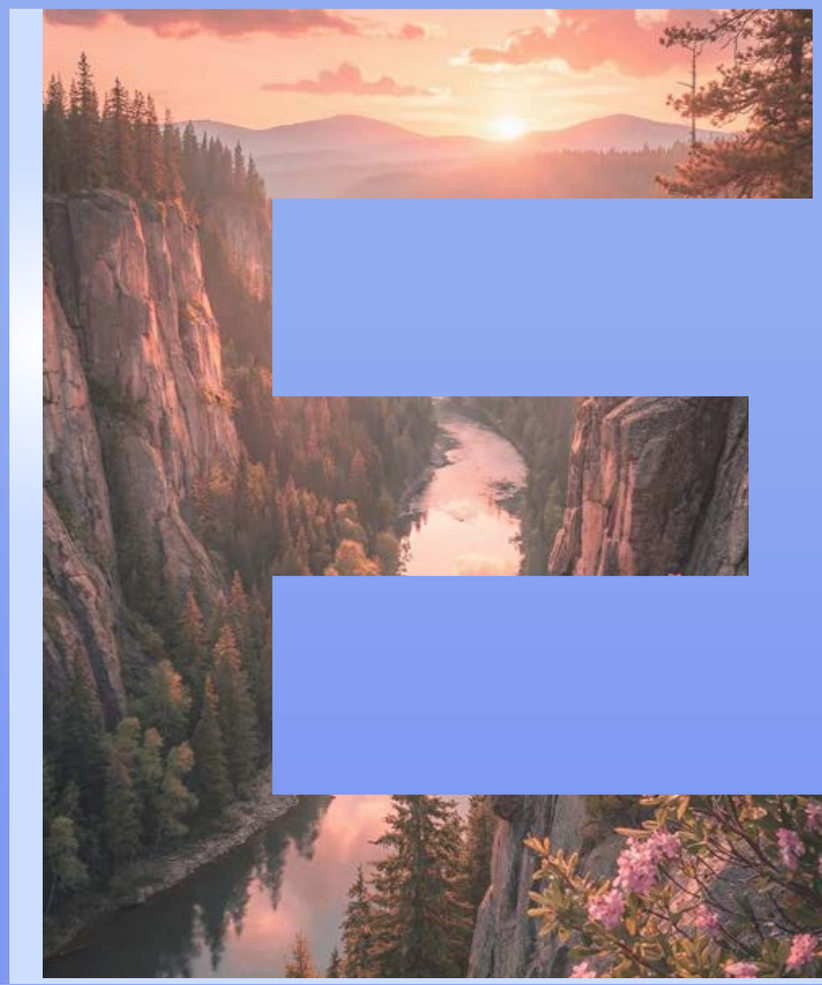
Russian

- Russian Chamber of Commerce and Industry (Perm Chamber of Commerce and Industry)
- Russian Union of Industrialists and Entrepreneurs (RSPP)
  - Committee on Ecology and Natural Resources Management
  - Working Group on Climate Change and Greenhouse Gas Emissions Regulation
  - Committee on Corporate Social Responsibility and Sustainable Development
  - Commission on Fertiliser Production and Market
- Russian Chemists Union

International and Overseas

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

[1] Membership as part of Uralchem Group.



/ 02 Environmental Aspect

Environmental Protection / 36

Climate Change / 50

/ 02 Environmental Aspect

Environmental Protection

Material Topics

- Waste Management
- Air Quality Protection
- Water Resource Management
- Biodiversity Conservation
- Product Safety and Quality

Russia's National Development Goal:

- Ecological Well-Being

ESG Strategy 2025 Goals

Environment

Increasing the share of production waste utilised through backfilling by 10%[1,2]

– goal achieved

Outcome: **2020:** 53%, **2025:** 81.4% 28.4% increase

Developing the Biodiversity Conservation Programme

– goal achieved

Outcome: The Programme was developed and adopted in **2023**, with implementation continuing into **2025**

Abating sulphur dioxide air emissions by 25%

– goal achieved

Outcome: **2020:** 357 tonnes, **2025:** 143 tonnes, 60% reduction

Product safety

Verifying that the fertilisers produced meet the 'green standard' requirements

– goal achieved

Outcome: Achieved

Certifying the quality management system to the ISO 9001 standard

– goal achieved

Outcome: Achieved

[1] The backfilling indicator is calculated as the ratio of (1) the volume of backfilling to (2) the volume of generated production waste, based on a five-year moving average. We use the average volumes of backfilling and waste over the past five years to ensure comparability between the numerator and denominator. This approach accounts for the lag between backfilling operations and production, as short-term production and waste generation volumes do not directly correlate with backfill volumes.
[2] Unless otherwise stated, comparisons are made with the reference year of 2020.

PROGRESS IN 2025

+7% compared to 2024
RUB 7.9 billion
environmental costs

+4% compared to 2024
35.5 million tonnes
total waste generated (hazard classes I–V)

–17.5% compared to 2024
7.8 million m³
water consumption

–3% compared to 2024
27 million tonnes
waste utilised through backfilling

–5% compared to 2024
13.3 million m³
water discharge

Development of Uralkali's PJSC Environmental Strategy 2030

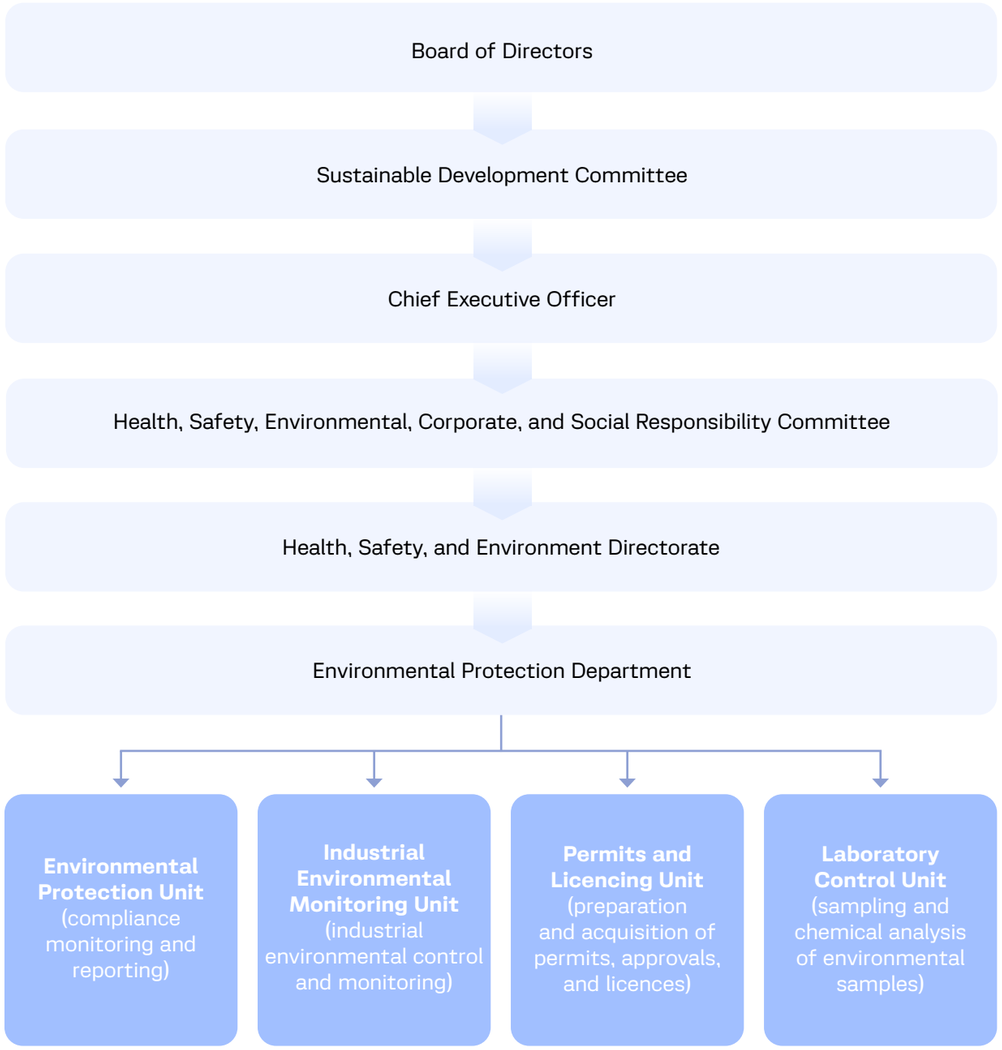
+7% compared to 2024
6.1 thousand tonnes
total air emissions

Winner of the 'Leader of the Perm Region' competition in the 'Ecology' category



Governance Approach

[GRI 2-9] [GRI 2-12] [GRI 2-13] [GRI 2-27] [MED 21] [PCSB 10] [PCSB 14] [PCSB 15] [PCSB 17]



Management Structure

The Company has a multi-level environmental management system in place to ensure that environmental considerations are integrated into the work of the Board of Directors, management, and relevant business units.

In 2025, we maintained the existing structure of our environmental management system. However, at the end of the year, we decided to transfer responsibility for environmental protection to a new management division within the Government Relations Directorate, effective from 2026. Previously, this function had been part of the HSE Directorate. This step was taken to strengthen our focus on environmental aspects, particularly in light of the changing regulatory environment.

Representatives from both Directorates serve on the Health, Safety, Environmental, Corporate, and Social Responsibility Committee, which reports to the Chief Executive Officer. During the reporting period, the Committee focused primarily on three areas: the status of obtaining Comprehensive Environmental Permits (CEPs); progress in developing the Environmental Strategy; and the assessment of regulatory risks associated with changes in environmental legislation and the potential increase in environmental fees.

We integrated ESG Strategy goals into the KPIs of the HSE Director and the Head of the Environmental Protection Department, influencing their remuneration and performance evaluations. These KPIs were updated in 2025 to reflect the priority business objectives for the reporting period.

Development of the Environmental Strategy

One of our most significant achievements in 2025 was the development of Uralkali P]SC Environmental Strategy for the period up to 2030. This Strategy was developed based on the results of an internal audit, as well as in response to increasingly stringent external regulatory requirements. The Strategy establishes an effective environmental management model and ensures the proactive management of external risks, while also reinforcing the Company's existing environmental practices.

The main areas of the Environmental Strategy cover priority aspects of environmental impact and are aligned with the Company's new Sustainability Strategy 2028.

In December 2025, the document was reviewed and recommended for approval by the Board's Strategy and Investment Committee, and then formally approved by the Board of Directors. Full-scale implementation of the measures outlined in the Strategy is scheduled to begin in 2026.

In 2025, our total environmental costs amounted to RUB 7.9 billion, with RUB 6.8 million paid for adverse environmental impacts.

Total CAPEX spent on environmental protection and the sustainable use of natural resources amounted to RUB 3.6 billion[1].

We monitor environmental impact through industrial environmental monitoring programmes at facilities that have a negative environmental impact. We develop and implement these programmes at all facilities classified as Environmental Impact Categories I–III, covering key environmental impact parameters.

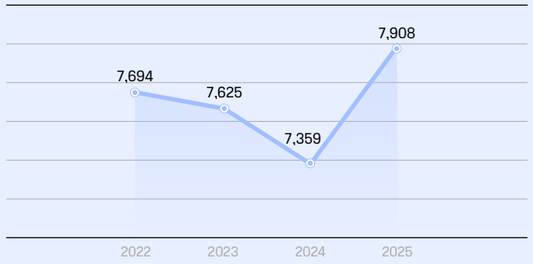
Uralkali ensures compliance with environmental legislation, as evidenced by the results of monitoring and oversight activities. In 2025, there were no cases of non-compliance with environmental legislation and no fines were imposed. Payments for excessive impacts accounted for 3% of total adverse environmental impact expenses.

Key Governing Documents

Uralkali's key governing documents in the area of environmental protection include:

- Environmental Policy[2];
- Several internal regulations, instructions, and guidelines addressing specific aspects of environmental protection.

Environmental costs, RUB million[3]



Water Resource Management

[GRI 3-3] [GRI 303-1] [GRI 303-2] [GRI 303-3] [GRI 303-4]
[GRI 303-5] [RT-CH-140a.1] [RT-CH-140a.3] [MED 13] [MED 14]
[PCSB 1] [PCSB 2] [PCSB 3]

Uralkali primarily sources water from the Kama River, Verkhne-Zyryanskoye Reservoir, underground sources[4], and third-party suppliers[5], and also collects storm water.

We are developing a systemic water resource management model that covers planning, monitoring, and implementing measures to improve the sustainability of the water supply. As part of our existing environmental management procedures, we systemically assess our impact on water resources. This includes identifying and accounting for sources of impact, regularly monitoring wastewater volumes and characteristics, monitoring the condition of surface water bodies, and implementing measures to reduce our impact and improve water use efficiency. The water management programme is integrated into Uralkali's Energy Conservation Programme.

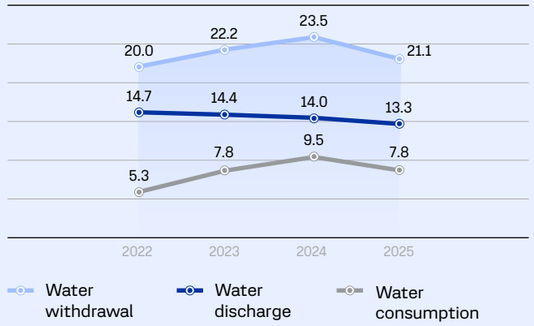
One of our key priorities is managing the risk of potential water shortages caused by a possible decline in the water content of surface sources. In this area, our focus is on the comprehensive development of preventive solutions, taking a proactive approach. We are relying on the preliminary plan for the reconstruction of the Kama water intake facility in Solikamsk, which was developed in 2024. This plan aims to improve the sustainability of the water supply system and includes technical solutions to address the potential deterioration of the water situation in the Kama River basin.

In 2025, we also developed a separate set of technical measures in response to forecasts of a possible long-term decline in river water levels. This included evaluating solutions to optimise the location of water intake infrastructure. As of the end of the reporting year, this risk had not materialised; however, we have finalised the relevant measures and we are ready to implement them should the hydrological conditions change.

Uralkali is implementing a project to recycle wastewater into the production cycle at Berezniki-3. During the reporting period, the design documentation was developed. The project is currently undergoing government review.

In order to reduce water consumption, we are implementing water reuse and recycling systems. Specifically, in 2025, we returned technical artesian water from rotary compressors to the process flow at the carnallite processing plant. We also supplied storm-water and blow-down effluents from the boiler shop and the boiler-turbine shop to the recirculation cycle of the sylvinite processing plant via settling ponds. This was then supplied to the water supply and wastewater

Water withdrawal, consumption, and discharge, million m³



treatment facility of Solikamsk-1. Water consumption in the closed-loop water supply system during the reporting period amounted[1] to 109,713,000 m³.

During the reporting year, the total amount of water consumed was 21.1 million m³, which is a 10% decrease compared to 2024. Water consumption totalled 7.8 million m³, a 17.5% decrease. Water discharge decreased by 5% to 13.3 million m³.

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

We plan to continue improving the efficiency of water resource management and implementing measures to reduce wastewater discharge in stages, as part of our energy efficiency improvement programmes, in 2026.

[1] Data for Uralkali P]SC.
[2] Endorsed by Uralkali's Board of Directors in 2021.
[3] The figures for 2023 and 2024 have been revised to reflect the inclusion of biodiversity conservation and natural area protection expenditure in current environmental costs.
[4] Uralkali extracts water from underground wells located at Berezniki-3, Solikamsk-1, Solikamsk-2, Solikamsk-3, and the health resort.
[5] Third-party water sources encompass municipal and other water supply systems, public and private utilities, and organisations engaged in the provision, transportation, treatment, disposal, and/or use of water and wastewater.

[1] Data for Uralkali P]SC.

Uralkali Named Among Leaders in Rational Use of Water Resources in RAEX Ranking

In 2025, Uralkali's approaches to water resource management were highly rated by RAEX: the Company ranked among the leaders in a dedicated study analysing efficient water use practices among 144 participants in the ESG ranking, receiving the highest rating in its sector.

Air Quality Protection

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

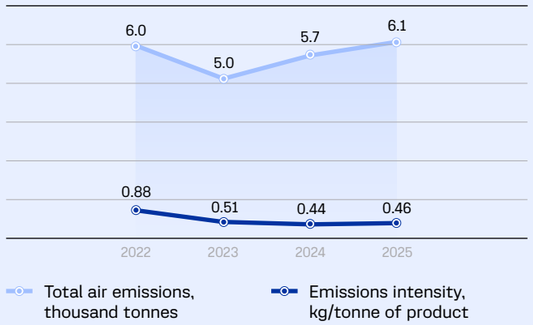
Uralkali's operations generate minimal air emissions, yet we rigorously monitor emission sources using both instrumental and computational methods. We equip all production facilities with advanced gas treatment systems and assess air quality in line with legally mandated schedules and internal standards.

Our ESG Strategy sets a goal to reduce sulphur dioxide (SO_2) emissions by 25% by 2025 compared to 2020 levels. In 2025, we surpassed this goal, achieving a 60% reduction in sulphur dioxide emissions from 2020.

We monitor air emissions through industrial environmental monitoring programmes. In 2025, we entered into a contract with an external contractor to conduct instrumental monitoring of pollutants that fall outside the scope of accreditation of our in-house laboratory operated by the Laboratory Control Unit.

In 2025, we conducted an inventory of emission sources and obtained new permits for all Environmental Impact Category 1 facilities. Compared to 2024, air emissions increased by 7% to reach 6.1 thousand tonnes. This increase was due to higher production volumes and other contributing factors. Gross emissions include not only emissions from core production, but also those from auxiliary units, including boiler rooms and motor vehicles. Air emission intensity also increased by 4.55%, amounting to 0.46 kg/t of product.

Air emissions



Waste Management

[GRI 306-1] [GRI 306-2] [GRI 306-3] [GRI 306-4] [GRI 306-5]

[RT-CH-150a.1]] [MED 17] [MED 18] [PCSB 5] [PCSB 6]

Potash fertiliser production generates low-hazard (Class V)[1] halite waste and clay-salt slurries. We process a portion of halite waste into marketable products (e.g., Grades A and B halite), while the remainder is either stored at designated facilities or recycled through backfilling.

We transfer high-hazard (Class I and II) waste to a Federal Environmental Operator in compliance with legislation. Uralkali's high-hazard (Class I and II) waste primarily consists of mercury and fluorescent lamps; waste liquids containing mercury salts, generated during tests and measurements; intact, used lead-acid batteries containing electrolyte; and acetic acid waste, also generated during tests and measurements.

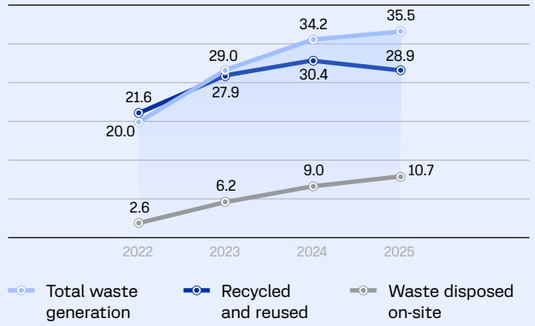
When transferring waste of other hazard classes to contractors, we comply with all applicable laws and regulations, including those relating to the selection of licensed contractors. We handle waste in accordance with corporate policies and regulations, as well as health and environmental laws. To minimise the negative environmental impact of waste management, Uralkali is implementing measures aimed at:

- developing and implementing technologies for utilising high-volume production waste, including using it as backfill material for abandoned mine workings;
- recycling construction waste by crushing reinforced concrete to recover scrap metal and convert it into crushed stone for use in internal infrastructure.

We also conduct a programme of industrial environmental monitoring, including regular assessments of environmental conditions at waste storage sites.

In 2025, total waste generation rose by 3.8% compared with the previous year, reaching 35.5 million tonnes. We recycled or reused 81.3% of generated waste, driven by a shift in waste streams towards recycling and the adoption of more efficient recycling technologies.

Waste management techniques[2],
million tonnes



[1] Under waste management legislation, Class V waste is classified as 'practically non-hazardous'.
[2] Reuse, incineration, burial, transfer to third parties for processing, transfer to third parties for neutralisation and storage, and disposal in municipal landfills are excluded from the scope of reported activities. For a detailed breakdown, please refer to the GRI Index.

Waste Utilised through Backfilling

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

Our ESG Strategy aims to increase the share of backfilled waste by 10% by 2025 compared to 2020 levels. By the end of the reporting year, we had not only met the target, but exceeded it: the proportion of backfilled production waste had increased by 28.4%.

This method is used for clay-salt slurries and halite waste. It involves injecting the waste into mined-out spaces in mines, which is an example of the circular economy principle in practice. Backfilling provides stability to the filled area, eliminating dangerous ground deformation and preventing collapse.

In 2025, we continued our practice of using waste for backfilling mined-out spaces. This technology continues to evolve to take into account the specific mining and geological conditions of individual mines. In 2025, we achieved the backfilling level of 27 million tonnes. For more details on waste utilised through backfilling, please refer to the 'Safety' section.

81.4 %

share of production waste utilised through backfilling[1]

Waste Recycling

[GRI 306-4] [MED 18]

In 2025, we continued our waste reuse and recycling practices: Uralkali processed halite waste into marketable products, as well as recycled paper, low-density polyethylene pipes, polypropylene pipes, oils, and scrap metal.

At Uralkali, we have a mobile crushing plant for processing construction waste. This waste is separated into scrap metal and gravel, which we use for internal roads and other production purposes. In 2025, we recycled 7,406 tonnes of construction waste.

Hydraulic Facilities

Safe operation of hydraulic facilities remains a priority for Uralkali.

We operate nine hydraulic complexes, including seven slurry storage sites, a reservoir, and protective structures, all of which comply with industrial and environmental safety requirements. Uralkali conducts regular monitoring of these facilities and assesses their operational reliability.

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

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

Biodiversity Conservation and Land Reclamation

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

Uralkali's operational sites are not located in specially protected natural areas, high-biodiversity zones outside such areas, or high-biodiversity zones adjacent to such areas.

As part of our Biodiversity Conservation Programme[1], we consistently implement measures aimed at preserving biodiversity in the regions where we operate. This Programme involves regularly monitoring the status of biodiversity, carrying out comparative assessments of impact indicators and drawing conclusions, as well as adjusting our activities based on the data obtained.

In 2025, Uralkali continued to implement biodiversity monitoring activities as part of the Programme. This work involved conducting route surveys of terrestrial and aquatic ecosystems in areas where the Company's production facilities are located. The findings showed that no significant changes in biodiversity had occurred compared to previous periods. The impact of the Company's production activities on biodiversity in these areas is considered to be insignificant, with the observed changes primarily attributed to natural processes. We plan to update the Programme in 2026 based on the insights gained from previous research periods. We also plan to include the Chashkinsky subsoil plot within the scope of the research.

Uralkali Wins the 'Leader of the Perm Region' Competition in the 'Environment' Category

In 2025, Uralkali won the regional 'Leader of the Perm Region' competition in the 'Environment' category. This victory recognised the Company's systematic approach to environmental protection and its contribution to biodiversity conservation in the Perm Region.

A key element of the competition entry was the Biodiversity Conservation Programme, implemented since 2024. The research and monitoring area includes the Company's licensed sites, as well as nearby specially protected natural areas and 11 small rivers.

Researchers conduct regular field observations at 17 key sites, using 13 composite and 2 species-specific biodiversity indicators. Scientists from Perm State National Research University are involved in implementing the Programme.

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

Sterlet Fry Release

Under our biodiversity preservation commitments, Uralkali continued its efforts to artificially restore aquatic resources. In 2025, we released sterlet fry, raised in a specialised fishery, into the Kama Reservoir. Sterlet is a sturgeon species listed in the Red Books of Russia and the Perm Region.

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

>66 000

sterlet fry released into the Kama Reservoir in 2025

Land Reclamation

In 2025, we approved a new version of 'Regulations on the Grounds and Procedure for Land Reclamation at Uralkali P]SC', setting out the requirements and procedures for carrying out land reclamation activities within the Company.

In accordance with these Regulations, the following land reclamation activities were carried out along a 110 kV overhead power line route during the reporting year:

- technical phase of land reclamation, covering an area of 43.3 ha;
- biological phase of land reclamation, covering an area of 43.3 ha.

In 2026, we plan to carry out land reclamation at a number of land plots after completing geological exploration work, including at exploration wells in the Vogulsky licence plot.

Employee Engagement in Environmental Initiatives

Employee engagement is a key element of Uralkali's environmental agenda. Throughout 2025, Company employees took part in city-wide community clean-up days and the landscaping of production sites, administrative buildings, and Company social facilities. They also attended seminars and webinars on environmental protection. Over 1,000 employees and their family members took part in these activities.

Uralkali employees also participated in environmental education events for children and teenagers in Berezniki and Solikamsk. Specifically, the following initiatives were organised:

- lectures on ornithology and an environmental quest for children and teenagers in Berezniki and Solikamsk;
- a drawing workshop for students at the Starkov School for Talent Development in Berezniki;
- environmental lectures for high school students in Berezniki and Solikamsk.

In 2025, Uralkali continued to participate in the activities of environmental professional and public associations, including the Council of Industrial Ecologists of the Perm Region, the RSPP's specialised committee on ecology, and the Kama Basin District Council.

>1,000

Uralkali employees and their family members took part in environmental initiatives

Product Safety

Ensuring product safety and high quality are key elements of Uralkali's sustainable business model. We systemically refine our quality management approaches in line with the latest international and national standards, as well as the evolving demands of the market and regulators.

Governance Approach

[GRI 3-3]

Responsibility for ensuring product safety lies with the Technical Unit. In 2025, we conducted training sessions for Uralkali employees to enhance their qualifications in product safety, specifically covering the following topics: 'Laboratory Management in Accordance with GOST ISO/IEC 17025-2019', 'Verification (Implementation) of Measurement (Testing) Methods in the Activities of Testing Laboratories', and 'Quality Management System for Measurement (Testing) Laboratories'.

Key Governing Documents

Uralkali's approach to ensuring the competitiveness, quality, and safety of its products is defined in the Company's Technical Policy, which sets out the key objectives and principles in this area. Product quality requirements are also set out in internal regulatory documents, such as Process Regulations, Technical Specifications, and Safety Data Sheets.

State Certification

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

Uralkali uses a multi-tiered assessment system to verify the safety of its finished potash fertiliser products. This includes a state environmental review, as well as registration and declaration of compliance with national standards for mineral fertilisers. We assess 100% of significant product categories for their impacts on human health and safety.

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

In 2025, we recorded no instances of non-compliance with standards related to product health and safety impacts.

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

In 2025, the Company successfully completed the state re-registration of its agrochemicals: Potassium Chloride 98%, Potassium Chloride Grades: 'Fine' and 'Granular', in accordance with Federal Law No. 109-FZ dated 19 July 1997 'On the Safe Handling of Pesticides and Agrochemicals'. These agrochemicals have been entered into the national Register of Pesticides and Agrochemicals. An extract from this Register is equivalent to a Certificate of State Registration for pesticides or agrochemicals, confirming their effectiveness and safety for human health and the environment.

During the reporting year, we secured two declarations of conformity to the requirements of GOST R 51520-99 'Mineral Fertilisers. General Technical Conditions' for the following products: Potassium Chloride 98%, Potassium Chloride Grades: 'Fine' and 'Granular'.

Industrial Radiation Monitoring

We produce potassium chloride from sylvinite, a natural mineral extracted at depths of around 400 metres. Due to the presence of natural radionuclides in the ore, Uralkali implements an Industrial Radiation Monitoring Programme, which provides for spectrometric analyses and dosimetric measurements of raw materials, finished products, and vehicles. The specific activity of natural radionuclides is determined at least once a year for each product brand.

Heavy Metal Monitoring

Uralkali regularly monitors levels of heavy metals — lead, cadmium, arsenic, chromium, and zinc — in its products to prevent adverse effects on plants and soils. Laboratory tests in 2025 confirmed that heavy metal content in our products was significantly below regulatory requirements.

Organochlorine Compound Monitoring

Uralkali's products used in the oil and gas sector undergo annual testing for the presence of organochlorine compounds and quaternary ammonium salts. According to the test results for 2025, no organochlorine compounds were detected in the Company's products. During the reporting year, Uralkali also received a certificate confirming the suitability of its chemical products for use in oil extraction and transportation processes, as well as a certificate of compliance with technical specifications.

Veterinary and Phytosanitary Oversight

Potassium is an essential nutrient not only for plants but also for animals. Our potassium-containing feed additive, registered with the Federal Service for Veterinary and Phytosanitary Supervision, supports the production of premixes and compound feeds for broiler chickens, laying hens, and pets to address potassium deficiencies in livestock diets. We conduct annual tests in accredited laboratories to monitor toxic elements in the feed additive.

Use of Hazardous Substances

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

In 2025, as part of its programme to curtail the use of hazardous substances, Uralkali achieved reductions in the quantities of the following materials:

- industrial oil by 1.8%;
- hydrochloric acid by 4%.

Product Quality

[GRI 416-1]

Governance Approach

Our Quality Control Unit performs analytical checks at all stages of production and shipment to ensure compliance with process regulations.

A quality certificate confirms that the product meets the applicable standards and requirements. Each quality certificate is issued based on the findings of control tests, including checks to ensure that each batch of finished products complies with the technical specifications and terms of the supply contract.

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

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

Key Governing Documents

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

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

Quality Management System

Uralkali integrates a robust Quality Management System (QMS) across all production processes.

In 2025, we successfully passed the recertification audit of our QMS for compliance with ISO 9001:2015 in potassium chloride production. The audit confirmed the QMS's effectiveness and alignment with required standards and expected outcomes.

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

We assess 100% of significant product categories for their impacts on human health and safety.

Certification of Enhanced Mineral Fertilisers

In 2025, four of our product brands received 'Mineral Fertilisers with Improved Characteristics' certificates from the Russian Quality System. We also successfully passed the recertification audit of our production of agricultural products, raw materials, and food with improved characteristics, which ensured our compliance with Federal Law No. 159-FZ dated 11 June 2021 'On Agricultural Products, Raw Materials, and Food with Improved Characteristics' and GOST R 58658-2019 'Products and Food with Improved Characteristics: Mineral Fertilisers. General Technical Conditions'. Following the audit, Certificate of Conformity No. RSK-U.120011.00080 was issued to Uralkali on 20 August 2025. This certification confirms that our products meet high environmental standards and are safe for the environment when used in agriculture.

In 2025, the Russian Ministry of Agriculture's 'Green One' label was awarded to four brands of potassium chloride: Granular Potassium Chloride, Grade 1; Fine Potassium Chloride, Grade 1; Potassium Chloride (Export), Grade G; and Potassium Chloride (Export), Grade N. Following the recertification, Uralkali confirmed the high level of management across all stages of production, storage, transportation, and preparation of relevant documentation.

/ 02 Environmental Aspect

Climate Change

13 CLIMATE ACTION

Russia's National Development Goal:

- Ecological Well-Being

ESG Strategy 2025 Goals

Abating GHG emissions intensity (Scope 1 and 2) by 10% by 2025 and by 20% by 2030

⊗ — goal not achieved

Outcome: 1.5% reduction
2020: 0.134 t CO_2e/t;
2025: 0.132 t CO_2e/t

Material Topics



Climate Change

Energy Consumption and Efficiency

PROGRESS IN 2025

–5% compared to 2024
1,057.7 thousand tonnes of CO_2e
GHG emissions (Scope 1)

–24% compared to 2024
1,626 thousand tonnes of CO_2e
GHG emissions (Scope 3)

+9% compared to 2024
687.4 thousand tonnes of CO_2e
GHG emissions (Scope 2)

+4% compared to 2024
25,402,071 GJ
total energy consumption

–1.5% compared to 2024
0.132 tonnes of CO_2e/t
GHG emissions intensity (Scope 1 and 2)

Updated the internal standard for quantifying greenhouse gas emissions, including refinements to the methodology for calculating Scope 3 emissions

Completed the modernisation of the main ventilation system at the Berezniki-4

Reconstructed the reserve fuel complex at the Solikamsk-1 boiler-turbine shop

Governance Approach

Management Structure

[GRI 3-3]

At Uralkali, we have set up an integrated climate change management system. Responsibility is structured hierarchically from the top down, beginning with the corporate governance bodies, namely the Board of Directors. The Sustainable Development Committee examines issues relating to the implementation of sustainability principles in more depth, including those related to the climate agenda. There were no significant changes to the management system during the reporting year.

We have integrated the climate agenda into the KPIs of individual Board members and incorporated it into our strategic planning processes.

Key Governing Documents

Below is a list of the Company's key internal policies relating to climate change:

- Environmental Policy;
- Standard on Quantitative Assessment of Greenhouse Gas Emissions (updated in 2025);
- Standard on Quantitative Assessment of the Carbon Footprint of Products.

Climate Change Management Structure

Board of Directors

Sustainable Development Committee
(discussing climate change issues and implementing measures aimed at achieving strategic objectives)

Chief Executive Officer

Sustainable Development Directorate

Climate Strategy

[RT-CH-110a.2]

In 2025, Uralkali continued to follow the Climate Strategy 2050, which set out goals for reducing GHG emissions.

Given the assumptions made at the time the Climate Strategy 2050 was developed and the long-term nature of the goals, the Company's management decided to revise existing goals. Consequently, the Board of Directors revoked the previously approved Climate Strategy 2050. The updated targets have been incorporated into the 'Climate Change' section of the Environmental Strategy 2030 and the Company's new Sustainability Strategy 2028. These strategies have been approved by the Board of Directors and will come into effect in 2026.

During the reporting year, our efforts focused on maintaining and developing the carbon management system, promoting the efficient use of energy resources, and engaging with contractors within the supply chain. We monitor technological innovations, changes in carbon regulations, developments in the market for low-carbon products, and industry partnerships that support the implementation of projects aimed at reducing emissions.

Climate Risks

[PCSB 53]

At Uralkali, we take a systemic approach to identifying and managing climate-related risks. We assess climate risks in line with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) and the International Financial Reporting Standard (IFRS) S2 Climate-related Disclosures, and also aim to identify potential risks and opportunities associated with climate change.

We regularly identify, monitor, and assess climate risks. Effective measures are being developed to manage these risks, thereby contributing to the achievement of strategic objectives, enhancing corporate transparency, strengthening stakeholder trust, and ensuring business sustainability.

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

To analyse the potential impact of climate factors, we employ climate change projection scenarios developed by the Intergovernmental Panel on Climate Change (IPCC), including the three most likely scenarios for an increase in the global average temperature by the year 2100. This enables us to factor in various potential global climate agendas and their possible effect on the Company's operations.

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

Transitional Risks

Regulatory Risks

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

1 2 3
Introduction of carbon regulation in Russia

Market Risks

1 2 3
Increase in electricity prices

1 2 3
Increase in heat energy prices

Reputation Risks

1 2 3
Change in access to financing

Technology Risks

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

Physical Risks

Severe Weather Events

1 2 3
Change in the frequency of hurricanes and tornadoes

1 2 3
Spread of wildfires

1 2 3
Change in the frequency of marine storms

Change in Air Temperature

1 2 3
Change in extreme high summer temperatures

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

Change in Precipitation Patterns

1 2 3
Heavy summer precipitation

1 2 3
Change in the intensity of spring floods

Risk significance assessment scale

- Insignificant
- Moderate
- Significant
- Potentially critical
- Critical

Change by scenarios

1 2 3

1 — SSP1-2.6 Scenario

2 — SSP2-4.5 Scenario

3 — SSP5-8.5 Scenario

We categorise climate risks as either physical or transitional risks. To mitigate these risks, we have developed a comprehensive approach involving organisational and technical measures. We monitor climate risks annually and identify critical risk factors.

Our methodology for assessing transitional risks takes into account changes in national and international climate change regulations.

We carefully analyse potential critical situations that could be caused by physical climate risks, which could lead to accidents and incidents, including climate-related and natural disasters. The Company has contingency plans in place for various emergencies, including natural disasters. This systematic approach minimises the impact of potential risks and enables the Company to plan for the long term and capitalise on development opportunities.

Our climate risk assessment covers all stages of the value chain, from raw material extraction to product use by consumers, up to 2050, with a more detailed analysis up to 2030. Our assessment identified no significant climate risks that could adversely affect the Company's operations, financial stability, or strategic plans in the near term.

Key measures to mitigate physical risks include a series of initiatives designed to ensure trouble-free equipment operation during periods of heavy rainfall and temperature fluctuations.

Measures to mitigate transitional risks include conserving energy, improving energy efficiency, and investing in our own power generation facilities.

Greenhouse Gas Emissions Accounting

Direct and Energy Indirect GHG Emissions (Scope 1 and 2)

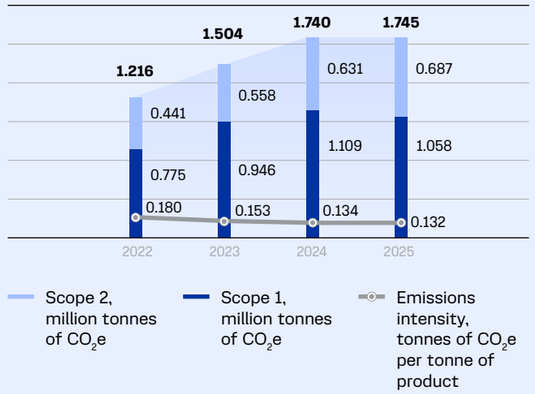
[GRI 305-1] [GRI 305-2] [GRI 305-4] [RT-CH-110a.1]

[MED 20] [PCSB 8]

Uralkali measures its GHG emissions (Scope 1 and 2) in accordance with the Greenhouse Gas Protocol (GHG Protocol) recommendations established by the World Resources Institute (WRI) and the World Business Council for Sustainable Development (WBCSD). These measurements are taken using the IPCC Guidelines and include the following gases: carbon dioxide (CO_2), nitrous oxide (N_2O), and methane (CH_4). For energy indirect emissions (Scope 2), we use the regionalised approach based on coefficients derived from data provided by the International Energy Agency (IEA) and ATS]SC[1], reflecting regional energy system characteristics.

Each year, we submit data on direct GHG emissions (Scope 1) generated by our operations during the reporting period to Russia's Ministry of Economic Development as part of the annual national reporting process in accordance with Federal Law No. 296-FZ dated 2 July 2021 'On the Limitation of Greenhouse Gas Emissions'.

Scope 1 and 2 GHG emissions in 2022–2025



[1] Administrator of Wholesale Electricity Market Trading System, Joint Stock Company.

In 2025, Uralkali's gross GHG emissions increased due to higher production volumes. Direct GHG emissions (Scope 1) fell by 5% compared to the previous reporting period, while energy indirect GHG emissions (Scope 2) rose by 9%. The key performance indicator for GHG emissions is GHG intensity, which fell by 1.5% in 2025 compared to the previous year, reaching 0.132 tonnes of CO_2e per tonne of product.

We are implementing measures to switch to alternative fuels with a lower carbon content, enabling us to integrate the sustainability principles into our daily operations and business processes. Key energy-saving and efficiency measures during the reporting year included the following:

- using modern thermal insulation materials for pipelines to reduce heat loss and energy consumption;
- introducing automatic heat consumption control systems that respond to changes in ambient temperature to ensure the rational use of energy for heating;
- introducing variable-frequency converters for the electric drives of process units.

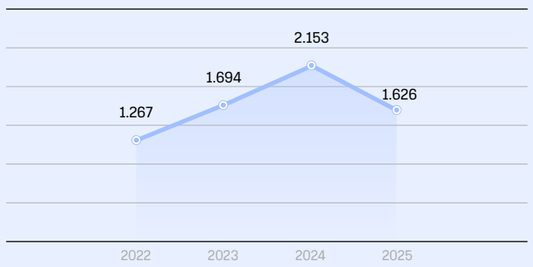
Since 2022, GHG intensity indicators have shown a steady downward trend. This is due to the cumulative effect of our energy-saving measures and improvements in energy efficiency.

Other Indirect GHG Emissions (Scope 3)

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

Uralkali measures its GHG emissions from sources outside its direct operations in accordance with the GHG Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard[1].

Scope 3 GHG emissions in 2022–2025,
million tonnes of CO_2e



The largest contributors include emissions from product transport and distribution, raw material procurement, and fuel and energy production. As part of Uralkali's responsible supply chain management, we are pursuing additional strategies to reduce our non-energy indirect emissions.

In 2025, we enhanced the precision of our Scope 3 emissions measurements. In addition to the factors that are publicly available, we started using more precise figures for several categories, including data from suppliers and the characteristics of specific products. 18% of GHG emissions data is based on figures provided by suppliers.

Scope 3 GHG emissions totalled 1.626 million tonnes of CO_2e, which is a 24% decrease compared to the previous reporting period. This reduction was due to a decrease in procurement volumes and a reduction in greenhouse gas emissions in the 'Downstream Transportation and Distribution' category. Emission intensity amounted to 0.123 tonnes of CO_2e per tonne of product.

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

Carbon Footprint of Products

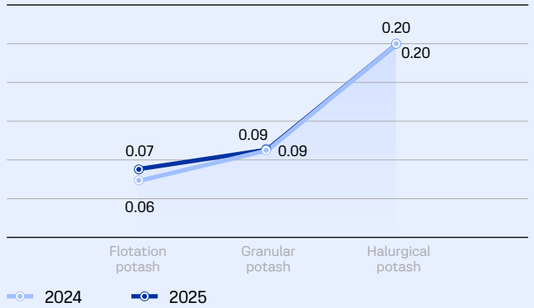
[PCSB 9]

Uralkali measures the carbon footprint of its products in accordance with the requirements of the international standard ISO 14067:2018 Greenhouse Gases — Carbon Footprint of Products — Requirements and Guidelines for Quantification. We use a cradle-to-gate approach for our measurements, accounting for emissions arising during the extraction of raw materials and the production of goods. The subsequent use and disposal of potash fertilisers do not result in significant GHG emissions, so these stages are not included in the footprint calculation.

By the end of 2025, the average carbon footprint of all potash products was 0.115 tonnes of CO_2e/tonne of product. The increase in the figure for flotation potash compared to the previous reporting period was due to a change in the operating temperature of the process equipment. The intensity indicators for granular and halurgical potash remained at the 2024 level. Flotation potash has the lowest carbon footprint of all the Company's products — 0.07 tonnes of CO_2e/tonne of product. The Company's effective operations result in a low carbon footprint for its products, establishing potash fertilisers as an environmentally sustainable and responsible solution for modern agriculture.

The result of the Company's efforts is a low carbon footprint for Uralkali's products, enabling its potash fertilisers to be marketed as an environmentally sustainable and responsible solution for modern agriculture.

Uralkali's product carbon footprint in 2024–2025,
tonne CO_2e/tonne of product



Energy Consumption and Efficiency

Management Structure

[GRI 3-3]

Uralkali's key priorities in reducing its GHG emissions include the rational use of energy resources and improving energy efficiency. In 2025, structural changes were made to the Company's energy consumption and efficiency management system. A new unit was established to oversee operational efficiency: the Committee for Enhancing Operational Efficiency, which reports to the Economics and Finance Directorate.

We continue to develop our cooperation with our subsidiaries, paying particular attention to systematising, collecting, and analysing information on energy consumption.

Key Governing Documents

Key regulatory documents in the field of energy consumption and energy efficiency include:

- Energy Conservation Programme 2028;
- Regulations on Enhancing Operational Efficiency;
- Regulations on the Energy Reduction Commission;
- Technical Policy on Energy Conservation (updated in 2025).

Management Structure for Energy Consumption, Energy and Operational Efficiency

Board of Directors

Chief Executive Officer

Technical Directorate
(managing energy consumption and improving energy efficiency)

Production Directorate
(effective production management)

Finance Directorate
(monitoring and managing operational efficiency)

Central Energy Reduction Commission
(setting energy-saving goals, reviewing performance results, making decisions on staff incentives)

Chief Power Engineer's Department
(monitoring the implementation of energy-saving measures, allocating additional funding for such measures)

Energy Reduction Commissions in production departments, led by the departments' Chief Engineers
(developing and implementing energy-saving measures)

Committee for Enhancing Operational Efficiency
(defining a management methodology to improve operational efficiency; reviewing strategic objectives and performance indicators, measures to improve operational efficiency and comprehensive projects; monitoring the implementation of measures included in the cost-reduction programme)

Regulations on Enhancing Operational Efficiency

In 2025, Uralkali updated its employee incentive scheme. The previous Regulations on Rewarding Employees for Energy Savings were replaced by the Regulations on Enhancing Operational Efficiency, which were approved in 2024.

Employees who participate in measures to improve operational efficiency receive a bonus based on their contribution to the team's work and the results achieved by the implemented measures. We determine the amount of the bonus after verifying the results and assessing the economic or energy-saving benefits. We also take into account each participant's role in implementing the initiatives. We apply similar criteria for funded initiatives, including an assessment of participants' contributions and the performance indicators achieved.

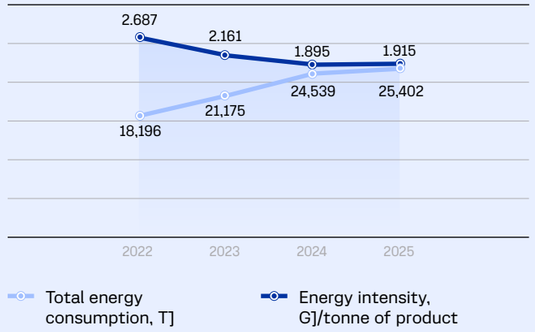
Energy Consumption Metrics

[GRI 302-1] [GRI 302-3] [RT-CH-130a.1] [PCSB 12]

In 2025, Uralkali's energy intensity indicator increased by 1% compared to 2024, reaching 1.915 G] per tonne of product, due to refinements in calculation methods.

Total energy consumption increased to 25,402 T], driven by higher production volumes at the Company's facilities.

Total energy consumption



Energy Efficiency Initiatives

Uralkali's key energy efficiency initiatives are being implemented as part of its five-year Energy Conservation Programme.

Over the reporting period, we implemented 162 initiatives to improve energy efficiency and energy conservation. These initiatives have reduced energy consumption by 233 thousand GJ in total. Key measures included the modernisation of the main ventilation system at the Berezniki-4 mine and the reconstruction of the reserve fuel complex at the Solikamsk-1 boiler-turbine shop.

Thanks to our systematic energy-saving efforts, we have reduced energy intensity by 20% since 2018, while also keeping the proportion of energy costs within production costs to a minimum.

Uralkali's Energy Conservation Programme 2028

In 2024, we developed Uralkali's five-year Energy Conservation Programme up to 2028 to improve energy efficiency and reduce energy costs. The Programme aims to reduce electricity and fuel consumption, increase energy production from the Company's own generation sources, and lower the cost of purchased energy resources. As part of the Programme, we are also conducting scientific research to improve energy efficiency at the Company's facilities.

Each year, we compile a report on the implementation of energy-saving measures at each production site. These measures include, for example, optimising equipment operating modes to eliminate idle running, using high-quality thermal insulation and building materials to prevent excessive heat loss, and automatically switching off lighting when staff are not present.

Completion of Modernisation of the Main Fan Unit at the Berezniki-4

In 2025, Uralkali completed the modernisation of two fan units at Berezniki-4, which involved the installation of variable-frequency drives.

The implementation of the variable-frequency drive project on the main ventilation unit at Berezniki-4 is one of the most important steps in reducing electricity consumption, as the fans are major consumers of energy resources.

To reduce energy costs in 2026, we plan to continue implementing variable frequency drives on pumping equipment, including for backfilling operations.

We have installed digital prompters at the Berezniki-4 and Solikamsk-1 facilities to optimise equipment operating modes, and we are continuing to roll these out to other Company sites. The system is based on statistical analysis and suggests optimal equipment load settings to maximise plant efficiency.

This year, Uralkali has implemented measures aimed at improving the reliability of the power supply in collaboration with its Permenergo subsidiary. These include plans to modernise power lines and substations to reduce the likelihood of power cuts and ensure stable production operations.

Renewable Energy Sources

[GRI 302-1] [RT-CH-130a.1] [MED 22] [PCSB 11]

In 2025, we continued to explore the potential of small-scale renewable energy generation technologies. One practical example of this was the operation of a solar power station to power the alarm system on the pond dam. We also installed solar panels at seismic monitoring stations, which detect events occurring within the rock mass at all of the Company's mines.

Raising Employee Awareness of Energy Efficiency

At Uralkali, we regularly hold internal events to raise employee awareness of energy efficiency and foster a culture of energy conservation.

In 2025, for example, we encouraged cross-checking and knowledge sharing between energy departments. Specialists and managers visited each other's production sites, studied how equipment was operated, assessed the efficiency of power supply systems, and shared best practices. These visits enabled them to adopt colleagues' experience and identify potential areas for improvement in equipment operation and process organisation.

Furthermore, we conducted an internal energy audit to systematically analyse the current effectiveness of energy-saving measures in place and assess employee awareness and engagement. Based on the results, we developed recommendations aimed at enhancing employee competencies, optimising equipment performance, and encouraging a more sustainable approach to energy use across the Company.

Reconstruction of the Reserve Fuel Complex at the Solikamsk-1 Boiler-Turbine Shop

In 2025, we installed a new steam boiler (one of the most modern in the Company's fleet) at Solikamsk-1. We successfully completed the commissioning process in December, bringing the boiler into operation. The new equipment is fitted with state-of-the-art burners and a precision control system, improving the complex's operational efficiency and reducing fuel consumption.

The commissioning of the diesel-fuelled backup boilers at the Solikamsk-1 boiler-turbine shop is scheduled for next year.



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/ 03 Social Aspect

Safety

Russia's National Development Goal:

- Preserving Population, Enhancing Health, Improving Well-Being, Supporting Families

ESG Strategy 2025 Goals

Reducing high-consequence work-related injuries rate by 10% annually

– goal achieved

Outcome: **2024:** 0.20, **2025:** 0.06 (↓70%)

Certifying 100% of production assets under ISO 45001

– goal achieved

Outcome: Achieved

Material Topics



Occupational Health and Safety

Promoting Safety Culture Among Employees and Contractors

Emergency Preparedness

Geological Safety

PROGRESS IN 2025

0.503
LTIFR among employees[1]

0.601
LTIFR among contractors[1]

17
accidents among employees[2]

0
technical emergencies

3
occupational incidents

+5.5% compared to 2024
RUB 1.9 billion
OHS costs and investments[3]

RUB 89.5 thousand
average OHS costs per employee

Successfully completed the second surveillance audit of the health and safety management, confirming compliance with the ISO 45001 international standard

Conducted a safety culture assessment involving independent experts. The results of this assessment formed the basis of the Safety Roadmap for the next few years

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

Governance Approach

[GRI 3-3] [GRI 403-1] [GRI 403-4] [PCSB 44]

Safety Management Enhancement

During the reporting year, occupational health and safety (OHS) remained one of our key priorities, receiving constant attention from the Board of Directors and Company management.

At the same time, 2025 was a pivotal year for Uralkali in terms of assessing the effectiveness of its current safety management system. Despite the measures implemented and the results achieved in certain areas, 17 accidents occurred during the reporting period, including 6 fatalities. An analysis involving senior management, executive managers, and site managers revealed that the incidents were caused by a combination of behavioural factors and insufficiently effective technical and organisational safety measures.

In response to these challenges, we launched a project in 2025 to transform our OHS management system. The project aims to enhance the existing OHS system in several key areas, including fostering a stronger safety culture, refining risk and safety management processes for contractors, and leveraging digitalisation to improve occupational health and safety.

These changes are strategic and long-term in nature, spanning several years. Our updated approach is also reflected in Uralkali's new Sustainability Strategy 2028. For more details, please refer to the 'Sustainability Management' section. Additionally, we are developing a separate functional strategy for safety development, scheduled for approval in 2026.

Management Structure

At Uralkali, the responsibility for managing occupational health and safety issues is integrated into the corporate governance framework, encompassing all levels of decision-making, from the Board of Directors to operational units.

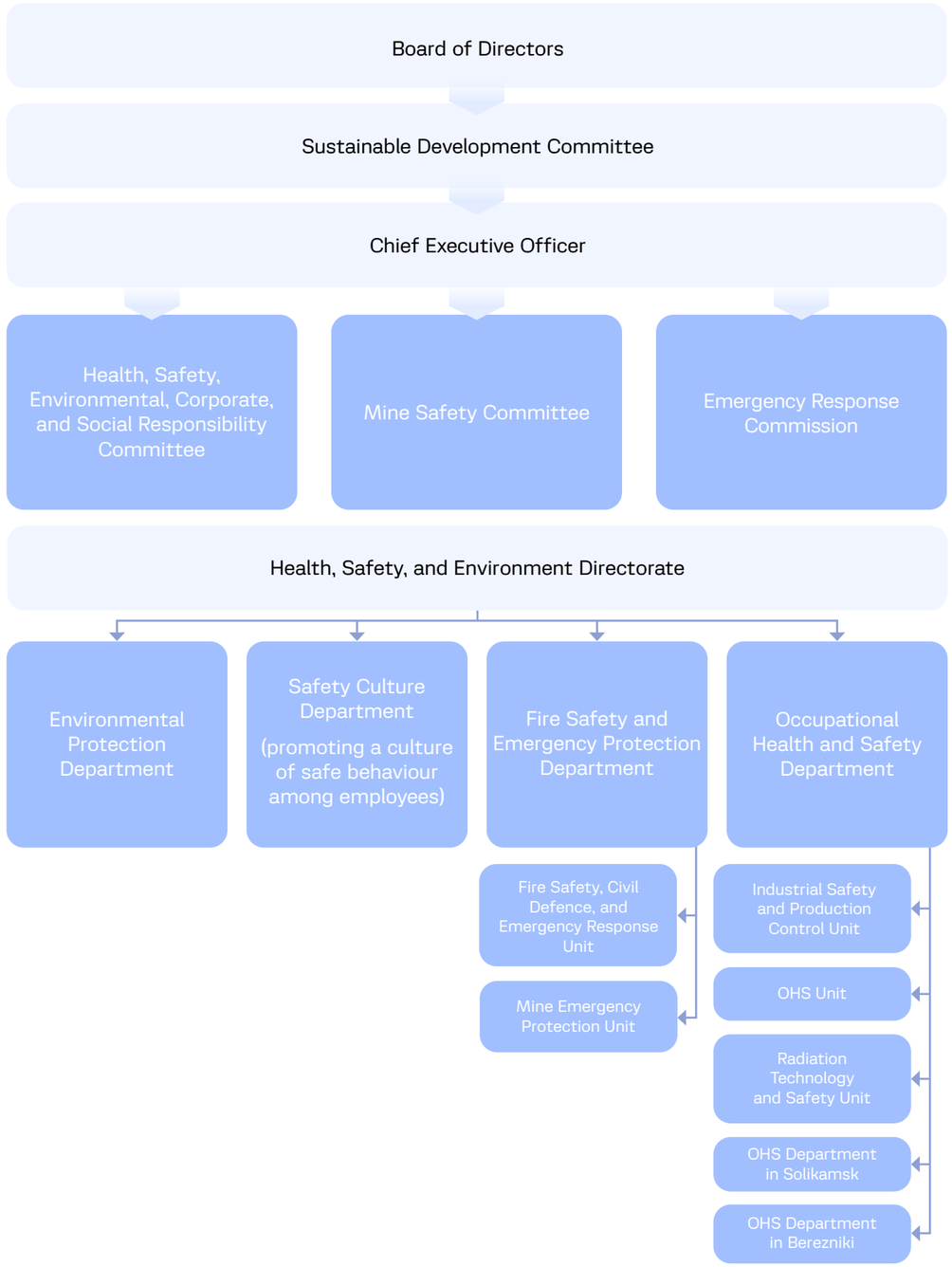
The Board of Directors is responsible for strategic oversight, including reviewing injury rates, significant incidents, and key areas for developing the OHS system. The Sustainable Development Committee reviews these matters in detail and reports to the Board of Directors.

Our CEO directly oversees three bodies: the Environmental, Health, Safety, and Corporate Social Responsibility Committee; the Mine Safety Committee; and the Emergency Response and Fire Safety Commission. The Health, Safety, and Environment (HSE) Directorate comprises the relevant specialised departments and is responsible for monitoring the implementation of the CEO Committee' decisions, as well as the operational management of occupational health and safety matters.

A key change during the reporting year was the optimisation of safety management at divisional level. OHS functions, which were previously distributed across six divisions of the mine administrations, were consolidated into two regional departments in Berezniki and Solikamsk, both of which report directly to the Occupational Health and Safety Department. Each department now supports the operations of three mine administrations, ensuring uniform requirements and standards are met. By implementing this new model, we have centralised functions, ensured consistency in practices, and strengthened oversight at production sites. The new organisational structure facilitates the dissemination of best practices and the identification of areas in need of systematic improvement.

A significant development in 2025 was the incorporation of the Safety Culture Department — established in 2024 — into our organisational structure, and the commencement of its full-scale operations. This Department brings together a team of in-house trainers, the number of whom increased from 11 to 19 during the reporting year. The Department's objectives are to systematically develop a safety culture, strengthen its presence at production sites, and enhance employees' engagement and competence in identifying and preventing risks.

OHS Management Structure



Management Accountability and Incentive Scheme

We have incorporated OHS indicators into the management incentive scheme to ensure that managers take personal responsibility for OHS outcomes.

These indicators are included in the KPIs for senior management and directly affect remuneration levels; a reduction in pay is provided for in the event of safety incidents.

KPIs apply to members of top management, including the CEO and Deputy CEOs, heads of key operational and functional areas, and the CEOs of subsidiaries.

The scheme also extends to middle management and specialists through mechanisms for regular bonuses for meeting safety targets.

Key Governing Documents

Uralkali's key internal documents in the field of occupational health and safety include:

- Occupational Health and Safety Policy;
- Industrial Safety Policy Statement;
- Occupational Health and Safety Management System standards;
- Regulations on the Labour Protection Management System;
- Regulations on the Industrial Safety Management System;
- Professional Risk Assessment Procedure;
- Road Safety Standard (developed in 2025);
- Regulations on the Internal Investigation of Incidents at Uralkali P]SC (developed in 2025);
- Cardinal Rules.

In 2025, we updated Uralkali's internal regulatory framework. This included updating the rules governing work placements, employee training and testing, and the conduct of compulsory medical examinations. We also updated the procedures for suspending employees engaged in underground work and revised the lists of professions and positions exempt from health and safety training and inductions. Furthermore, we revised seven Occupational Health and Safety Management System standards. The regulatory framework was updated in line with legislative requirements and the results of the supervisory audit.

Particular attention was paid to improving the recording and analysis of incidents. The Regulations on the Procedure for Recording Minor Injuries (Microtraumas) to Employees were supplemented, and the Regulations on the Internal Investigation of Incidents were developed.

Management System

Uralkali's current Occupational Health and Safety Management System (OHSMS) is designed to achieve its key objective of preventing workplace injuries and occupational diseases, while ensuring safe and healthy working conditions.

All production assets of Uralkali P]SC meet ISO 45001:2018 standards. In 2025, we confirmed OHSMS's continued compliance by conducting a second surveillance audit, covering all production and functional units. Following the audit, a positive recommendation was issued for further certification.

The audit results confirm that our existing safety management system is robust. However, the findings for the reporting year also highlighted the need to further develop certain elements of the system, particularly with regard to managing critical risks and improving the effectiveness of preventive measures.

The Company plans to undergo recertification in 2026, transitioning to the new ISO 45001:2018 certification cycle for the period 2026–2028.

Risk Management

[GRI 403-2]

Uralkali integrates OHS risk management into its comprehensive risk framework. Key risks, such as the risk of non-compliance and the risk of injuries, accidents, and major incidents, are included in the corporate risk register. The Board of Directors' Audit Committee reviews these risks on a regular basis. For a more detailed description of these risks, please refer to the 'Sustainability Management' section.

Our approach to managing occupational (professional) risks within our OHS system is set out in our internal standards, including the Corporate Standard 'OHSMS 15-2024: Management of OHS (Professional) Risks', and is applicable to all production and functional units, covering the entire life cycle of Uralkali's production operations.

The OHSMS includes processes for identifying hazards, assessing occupational risk levels, and developing measures to mitigate them. Taking into account the specific nature of our production processes, we have compiled a list of 54 potential hazards. We identify hazards and assess occupational risks at both existing and newly created workplaces, as well as through unscheduled inspections. To take account of operational experience and increase employee involvement in the risk management process, we set up expert groups in each division. High-priority risks, as well as the measures taken to minimise them, are discussed at meetings of the Health, Safety, Environmental, Corporate, and Social Responsibility Committee, which reports to the CEO. In 2025, Uralkali assessed hazards and risks for 248 workplaces.

To reduce and eliminate high-priority occupational risks, we are continuing to implement the Programme of Additional Measures (Corrective Actions) for 2022–2026.

Key Hazards Identified Through Occupational Risk Assessmen

Hazard Description	Mitigation Measures
Entanglement of body parts, clothing or PPE in moving machinery	• Installed conveyor belt cleaners to prevent spillage • Installed non-contact sensors on equipment
Physical impacts from the use of tools, flying debris or equipment parts, elastic recoil, ejected components, moving machinery	• Installed screens and zone dividers • Installed vibration devices to prevent material blockages in hoppers
Rock collapse	• Expanded fleet of roof support and anchoring machines at mines • Provided equipment for hydraulic cleaning of shafts
Impact from high-pressure liquid jets, vessel ruptures, pipeline failures, failure of seals on high-pressure pump fittings and hydraulic and fire-fighting equipment	• Installed protective (restrictive) casings for flanged joints and pipelines • Implemented an automated pipeline thickness measurement system

All staff members can report any hazardous situations on site or any identified health and safety issues directly to their manager, to the units of the Occupational Health and Safety Department, or via the hotline.

In 2025, the Company enhanced its practical risk management tools to encourage employees and managers at all levels to participate in identifying and preventing workplace risks. We began developing approaches to utilising dynamic risk assessment tools, including regular site inspections, management visits to production sites, and discussions with employees regarding safety concerns.

Workplace Safety

Approach to Injury Prevention

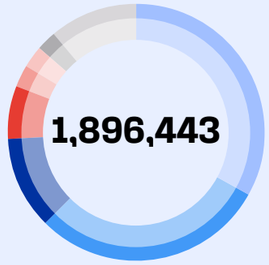
[GRI 403-7] [MED 27] [PCSB 27]

Uralkali takes a systemic approach to injury prevention, involving regular monitoring of working conditions and the technical reliability of equipment, as well as ensuring compliance with safety requirements at production sites.

We regularly conduct OHS system inspections to ensure that working conditions and the technical condition of equipment, buildings, and structures meet the requirements of Russian laws. In 2025, we carried out 158 such inspections. In addition, we carry out regular operational inspections at workplaces and conduct unscheduled inspections in the event of incidents, including an analysis of causes and corrective measures.

In 2025, the Company spent approximately RUB 1.9 billion[1] on occupational health and safety, which was 5.5% higher than the previous year. Average expenditure per employee amounted to RUB 89.5 thousand.

Uralkali's OHS costs in 2025, RUB thousand



Mine and plant ventilation	628,846
Protective clothing, PPE, hygiene, etc	555,324
Health check-ups	220,697
Health posts at ore administrations (surface and underground)	128,776
Safety audits	52,983
Nutritional supplements	52,690
Distribution and receipt of head lampsand self-rescuers	51,745
Other costs	205,382

Injury Rates Among Employees

[GRI 403-9] [RT-CH-320a.1] [MED 29] [PCSB 29] [PCSB 30]

In 2025, Uralkali recorded 17 accidents, 6 of which were fatal, including 2 group accidents. The Lost Time Injury Frequency Rate (LTIFR) among employees was 0.503[2].

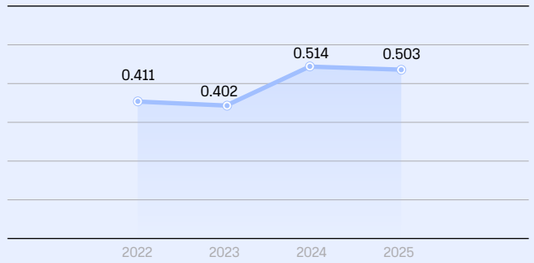
The main causes of injuries were falling from height, tripping and slipping, being trapped between objects, rock falls, and electrical injuries. A significant proportion of these incidents occurred during the performance of high-risk tasks in vertical mine shafts and resulted from the insufficient reliability of certain technical and organisational safety measures.

We recognise that these figures are unacceptable and highlight the need for a systematic review and enhancement of our safety management approaches. Following investigations into the incidents, we conducted a detailed analysis of the causes, involving senior management, executive leaders, and on-site managers. In response to the identified causes, we adopted system-level management decisions and implemented a set of operational measures aimed at improving the reliability of safety barriers and strengthening oversight of high-risk operations:

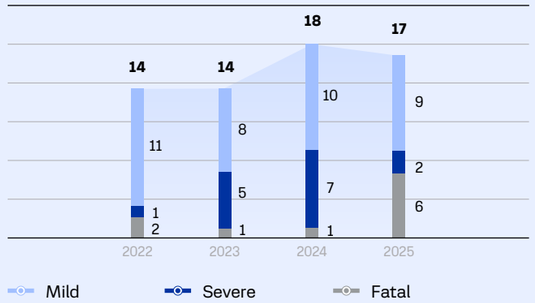
- strengthening technical safety barriers:
  - we are working on implementing video surveillance and automatic monitoring systems using intelligent analysis;
  - we have strengthened supervision of the use of safety systems during work in mine shafts;
  - we have implemented measures to ensure the timely removal of growths from shafts.
- strengthening managerial oversight:
  - we have raised expectations for managers and foremen to be present during high-risk operations.

We are taking these steps to prevent similar incidents from happening again and to improve our management of critical risks.

Lost-time injury frequency rate (LTIFR)[1] among employees in 2022–2025



Number of accidents among employees in 2022–2025, cases

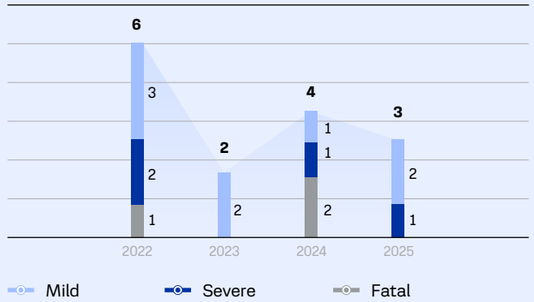


Injury Rates Among Contractors

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

In 2025, there were three accidents involving contractors' employees. The lost-time injury frequency rate (LTIFR) among contractors was 0.601[1].

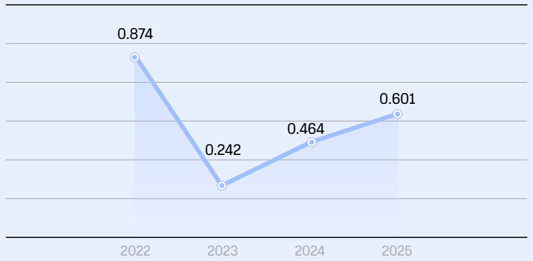
Number of accidents among contractors in 2022–2025, cases



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

[1] Per one million hours worked.

Lost-time injury frequency rate (LTIFR)[1] among contractors in 2022–2025



All contractors performing work at Uralkali's facilities must comply with the Cardinal Rules. If a contractor's employee violates these rules, they will be barred from entering Uralkali's facilities for one year and the contractor will be fined RUB 100 thousand.

Transport Safety

[RT-CH-540a.2]

At Uralkali, we are taking a systemic approach to reducing the number of traffic accidents involving our employees and contractors.

In 2025, we developed and implemented a Road Safety Standard, which established uniform requirements for traffic management, passenger and cargo transportation, and the activities of contractors providing transportation services. The Standard ensures that traffic accidents are systemically recorded and analysed, and that corrective measures are developed.

In 2025, 100 traffic accidents were recorded, representing a 17% decrease on the 2024 figure. This decrease is attributed to the introduction of the Standard, as well as to enhanced preventive education and training for drivers. The primary causes of traffic accidents remain failure to maintain proper lateral distance, failure to maintain a safe rear distance, failure to yield the right of way, and reversing.

To prevent incidents, we are implementing various measures, such as driver training and internships, regular briefings, vehicle maintenance checks, monitoring speed using satellite navigation systems, and collaborating with regulatory authorities.

Industrial Safety

Uralkali takes a systematic approach to industrial safety, with the aim of preventing accidents and incidents at its hazardous production facilities (HPFs). The Company has 74 facilities registered with the national HPF register. A new facility was added to the register in 2025. We ensure that HPF information is kept up to date and that the register is maintained in accordance with legal requirements.

Accident risk management at HPFs involves conducting industrial safety assessments, obtaining civil liability insurance, and implementing various mandatory and preventive measures to reduce the likelihood of incidents. We also implement measures to ensure the safety of hydraulic structures, including the reservoir dam, protective structures, and slurry storage sites. We continuously monitor their condition and implement risk mitigation measures, including those related to the prevention of natural disasters.

In 2025, no accidents were recorded at Uralkali's facilities, proving the reliability of our industrial safety management system. However, three incidents were recorded and investigated in accordance with legal requirements and local regulations, with corrective measures being taken. We view these incidents as indicators of potential vulnerabilities and use them to identify causes and prevent more serious incidents.

[1] Per one million hours worked.

Safety Culture Promotion

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

Safety Culture Assessment

Safety culture initiatives are one of the key areas of Uralkali's programme to transform its OHS management system. In light of the challenges faced by the Company during the reporting period, we increased our focus on establishing sustainable models of safe behaviour and strengthening the role of managers in risk management.

In 2025, we conducted a comprehensive assessment of the Company's safety culture across all six mine administrations with the help of an independent expert organisation. The assessment covered 12 key elements of the OHS management system and determined the safety culture maturity level to be 1.9 according to the Hudson Safety Culture Ladder[1].

The results of the assessment formed the basis for launching a three-year safety culture transformation programme with the following priority areas:

- transitioning to risk-based management with a focus on critical risks;
- developing leadership and engagement among managers at all levels;
- improving the quality of incident investigations and the effectiveness of corrective actions;
- strengthening oversight of contractors and developing their safety culture.

Based on the results of the assessment, we decided to establish a Centre for Transformation in Occupational Health and Safety to drive systemic change. The Centre will ensure the development and replication of best practices, strengthen risk management, improve contractor safety, enhance investigations, and digitise processes. It will be established within the Occupational Health and Safety Department and report to the Deputy CEO — Health and Safety Director. The Centre is scheduled to be fully operational by 2026.

Board of Directors' Hands-On Involvement

As part of the transformation of Uralkali's safety management system in 2025, the Board of Directors held field meetings and made leadership visits to production sites, demonstrating their personal commitment to occupational safety and safety culture.

During these visits, a 'risk hunt' was conducted in collaboration with local managers — a practical exercise to identify hazards and analyse the causes of incidents directly in the workplace — and key issues related to implementing the project to transform industrial safety culture were reviewed.

[1] The Hudson Safety Culture Ladder, developed by Patrick Hudson, is a five-stage model that maps an organisation's level of safety maturity. The highest level of maturity, 5 points, corresponds to the generative level.

Safe Behaviour Assurance System

Uralkali has established Cardinal Rules, which set out the mandatory requirements for carrying out high-risk tasks and specify unacceptable behaviours in the workplace. The Cardinal Rules apply to all Company employees, as well as to contractors.

In 2025, Uralkali recorded 43 violations of the Cardinal Rules: 34 were committed by Company employees and 9 by contractors' employees. Appropriate sanctions were imposed on those who violated the rules: 26 employees were dismissed, 8 received a reprimand, and nine contractor employees were banned from entering the Company's facilities. The main types of violation were bringing smoking and ignition devices, as well as e-cigarettes, onto the premises and breaches of safety regulations when working at height.

During the reporting period, the Council for the Prevention of Violations of Occupational Health, Safety, and Environmental Protection Rules held regular meetings to examine the systemic causes of violations, including non-compliance with the Cardinal Rules, and to develop measures to prevent them. The OHS Commission reviewed issues related to compliance with OHS regulations, the results of accident investigations, and proposals for improving internal regulations.

A key element of Uralkali's safety culture is that every employee has the right to stop work if they feel their life or health is at risk, as set out in internal OHS and industrial safety documents, job descriptions, and departmental regulations.

Internal Trainers Institute

The Internal Trainers Institute for safe behaviour is a vital resource for implementing a risk-based approach and cultivating a safety culture at Uralkali's production sites. Established in 2023 and scaled up in 2024, the Institute entered a phase of sustainable operation in 2025, expanding to cover all of the Company's industrial operations.

Internal trainers implement risk management practices directly in the workplace, helping employees to develop the skills needed to identify and prevent hazards and supporting the development of safe behavioural patterns.

In 2025, the team expanded to 19 people, with dedicated specialists assigned to each mine administration. The team facilitates training programmes and works directly in the production setting, implementing dynamic risk assessment practices and delivering engaging briefings in collaboration with line managers.

Uralkali fosters an environment of open communication where employees can report potential hazards and other occupational health and safety issues through accessible channels. We consider it unacceptable to take retaliatory action against any employee who has reported an issue relating to occupational health and safety in good faith, and we strive to identify and prevent any such action within the Company promptly.

Internal Communication Channels	
Personal Meetings	Employees can contact OHS units at mines, the OHS Commission, or their trade union for advice and to raise concerns about occupational health and safety.
RU.Da Newspaper	The newspaper features insights and opinions from employees and OHS experts, supporting a communication project aimed at reinforcing safety culture. It is delivered to the home mailboxes of all employees.
KALIdoscope Portal	The portal is a one-stop shop for computerised workplaces, providing employees with access to corporate information and occupational health and safety materials.
Uralkali Mobile App	The app delivers timely notifications regarding occupational health and safety issues and features services such as Q&A, Feedback, and Risk and Violation Reporting. A significant increase in employee engagement and the number of enquiries in 2025 prompted the initiation of service enhancements during the reporting period to improve the analysis and management of identified risks.
Let's Dig In! Podcast	During the reporting year, employees had access to the podcast archive, including an episode dedicated to occupational health and safety issues.
Plasma Screens	Screens have been installed at industrial sites and in communal areas to broadcast videos and clips on occupational health, safety, and injury prevention.
Information Boards	Information stands displaying instructions, posters, and other visual materials relating to occupational health and safety can be found in all Company divisions.
Information Kiosks	Information kiosks can be found at the mine administration offices and the Uralkali-Med clinic. Employees can use these to access useful information, including materials on occupational health and safety.
E-mail Newsletters	Employees are provided with information via e-mail newsletters delivered through a mobile app or the electronic document management system. This includes guidance and prompt communications on occupational health and safety requirements.
Safety Bulletin	The 'Safety Bulletin' is a quarterly corporate periodical distributed across the Uralkali's divisions. It covers key performance indicators and the results of work in the field of occupational health and safety, as well as employee feedback and initiatives.

During the reporting year, Uralkali continued to implement initiatives to promote a safety culture.

Safety Culture Initiatives	
Safety Culture Competitions	We regularly host competitions to enhance workplace safety culture. The 'Best Business Unit' and 'Best in Profession' contests evaluate not only employees' professional skills but also their adherence to OHS regulations. Quarterly production culture competitions assess workplace maintenance, compliance with OHS, and implementation of fire prevention measures.
'Initiative' Programme	Employees are encouraged to suggest ideas for improving production processes, including those related to occupational health and safety. We select the best proposals monthly, rewarding the most impactful initiatives with financial incentives.
'Report OHS Risks and Violations' Function	The Uralkali mobile app features a 'Report Safety Risks and Violations' function, accessible to all employees. This service enables real-time reporting of OHS violations and potential risks, directly notifying OHS specialists and mine management.
Efficiency Improvement Activities	Uralkali encourages its employees to participate in innovation proposals to continuously improve business processes. Employees can submit suggestions in any area, including those aimed at enhancing safety and improving working conditions.
Letters Of Gratitude And Certificates Of Honour	Employees who demonstrate outstanding performance and a commitment to safety are recognised through corporate and departmental awards. These include honorary titles, certificates of merit, letters of appreciation and inclusion on the Board of Honour. Some employees also receive awards from the Berezniki and Solikamsk municipal administrations.
OHS Commissioners	OHS commissioners facilitate public oversight, fostering effective collaboration between Uralkali and the trade union's committee to prevent accidents and reduce risks. Those who excel in their duties may receive various forms of recognition.

Implementation of the 'Safety Firsthand' Project

In 2025, Uralkali implemented the 'Safety Firsthand' project, which aimed to engage employees in identifying and minimising risks through the digital service 'Report OHS Risks and Violations'. Mine managers served as project ambassadors, boosting employee participation and increasing the service's use at production sites. As part of the project, employees actively reported identified risks and violations, and publicly acknowledging these reports helped to strengthen a culture of safe behaviour.

857 employees used the 'Report OHS Risks and Violations' service in 2025.

Employee Training and Briefings

[GRI 403-5]

Systemic training and reinforcement of employees' practical occupational health and safety skills are key to fostering a safety culture at Uralkali. Training is conducted regularly in accordance with legal requirements and includes:

- mandatory occupational health and safety training;
- industrial safety certification;
- fire safety training;
- civil defence training.

We pay special attention to training newly hired employees who will be working in underground mining operations. This includes mandatory training with practical exercises on safe behaviour in smoky conditions, such as breathing drills in 'smoky tunnels'. In 2025, 484 newly hired employees completed this training. The training involves using self-rescue devices and is designed to develop consistent practical skills for responding to emergencies. This training format was introduced in 2023, further developed in 2024, and expanded in 2025. In 2025, it was decided that employees working in underground conditions should undergo periodic training sessions once every two years.

Alongside mandatory training, the Corporate University provides training sessions and educational programmes on occupational health and safety, as well as specialised and vocational education programmes. Training for internal auditors is conducted on a regular basis in accordance with the requirements of ISO 45001. Managers and specialists undergo training and certification through a unified testing portal.

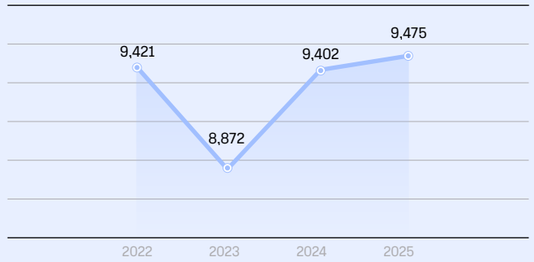
We have developed engaging briefings and accompanying checklists to support their implementation. Dynamic risk assessment practices are employed in workplaces to encourage risk-oriented thinking and enhance employees' personal accountability for safety. These tools, introduced in previous years, were further developed and applied more widely at production facilities in 2025.

Over 80% of Uralkali employees have completed training in safe behaviour. Specialised programmes and training sessions on leadership in occupational health and safety are being implemented for managers, with the aim of strengthening the role of management in creating a safe working environment.

10,986

person-courses in OHS were completed by Uralkali employees

Number of employees trained and certified in OHS in 2022–2025, persons[1]



[1] Data covers Uralkali PJSC only.

Health Promotion and Disease Prevention

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

Uralkali implements a comprehensive and systemic approach to preventing occupational and chronic non-communicable diseases. This approach is aimed at promoting employee health, maintaining their professional capacity, and reducing the risk of loss of workforce potential.

Annual medical examinations are a vital part of our occupational health system. These examinations are designed to prevent and detect the early signs of chronic non-communicable diseases, which are among the leading causes of loss of work capacity, disability, and mortality among working-age people. Employees with more than five years' experience working in hazardous or dangerous conditions undergo in-depth periodic medical examinations at occupational health centres at least once every five years. In 2025, all employees underwent medical examinations.

We carry out regular monitoring of working conditions in accordance with the requirements of SP 2.2.3670-20 'Sanitary and Epidemiological Requirements for Working Conditions'. Based on the results of this monitoring, we develop and implement measures aimed at reducing the impact of harmful occupational factors and minimising occupational risks.

To prevent occupational illnesses and mitigate the effects of environmental factors in the workplace, we consistently implement measures to modernise equipment and provide employees with the necessary certified personal protective equipment (PPE). In 2025, Uralkali adopted updated PPE issuance standards in accordance with changes in Russian legislation. In this regard, we updated our internal regulations on the provision of PPE to employees, including hearing protection (e.g. earmuffs and noise-cancelling earplugs), respiratory protection (e.g. masks and respirators), anti-vibration gloves, and other types of PPE.

In order to maintain and improve employee health, we run corporate health programmes that focus on the early prevention of cardiovascular disease and diabetes. Our efforts to reduce risk factors and encourage healthy habits have had a positive impact. The risk of developing hypertension and diabetes is now lower, and temporary disabilities due to circulatory system diseases have decreased. In 2025, we stepped up our efforts to inform employees about health risks and encourage them to adopt a healthy lifestyle.

100 %

of employees underwent medical examinations in 2025

In 2025, under our Risk Management Policy, we developed a primary health prevention programme for underground potash miners, based on research conducted with the Federal Scientific Centre for Medical and Preventive Health Risk Management Technologies[1]. The programme included the following:

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

In 2025, two cases of occupational disease were reported, both of which were chronic bilateral sensorineural hearing loss. In accordance with legal requirements , we ensure that medical examinations are conducted, mandated rest breaks are observed, personal hearing protection devices are used, preventive measures are implemented, and that recommendations based on medical examination findings are followed. No cases of fatal occupational diseases were recorded during the reporting year.

The results of the implemented health promotion and disease prevention measures confirm the effectiveness of early prevention measures at the pre-disease stage. This is reflected in a reduced causal relationship between health impairments and working conditions and in sustainable, positive changes to occupational risk levels.

Emergency Preparedness

[GRI 3-3] [GRI 403-5]

Emergency Preparedness System

Ensuring emergency preparedness is one of Uralkali's top priorities. We take a systemic approach to this, including response planning, developing emergency response teams, and maintaining the necessary infrastructure.

We regularly develop Emergency Response Plans for our mines to ensure swift and effective action. In 2025, we focused on oil and petroleum product storage facilities at the Company's sites. We developed Spill Prevention and Response Plans for petroleum product spills, and confirmed our readiness to contain and respond to such spills at the Solikamsk-3 and Berezniki-4.

Our four high- and super-high-hazard hydraulic facilities feature local warning systems. Mine sites incorporate object warning systems. We maintain and, where necessary, repair all alert systems to ensure operational readiness.

Every year, Uralkali employees undergo training and receive briefings on emergency response procedures, which they practise through drills, simulated alarms, and exercises. During the reporting period, 13,122 employees received civil defence and emergency prevention training. Our Corporate University provides ongoing training on emergency behaviour. In 2025, each mine conducted emergency drills using Emergency Response Plans, with members of Auxiliary Mine Rescue Teams (AMRTs) providing first aid and reconnaissance during simulated incidents. New employees receive emergency response procedure training alongside introductory civil defence training.

Uralkali operates a multi-tiered emergency response system comprising its own volunteer units and professional services. 24/7 operational units from the Paramilitary Mine Rescue Unit are stationed at each mine. We also contract professional emergency rescue services for gas rescue operations and oil spill clean-up.

The internal response system comprises Non-Staff Emergency Rescue Teams and Auxiliary Mine Rescue Teams, who are responsible for the initial response. In 2025, the Ust-Yaivinsky Mine's emergency response team underwent periodic certification. Thanks to the efficient organisation of on-call shifts and the ready availability of necessary equipment and operational vehicles, the teams can reach the accident scene within 30 minutes.

[1] Federal Budget Scientific Institution 'Federal Scientific Centre for Medical and Preventive Health Risk Management Technologies'.

[1] In accordance with paragraph 28 'Procedure for Investigating and Recording Cases of Occupational Diseases Among Employees' of Resolution No. 1206 of the Government of the Russian Federation dated 5 July 2022.

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

Governing Documents	We maintain 38 internal documents governing emergency preparedness, fire safety, and accident prevention
Rescuers	**First Response Line** — 8 non-staff teams: • 215 AMRT rescuers address initial stage underground emergencies • 44 NERT gas rescuers handle gas-related incidents • 30 NERT oil spill responders manage oil and petroleum product spills **Second Response Line** — professional emergency rescue teams and units from the Paramilitary Mine Rescue Unit: • 300 professional rescuers operate across six mines
Training and Certification	1,120 employees completed emergency response training 100% of rescuers hold certifications as members of AMRTs 100% of rescuers hold certifications as members of Non-Staff Emergency Rescue Teams (NERTs)
Emergency Alert Systems	4 local warning systems and 19 object warning systems underwent routine maintenance and planned repairs
Material and Financial Reserves	> RUB 1 billion forms an emergency response financial reserve held in a separate bank account 200 critical technical resource stock items constitute an emergency inventory

Fire Safety

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

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

We maintain over 1.8 thousand fire automation, alert, and suppression systems across our sites, alongside more than 35 thousand fire extinguishers; over 22,000 fire extinguishers were undergone annual repair and maintenance.

Each year, we develop a Programme to Improve Safety and Reduce Flammability of Electrical Equipment. In 2025, we completed the following measures:

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

In 2025, our expenditure on fire safety and emergency measures totalled approximately RUB 1.1 billion.

In 2025, there was only one fire-related incident (a pipe caught fire while electric and gas welders were carrying out welding work). This was investigated in accordance with established procedures, with steps being taken to address the consequences and prevent a recurrence.

Mining and Geological Safety

[GRI 3-3]

Mining and Geological Risks

Potash mining carries geological and mining risks such as surface deformation above mined areas and water ingress into mines.

In order to prevent these risks, Uralkali conducts geological studies of rock masses before mining, logging data in the Mining and Geological Information System (MGIS). Uralkali uses this data in mining development projects and plans to calculate safe mining parameters and predict rock mass deformation.

After mining, Uralkali implements backfill operations, as specified in project designs, to protect water barriers and surface assets.

The Company engages scientific organisations to monitor rock mass conditions, by comparing monitoring data to forecasts through geomechanical modelling and analysis. Where necessary, based on the monitoring results, we apply additional backfilling measures based on monitoring outcomes.

Mining and Geological Safety Management System

The primary responsibilities for ensuring mining and geological safety rest with the Technical Directorate, mine chief engineers, and relevant department heads.

Mining and geological safety issues are discussed at meetings of the CEO's Mine Safety Committee and the Board's Sustainable Development Committee.

RUB 1.1 billion

Uralkali's expenditure on fire safety and emergency prevention measures

In 2025, we updated several key technical regulations that govern the comprehensive safety of mining operations and the protection of mineral resources. These include the Technical Regulations on the Comprehensive Safety of Mining Operations and the Protection of Mineral Resources in Mines, the Regulations on the Procedure for Comprehensive Safety of Mining Operations at Mines, and the Guidelines for the Elimination of Potential Brine Seepage in Potash Mines[1].

Additionally, during the reporting period, we developed technical designs for the exploitation of subsoil areas at the Verkhnekamskoye salt deposit.

In 2025, we completed all required flood prevention work. Preparatory studies refined mining conditions, including:

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

Uralkali incorporated these characteristics and anomalies into safe mining parameter calculations for the 2026 Mining Development Plans.

[1] These documents apply to Uralkali PJSC.

Mining and Geological Safety Measures	
Geological Studies	Uralkali conducts a range of hydrogeological, geophysical, and exploration studies, alongside mandatory seismic activity monitoring. These measures are designed to identify potential water ingress risks in mining areas. We perform geotechnical monitoring of mined-out areas and use satellite-based remote sensing to track surface movement in mine fields. We monitor former, current and future mining areas, and share results with scientific organisations. These findings inform Technical Projects and 2026 Mining Development Plans. In 2025, Uralkali adjusted flood protection measures and mining parameters in Technical Projects based on 2024 monitoring data. To further enhance monitoring, the Company continued to develop its monitoring infrastructure, including the expansion of its network of ground-based seismic pavilions and geotechnical survey lines.
Backfilling of Cavities	Uralkali employs hydraulic backfilling to stabilise mined-out areas, preventing hazardous surface deformation and structural damage. In 2025, Uralkali achieved 21 million tonnes of backfill.
Stakeholder Engagement	Uralkali communicates advancements in mining and geological safety and the expansion of backfill complexes through internal and external media channels. We coordinate all mining and geological safety matters with state regulators as part of mining projects and annual Mining Development Plans.
Mining and Geological Information System	The MGIS enables safe mining through three-dimensional geological modelling with accurate and reliable data. By implementing a set of geological databases, we have enhanced the quality of data used to calculate safe mining parameters and improved the timely detection of potential hydrogeological risks from mining activities. In 2025, we completed the integration of design institutes with Uralkali's MGIS database. This created the conditions for implementing Technical Projects in digital format and for subsequently transferring data within the 'Designer–Client' workflow. The operations of the Geology and Surveying Departments have been consolidated into a single digital interface. We have also begun integrating the MGIS with the Russian software NanoCAD. At the same time, we configured information security policies for the MGIS database core to interact with third-party software, including foreign solutions.

Rock Mass Monitoring

A rock mass monitoring system has been implemented at Uralkali based on measuring the convergence of mine workings.

Monitoring is conducted in mined-out areas from the moment they are excavated until backfilling operations commence. This approach allows zones of accelerated rock mass deformation to be identified, thereby accelerating the start of backfilling operations in these areas.

During the reporting period, we completed all planned monitoring studies in mined-out areas:

- seismic monitoring;
- seismic geomechanical studies;
- instrumental surveying observations along ground and wall benchmarks;
- visual inspections of mined-out areas;
- satellite radar monitoring of ground subsidence;
- monitoring of natural waters affected by mining operations.

Uralkali's plans for mining and geological safety include conducting operational exploration, monitoring and backfilling mined-out areas, as set out in the Technical Projects and Mining Development Plans.

Accident Response

Uralkali is continuing its efforts to mitigate the consequences of the 1995 earthquake-related accident. At the Solikamsk-2 site, the earthquake caused roof collapse, destruction of inter-panel pillars, and disruption of water-impermeable layers. Despite containment efforts, a further breach of water-impermeable layers occurred in November 2014, resulting in freshwater ingress into the mine and a subsequent rock collapse that led to the formation of a sinkhole.

These response measures stabilised the site and enabled the full extraction of minefield reserves. A barrier was constructed between Solikamsk-2 and Solikamsk-1, and all necessary backfilling operations were performed (including under environmentally and socially significant assets) in line with a specially designed technical project.

We continue comprehensive seismic, hydrogeological, geophysical, geochemical, and geodetic monitoring at the site of the accident. At present, the situation is deemed stable.

Key recovery measures include:

- Water Pumping

We operate a complex with 54 dewatering stations, a pumping station, and drainage pipelines to reduce water inflow and salt dissolution. The system currently pumps 4 thousand m^3/hour. We also extract mineralised water from mine workings to a storage site, with 1.6 million m^3 pumped and stored in 2025.

- Plugging Curtain

To reduce groundwater inflow from the sinkhole's perimeter, a set of measures is being implemented to create a grouting curtain formed by injecting a clay/loam-based mixture with polymer components through boreholes. At present, 170 wells are in operation, with 9.6 million m^3 of material injected.

- Backfilling

In 2024, in line with a special technical project, Uralkali carried out backfilling of mined-out stoping chambers in the mine to reduce the likelihood of adverse effects from rock pressure. In 2025, we backfilled 4.5 million tonnes of salt waste and clay-salt sludge generated by our own operations into mined-out spaces in the mine.

/ 03 Social Aspect

Employee Well-Being

8 DECENT WORK AND ECONOMIC GROWTH

Russia's National Development Goals:

- Preserving Population, Enhancing Health, Improving Well-Being, Supporting Families
- Unlocking Individual Potential, Nurturing Talent, Fostering Patriotic and Socially Responsible Citizens
- Resilient and Dynamic Economy

ESG Strategy 2025 Goals

Ensuring voluntary employee turnover does not exceed 6.5%

– goal not achieved

Outcome: **2025:** 7.60%, **2020:** 4.21%

Ensuring the level of absenteeism due to temporary disability does not exceed 7%

– goal achieved

Outcome: **2025:** 4.19%, **2020:** 8.62%

Material Topics



Employment and Decent Working Conditions

Employee Development and Well-Being

Professional and Athletic Development for Young People

PROGRESS IN 2025

–2% compared to 2024

21,194

average headcount

93.4 %

share of employees covered by collective bargaining agreements

–9% compared to 2024

11.32 %

employee turnover[1]

+10% compared to 2024

82.7

annual training hours per employee

–31% compared to 2024

RUB 77.0 million

expenses on employee training

+3% compared to 2024

1,648 t/person

labour productivity

+4% compared to 2024

RUB 2.24 billion

expenses on social programmes for employees

Uralkali ranks among the leaders in RAEX's ESG ranking for human resources management quality

[1] Based on the average headcount.

Governance Approach

[GRI 3-3]

Management Structure

Uralkali is committed to continuously developing a system that supports employee well-being and ensures decent working conditions, equal opportunities, professional development, and social security.

Human resources management is a priority for senior management and is addressed at all levels of corporate governance. There were no structural changes to the management system during the reporting period.

In 2025, the Compensation, Benefits and HR Policy Committee chaired by the CEO reviewed measures to attract and retain talent, provide financial support, strengthen safety culture, enhance employee incentives, and expand initiatives to boost productivity.

Key Governing Documents

Our HR Policy serves as the foundational document for employee engagement, aiming to establish such a management system that will promote Uralkali's image as an attractive employer for highly qualified professionals who are willing and able to contribute to the Company's success.

Other key documents include:

- Human Rights Policy;
- Diversity and Inclusion Policy;
- Code of Corporate Culture;
- Regulations on Career Guidance and Engagement with Young Professionals;
- Regulations on Employee Compensation;
- Regulations on Employee Bonuses.

Regulations on Career Guidance and Engagement with Young Professionals

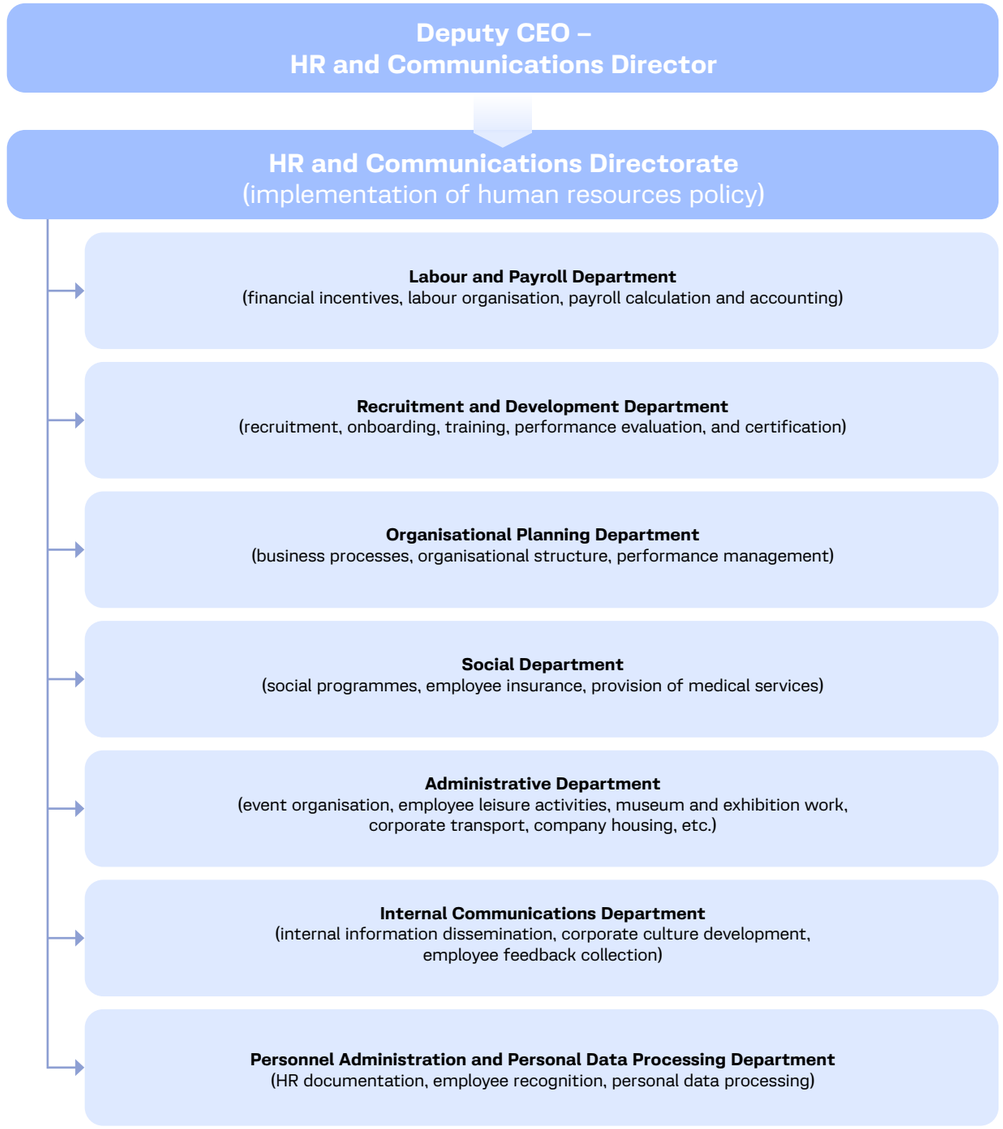
We approved new Regulations on Career Guidance and Engagement with Young Professionals in 2025. This document serves as a methodological guide, consolidating the Company's current approaches to career guidance, recruitment, and support for young professionals.

We engage with young professionals to ensure their professional growth and development, while also creating conditions to strengthen Uralkali's human resources potential.

The Regulations also outline the Company's main activities in this area:

- career guidance for school students;
- career guidance for students at further education institutions;
- engagement with young professionals.

Human Resources Management Structure



Risk Management

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

In 2025, we implemented the following measures to mitigate HR risks:

- introduced a rotating shifts system for hiring employees in the maintenance and operations departments;
- increased meal allowances;
- reimbursed travel expenses to and from the workplace and expanded the list of eligible towns to include Kizel and Zheleznodorozhny;
- increased wages for surface and underground production employees by between 5% and 10%;
- conducted career guidance activities for kindergartens, schools, universities, and vocational schools, and implemented targeted training programmes.

During 2025, we continued to implement systemic measures aimed at minimising HR risks. Our main focus was on expanding our recruitment and onboarding processes, improving our training system, enhancing performance evaluations, and strengthening our talent pool and succession planning.

Additionally, we centralised and automated our HR management system, transitioned production units to an Electronic Personnel Document Management System, developed a 'single window' for handling employee enquiries, and created a comprehensive programme to attract young professionals. We will continue this work in 2026.

We also plan to review Uralkali's current risk management methodology in the area of human resources, to ensure it remains up to date. This will involve assessing HR risks and developing and approving an action plan based on the results of the review.

HR Strategy

Our top priority is retaining staff and building a stable core workforce. We are particularly focused on reducing employee turnover and increasing engagement. To this end, the HR Strategy for 2025–2030 was introduced in 2025.

As part of its implementation, we have set targets for turnover rates, staffing levels, and vacancy fill times. We have also identified indicators to measure the quality of recruitment and onboarding, including the percentage of employees who leave within the first three months of hire. Other indicators measure employee engagement levels, the staffing ratio, and metrics reflecting the effectiveness of the Directorate.

Key performance indicators are included in the performance scorecards of relevant managers. We plan to update the Strategy in 2026, taking into account experience gained during the first year of implementation. We intend to refine the system of indicators, with a particular focus on the level of voluntary turnover.

In 2025, some subsidiaries migrated to a unified platform for personnel accounting and payroll processing, and HR analytics were developed. Tools were implemented to monitor headcount, employee turnover, time to fill vacancies, staffing levels, and recruitment quality.

Uralkali Ranks Among the Leaders in RAEX's ESG Ranking for Human Resources Management Quality

According to RAEX's 2025 assessment, Uralkali is one of Russia's top companies for the quality of its human resources management. The Company received a score of 60–79 in the ESG ranking, placing it in the second of five groups.

The study considered metrics such as employee turnover, workplace injury rates, the ratio of social benefits to wages, the proportion of women in the workforce, and the creation of working conditions for disabled employees.

Personnel Communication

[GRI 2-26]

Uralkali maintains an effective internal communications network to promptly inform employees about significant Company events. Communication channels enable staff to report issues or violations instantly and receive feedback. All employee enquiries undergo thorough review and analysis, with on-site visits organised as needed.

We continued our efforts to transition production department employees to the Electronic Personnel Document Management System. This System enables employees to submit requests electronically, request certificates remotely, and sign documents digitally.

Key Employee Communication Channels

- Hotline and call centre for both external and internal audiences, handling complaints and reports of violations
- Mobile app and corporate portal with comment functions for news and the 'Report Labour Protection Risks and Violations' service in the app (additional features have been added for sending anonymous reports and viewing sent messages; the 'Bus Schedule' service now allows users to download the current schedule as a file; a service for submitting applications under the 'Initiative' programme has been implemented)
- Q&A service on the internal portal, Uralkali's mobile application, and a dedicated section in the corporate newspaper
- Direct appeals to the HR and Communications Director
- Ethical Commissioners
- Digital screens at mines and offices
- Publications including RU.DA, Safety Bulletin, and NastroyKa
- Mobile and e-mail newsletters
- Information booths and kiosks
- Meetings with leadership
- Podcasts on topical issues featuring employees, leaders, and guest experts (in 2025, two episodes of the podcast titled 'Uralkali: The ESG Path' were recorded)

Engagement with Trade Unions

Trade unions are one of Uralkali's key stakeholders when it comes to building effective partnerships and providing social support to employees.

As part of our collaboration with the Kaliyshchik trade union, we created a budget for fitness activities, recreational sports, and cultural events during the reporting period. Additionally, we took the trade union's informed opinion into account when drafting internal regulations containing labour law provisions.

21,679

Uralkali's headcount at the end of 2025

Staffing and Recruitment

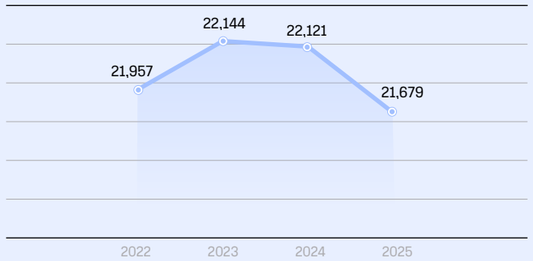
[GRI 2-7] [GRI 202-2] [GRI 401-1] [GRI 405-1] [MED 33] [MED 25] [PCSB 21] [PCSB 25] [PCSB 34]

Personnel Structure

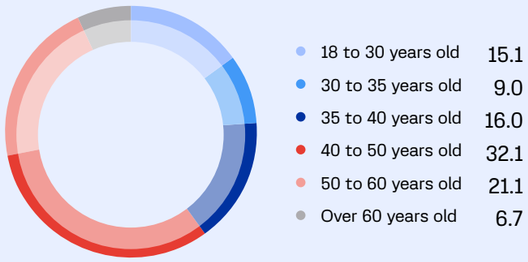
As of the end of 2025, Uralkali's total headcount was 21,679, with an average of 21,194 employees throughout the year. The vast majority of employees (99.9%) work full-time, and 96% hold permanent contracts.

In 2025, Uralkali's workforce comprised 30.4% women and 69.6% men. This gender balance reflects the typical profile of mining companies, driven by the legislative restrictions on women performing underground tasks. 4% of the average headcount are employees of retirement age.

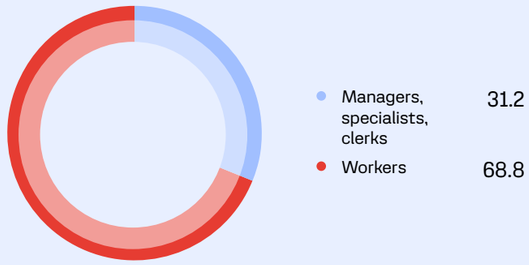
Headcount, employees



Employee structure by age group, %



Employee structure by category, %



Recruitment

At Uralkali, we are developing a recruitment system that focuses on nurturing talent in the regions where we operate. The labour market in Berezniki and Solikamsk, where the Company's key production assets are located, remains the primary source of recruitment. 97.3% of our employees and 88% of our senior executives live in the Perm Region. If the required specialists are unavailable in this region, we consider candidates from other regions of Russia.

We ensure transparency in our recruitment procedures and equal access to job openings for all applicants. Uralkali does not tolerate discrimination in hiring, promotion, or determining compensation terms. Decisions about hiring are made solely on the basis of professional competencies and job requirements, regardless of gender, age, nationality, religion, or other characteristics that are not relevant to the candidates' professional qualifications.

Uralkali leverages diverse communication channels for recruitment:

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

97.3%

of employees are residents of the Perm Region

88%

of senior managers are local residents

We are continuing to improve our existing recruitment processes for candidates. During 2025, we started displaying information about the Company on public transport in Berezniki and Solikamsk, as well as on buses travelling between the regional capital and other destinations in the region. We also launched a project to send text messages about open job vacancies to subscribers of the T2 mobile network.

‘Bring a Friend’ Referral Programme

The ‘Bring a Friend’ referral programme has been in place for over five years and is considered an effective way of attracting new employees. Over the past three years, 174 people have been hired through the programme. Recruitment trends show steady growth: 21 employees were hired in 2023, rising to 80 in 2025.

80

new employees were recruited through the Programme in 2025

A total of 3,547 new employees were hired in 2025. A mentoring programme has been set up to support new employees, and a ‘New Employee Guide’ has been developed to help those from out of town adapt quickly and effectively. It is available on the Company’s official website and in the mobile app.

In order to attract personnel, Uralkali is continuing to expand the rotational shift system in its operational units, implement employee training programmes, and increase recruitment of women into traditionally male-dominated professions.

Mentoring Programme

We are continuing to develop a corporate mentoring programme as a tool for professional onboarding. The programme is designed to support new employees.

Experienced employees serve as mentors, selected based on their length of service, skill level, and recommendations from managers. They guide new starters as they learn production processes, share their practical knowledge, and help them integrate into the corporate environment.

The mentoring mechanism is also used for staff retraining and working with

5,000

mentors and instructors by the end of 2025

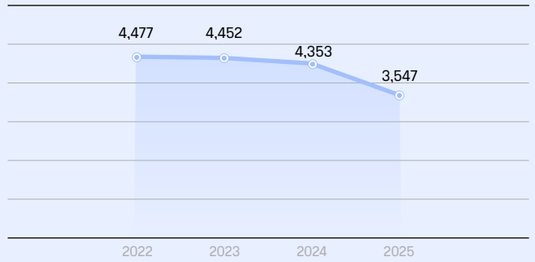
participants in professional development programmes to promote continuity of competencies and strengthen internal human capital.

In 2025, the voluntary turnover rate was 7.60%, which was 6% lower than in 2024. The total turnover rate was 11.32%[1].

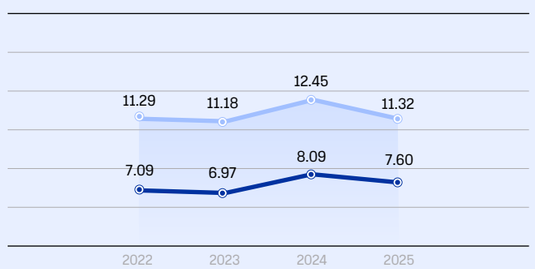
In order to reduce employee turnover, Uralkali maintains existing employee incentive programmes, consistently improves financial and non-financial incentives, and expands the range of social benefits and compensations.

Next year, amid tough competition in the labour market, we plan to continue implementing measures to retain staff and gradually expand the use of the shift work system to ensure that operational units are fully staffed.

Newly hired employees, persons



Employee turnover[2], %



Youth Employment

School Outreach

In 2025, we continued with our ‘Engineering Classes’ project, which aims to train future engineers. Eight classes from three schools in Berezniki and Solikamsk took part in the project.

We also ran the regional ‘Profismena’ and ‘First Profession’ projects, as well as the All-Russian Geology Olympiad. We supplemented our career guidance activities with the ‘Potash]ourney’ corporate programme, held at a children’s health camp, and systemic events in line with our annual career guidance plan. The list of events was expanded to include the ‘Engineering Laboratory’ career guidance forum, where students gained a deeper understanding of the Company’s operations, learnt about current engineering and technical fields, and participated in educational, interactive sessions. During the reporting period, we summarised the results of the project’s activities for the 2024–2025 academic year and drew up a plan for extracurricular activities for the next year.

Uralkali is also involved in the All-Russian career guidance project, ‘Ticket to the Future’, which gives students in years 6–11 the chance to learn more about the mining industry.

Student Outreach

To attract young professionals, Uralkali collaborates with vocational schools and universities, runs internship programmes, and offers work-study opportunities. In 2025, the Company hired 2,070 employees under the age of 35.

We are continuously expanding our network of partner educational institutions. For example, in 2025 we established a partnership with the Baikal School of Subsurface Resource Management. The aim of this partnership is to attract students to fields in which the industry is facing a shortage of skilled workers, including mine surveying and specialised natural science disciplines. A long-term cooperation agreement is scheduled to be signed next year.

[1] Based on the average headcount.
[2] The turnover figures for 2022–2024 have been recalculated based on the average headcount and may differ from the figures previously disclosed in the sustainability reports for the relevant periods.

Uralkali Took Part in the ‘Education and Career – 2025’ Forum and Exhibition

Uralkali took part in the ‘Education and Career – 2025’ forum and exhibition, which showcased educational institutions and technologies, as well as job opportunities.

The event took place at the Perm Expo Convention and Exhibition Centre. Participants included educational institutions and companies from Perm, the Perm Region, Moscow, Yekaterinburg, St. Petersburg, Izhevsk, and Kazan.

During the event, Uralkali specialists spoke to high school graduates and students from higher and secondary educational institutions about in-demand professions, the specifics of working at the Company, and prospects for professional and career growth, social benefits, and guarantees. Visitors to the exhibition could also try out virtual reality headsets and experience the process of extracting potash ore with a mining machine.

Participating in the exhibition was an important step towards building a positive image for the Company and attracting young talent. Uralkali recognises the value of direct dialogue with school and university students, who benefit from learning about modern, in-demand professions, as well as development prospects and career growth opportunities.

In 2025, Uralkali increased its involvement in federal and regional educational initiatives. Notably, we implemented activities as part of the federal ‘Professional Training’ project within the secondary vocational education system, at Berezniki Polytechnic School.

The Company also participated in the implementation of the federal ‘Higher Education Reform’ project, facilitating cooperation with educational institutions including Saint Petersburg Mining University. As part of this partnership, Uralkali specialists have been involved in reviewing and developing educational programmes in mining-related fields of study. Plans are in place to expand practical training for students at the Company’s production sites.

Every year, Uralkali implements a targeted scholarship scheme for students in Years 9 and 11, as this is an important way of attracting future specialists. Successful applicants can pursue their education at one of the following institutions: Perm State National Research University, Perm National Research Polytechnic University and its Berezniki Branch, Saint Petersburg Mining University, Boris Yeltsin Ural Federal University, Ural State University of Railway Transport, Berezniki Polytechnic School, Solikamsk Mining and Chemical School, and other educational establishments.

In 2025, Uralkali signed 52 contracts and employed 43 targeted students.

‘Perspektiva’ Internship Programme

In 2025, Uralkali continued to implement and expand its ‘Perspektiva’ internship programme. Under this programme, final-year students complete internships at the Company’s facilities, combining academic learning with production work to acquire hands-on skills, work experience, and an understanding of our corporate culture.

The programme is in high demand among managers as an effective tool for attracting and recruiting young professionals. In 2025, 112 students joined the programme.

Succession Pool and Personnel Rotation

Uralkali continues to operate its succession pool programme to build both external and internal reserves. We use the 9box tool to evaluate personnel, categorising employees into nine groups based on two axes: current performance and growth potential. We also assess dismissal risks using a skills shortage matrix.

Employees can apply for the succession pool through the WebTutor online platform or by telephone. In 2025, the succession pool reached 2,661 individuals, a 12% increase from the previous year.

Uralkali operates a staff rotation programme that offers employees horizontal mobility within the Company. Selection for an open vacancy is based on professional qualifications and follows the same procedure for both external and internal candidates.

2,661

employees in the succession pool in 2025

Equal Opportunities

Uralkali provides equal opportunities to all employees, regardless of their gender, age, nationality, social status, beliefs or other characteristics that are unrelated to their professional qualifications. We believe that recognising the unique experiences and skills of our employees helps them to fulfil their potential and strengthens teamwork.

Uralkali adheres to the principle of fair pay for work of equal value, irrespective of gender. Both men and women enjoy equal opportunities to participate in the talent pool, professional growth, and career advancement. Development programmes take employees’ life circumstances into account, including periods of parental leave.

100 %

completion of the 2025 training plan

95 %

employee satisfaction with training

82.7

average training hours per employee

Training and Development

[GRI 404-1] [GRI 404-2] [GRI 404-3] [MED 5] [MED 30] [MED 31] [PCSB 31] [PCSB 32] [PCSB 62]

Training System

Uralkali prioritises employee training and professional development. We offer employees a range of educational programmes, including:

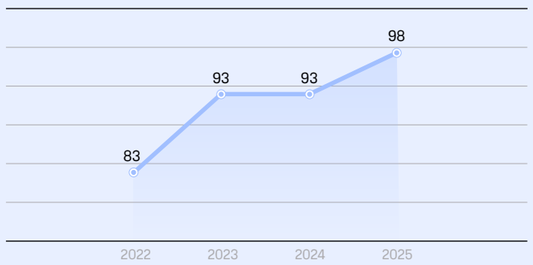
- professional training, retraining, and upskilling for workers;
- pre-certification preparation and certification;
- upskilling and professional retraining for managers and specialists;
- support for obtaining higher and vocational education;
- targeted initiatives to build and develop the talent pool;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

We regularly assess the effectiveness of our training system based on two key indicators: fulfilment of the training plan and satisfaction with the training. In 2025, the training plan was completed in full, and employee satisfaction stood at 95%. We use the results of this analysis to adjust programme content, update training materials, and refine our teaching methods. The average number of training hours per employee was 82.7.

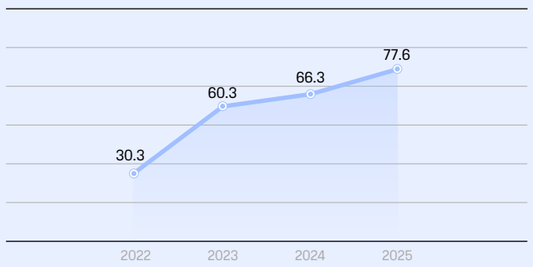
Employee training expenses amounted to RUB 77 million in 2025. 98% of employees completed training, which was 5% higher than in 2024. 77.6% of employees underwent periodic performance and career development evaluations.

We use state-of-the-art technology in our educational programmes, including VR simulators that enable us to recreate production and emergency scenarios in a safe environment. We also make extensive use of our corporate e-learning system, which is based on our WebTutor platform.

Share of employees with necessary training, %



Share of employees who have undergone periodic performance and career development evaluations, %



Training Programmes

We regularly add new courses to our HR and KALIdoscope portals. In 2025, we updated existing courses and developed new ones. In particular, we:

- added 53 new courses, bringing the total number of courses available to employees in the library to 89;
- updated the e-course on corporate ethics;
- developed a new course on ‘Mine Rock Support’;
- acquired 3 new vocational and technical courses;
- updated 5 training programmes and developed 7 new vocational training programmes;
- developed 19 new training sessions and updated 2 on personal growth and managerial skills;
- developed one business game.

Web Tutor

Uralkali uses the WebTutor HR portal as a single digital platform that brings together key HR processes: recruitment, onboarding, performance review and employee training. The platform is used to build a talent pool and gather feedback from employees. The portal is accessible to all employees, including those without a fixed workstation with a computer as they can log in using their personal devices.

In 2025, we continued to modernise the platform. Specifically, we updated the application form for personnel searches and recruitment, improving the transparency and manageability of the process. To systemically monitor deadlines and the frequency of mandatory training, we developed and implemented training matrices in WebTutor, including those for hygiene and radiation safety training. Additionally, we created new report forms and refined existing ones in the ‘Training’ section, thereby expanding the system’s analytical capabilities and improving the accuracy of educational process monitoring.

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

We deliver programmes to support continuous professional development, enabling employees to pursue further employment and manage their careers, including during retirement or redundancy. The following programmes are available to all Uralkali employees:

- higher and secondary education at the Company's expense;
- career counselling programme providing insights into professional growth and development opportunities at Uralkali;
- training for a second or third profession, as well as vocational training and retraining;
- temporary positions in production for staff training.

Personnel Appraisal

Uralkali employs a system of comprehensive employee assessment designed to evaluate the professional training and performance of its workforce.

The system includes:

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

The assessment procedures are automated and integrated into Uralkali's HR management tools. Based on the results, individual recommendations are drawn up regarding staff development, training and career progression. The data obtained is used by managers to make HR decisions, plan training programmes and develop targeted motivational measures.

To evaluate the effectiveness of our HR management system, we also analyse labour productivity as one of the key integral indicators. Changes in this metric reflect the impact of organisational decisions, improvements in operational efficiency, and optimisation of the production workforce. Labour productivity in 2025 was 1,648 tonnes per person, which is a 3% increase compared to the previous year.

Motivation and Reward

[MED 26] [PCSB 26]

In order to retain its employees, Uralkali maintains its current incentive programmes and continuously enhances its financial and non-financial incentives, as well as its system of social benefits and allowances. Fixed remuneration depends on an employee's grade, while variable pay reflects key performance indicator achievement. In 2025, the average annual salary reached RUB 1.64 million, almost a 10% increase from the prior year.

With effect from 1 January 2025, Uralkali increased its wage rates and base salaries by 8% as part of the indexation process. We also expanded the list of towns and settlements whose residents are eligible for reimbursement of travel expenses to and from work for each shift worked. On 1 September 2025, Uralkali introduced targeted wage increases for certain categories of production personnel. Throughout the year, we continued to reward the top-performing production shifts at processing plants and loading/unloading complexes of mining units.

In line with current trends, we offer remote and hybrid working formats to office employees.

Non-financial incentives play an important role in Uralkali's corporate culture. Non-financial incentives include corporate and industry awards:

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

In 2025, we recognised 1,843 employees with various awards.

We also regularly host professional skills competitions to enhance the prestige of blue-collar professions and develop workplace competencies. Winners receive certificates, cash prizes, and salary bonuses. In 2025, we held a company-wide professional skills championship for line managers.

That same year, the 'Person of the Year' project was transformed into the 'People of Progress' initiative. This initiative recognises the contributions of employees and teams to key projects. Winners are selected by a committee of Company executives via secret ballot. Winners receive a certificate and the 'Employee of the Year' trophy.

100 %

of employees covered by social programmes

Social Support

[GRI 2-30] [GRI 401-2] [GRI 401-3] [GRI 403-6] [MED 28] [MED 32]
[PCSB 28] [PCSB 33] [PCSB 36] [PCSB 40] [PCSB 41]

Uralkali provides its employees with a range of social benefits and privileges, standardised across all subsidiaries. All employees are entitled to social support measures, which are provided on an equal basis regardless of employment type or work schedule.

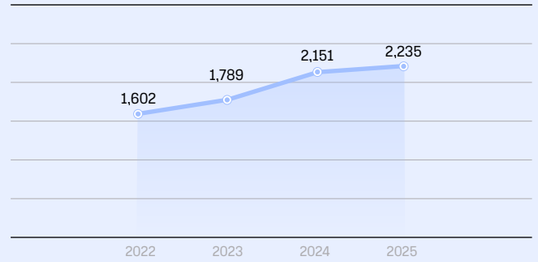
Expenses on social programmes in 2025 increased by 4% to RUB 2.24 billion, averaging RUB 103 thousand per employee, including RUB 22 thousand for medical initiatives. The largest investment growth occurred in transportation for commuters, catering for employees, and employee healthcare and wellness initiatives.

One employee received support to help them deal with a family emergency involving an ill relative.

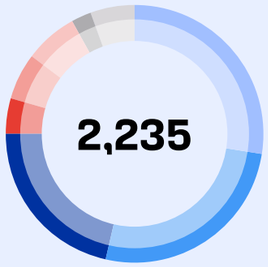
The collective bargaining agreement in effect for 2024–2026 sets out the benefits available to Uralkali employees. These include:

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

Expenses on social programmes for employees,
RUB million



Elements of the social programmes, RUB million



Transportation for commuters	619
Catering for employees	581
Employee healthcare and wellness initiatives	481
Well-being and healthcare for employees' children	97
Maintenance of communal facilities	131
Enhancement of living conditions	148
Additional paid leave	57
Other	121

93.4 %

of Uralkali employees covered by collective bargaining agreement

69

apartments purchased under the housing programme in 2025

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

Enhancement of Living Conditions

Uralkali's housing programme is designed to help its employees improve their living conditions. The programme reimburses interest rates on mortgages taken out to purchase housing.

As part of the programme's expansion in 2025, we decided to increase the range of properties available for purchase. Uralkali employees are now offered the opportunity to purchase apartments in the new Lyubimov neighbourhood in Berezniki. These apartments are located in modern buildings with developer-provided finishes, and are more affordable than previous offerings. Under the housing programme, Company employees purchased 69 apartments.

Employee Healthcare and Wellness

Healthcare

At Uralkali, protecting the health of our employees is a top priority of our social policy. To this end, we conduct regular pre-employment and periodic medical examinations to detect occupational and chronic diseases at an early stage and implement preventive measures. In 2025, 14,866 employees underwent periodic medical checkups, and 5,634 completed pre-employment screenings.

In 2025, we continued to implement programmes aimed at reducing the impact of occupational factors. These programmes included measures to optimise work and rest schedules, health improvement and treatment programmes at Uralkali's health resort, and a rehabilitation programme for hypertension and hearing loss[1].

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

Uralkali-Med, our corporate clinic, operates a number of departments, including an outpatient clinic, a clinical diagnostic laboratory, an internal medicine department, and a radiology department. Medical services at the clinic are provided under a voluntary health insurance (VHI) programme. By 2025, 100% of employees were enrolled in our VHI programme. Clinics and health stations receive approximately 350 thousand visits per year. The number of sick days per 100 employees was 694.

Eight surface and six underground health stations operate at our mines, where Uralkali employees can also receive medical care. Medical examinations can also be conducted at third-party medical facilities included in the list of providers under the insurance programme.

In 2025, we expanded the list of eligible conditions under the VHI programme for Company employees and those of its subsidiaries to include chronic diseases. This resulted in a 10.4% increase in doctor visits compared to the previous period.

To improve the quality of medical care, we introduced the roles of medical supervisor and care manager. This new approach has streamlined the process of referring patients to external healthcare providers based on medical supervisors' recommendations. It has reduced the time required to arrange examinations from several weeks to just a few days and ensured that medical reports are received more quickly. Notably, the number of computed tomography and magnetic resonance imaging examinations for employees increased by 78.4%.

RUB 20.87 million

allocated to equip Uralkali-Med in 2025

New 3D CT Scanner at Uralkali-Med

Uralkali-Med, our specialised medical centre, is now operating a new 3D CT scanner purchased as part of Uralkali's social investment programme. Combining the functions of a CT scanner and a panoramic X-ray machine, the equipment provides high-precision three-dimensional images in minimal time. It is used in dentistry, ENT, and maxillofacial practice. CT scans are available to Uralkali employees upon referral by a doctor as part of the VHI programme.

In 2025, Uralkali allocated RUB 20.87 million to equip Uralkali-Med.

Uralkali employees also have access to the telemedicine service. Free online consultations are available with no limit on the number of visits. Employees can consult a general practitioner online at any time of day or night. Appointments are available for consultations with specialists in specific fields. Online consultations are conducted by doctors from leading Russian clinics specialising in 27 areas. In 2025, the absenteeism rate due to incapacity for work decreased by 32% compared to 2024, standing at 4.19%.

In 2025, the Company signed an agreement with the Centre for Public Health to develop and implement a corporate health promotion programme prioritising preventive measures for employees working underground. Active work on the project is scheduled to begin in 2026.

Health Resort Treatment

Uralkali operates its own health resort. The resort offers everything employees and their families might need for a relaxing stay, including a wide range of therapeutic treatments, four meals a day, comfortable accommodation, a swimming pool, a ski centre, and recreational activities.

The health resort's medical facilities meet the required standards and enable the successful treatment of various diseases affecting the cardiovascular, musculoskeletal, respiratory, and nervous systems. Guests have access to a wide variety of physical and hydrotherapy treatments.

To help employees preserve, restore, and strengthen their health, the Company provides them with vouchers for health resort treatment every year, including the 'Mother and Child' packages. In 2025, 1,692 people received vouchers for health resort treatment.

1,692

employees received vouchers for health resort treatment in 2025

In addition, Uralkali employees can receive health resort treatment at third-party facilities located in the Perm, Kirov, Tyumen, Altai, Stavropol, and Krasnodar Regions, and the Udmurt Republic in Russia.

Well-Being and Healthcare for Employees' Children

Uralkali prioritises the well-being of its employees and their families, organising recreational and health programmes for their children.

We organise children's rest programmes at our 'Ural Gems' country camp, as well as at external wellness centres and children's leisure centres in Berezniki.

Employees pay up to 20% of voucher costs, with Uralkali covering the remainder. In 2025, we issued 1,588 vouchers.

The total funding for the programme supporting the recreation and health of employees' children amounted to RUB 97 million, reaffirming Uralkali's commitment to supporting its employees' families.

Summer Health and Wellness Programme for Children

A total of 1,088 children aged between 7 and 12 spent their summer holiday at our 'Ural Gems' country camp. They were accommodated in comfortable rooms and provided with five meals a day. The camp offered access to an indoor swimming pool, sports activities and an array of hobby-based clubs, as well as career guidance events. Psychological and educational support was also available. Meanwhile, an additional 500 children, aged 9 to 15, spent their holiday at the 'Friendship' and 'Fairy Tale' children's health camps in Berezniki.

Parents paid 20% of the cost of the trip, with Uralkali covering the rest as part of its social benefits package.

Sports Events

Uralkali recognises the importance of promoting a healthy lifestyle among its employees, providing every opportunity for them to engage in sports and improve their quality of life. The key focus areas of our activities are physical wellness activities, mass sports events, and high-performance sports. In 2025, our focus was particularly on promoting corporate sports.

During the reporting period, we digitised performance metrics for sports development and introduced internal KPIs to track employee engagement in corporate sports programmes. Priority KPIs include increasing the number of employees who regularly attend training sessions, participate in external competitions, and represent the Company's brand. Another priority KPI is increasing the number of employees who participate in mass sports events.

We have developed a comprehensive analytical framework for managing sports activities. This framework takes into account the number and utilisation rates of corporate sports facilities, the amount invested in infrastructure maintenance and development, a list of key events and their attendance figures, and the human resources dedicated to promoting sports in the region in which the Company operates.

In collaboration with the internal IT department, we have developed a dashboard based on this data to enable a consolidated assessment of our spending on sports initiatives and analyse how effectively these funds are utilised. This makes it easier to transition from isolated initiatives to a more systemic approach to corporate sports management.

To encourage participation in sports activities, we establish corporate sports sections based on employee preferences, create opportunities for active leisure, promote physical fitness among employees and their families, and foster positive relationships between the Company's staff and partner organisations. We invest continuously in social and sports facilities, including:

- Kaliyets sports centre;
- Kaliyets ski base;
- Dolphin swimming pool;
- cultural and leisure centre;
- multifunctional martial arts centre;
- multifunctional sports hall;
- health resort;
- children's health camp.

Employees can access pools and ski bases in Berezniki and Solikamsk and rent equipment at discounted rates. In 2025, we expanded our sports offerings. We launched fitness classes for employees aged 60 and over, extended swimming hours, and promoted

women's sports, including basketball, hockey, general physical training, yoga, stretching, and martial arts.

During the reporting period, our employees also actively participated in various events and activities organised by the World Association for the Development of Corporate Sports, the All-Russian Physical Culture and Sports Society 'Labour Reserves', and the Spartakiad. Notably, the Uralkali team won the silver playoff in the football tournament at the 'Labour Reserves' Spartakiad in Sochi.

To encourage participation in external competitions, the Company now covers travel, accommodation, and equipment costs for a greater number of its employees. Taking part in these events gives employees the chance to compete in international tournaments against strong teams from other companies.

Catering for Employees

Uralkali is expanding its corporate catering facilities to provide employees with access to high-quality, balanced meals that are tailored to their work schedules.

Self-service cafeterias in our administrative offices of the mines were opened in the reporting period. These facilities offer a variety of meal options around the clock, providing employees with convenient access to hot food at all times, including during night shifts.

In 2025, we opened a new cafeteria at Berezniki-3 and completed a major renovation of the Solikamsk-3 cafeteria. These renovations were carried out in accordance with all applicable technological, sanitary, and fire safety requirements. The facilities were fitted with new appliances, furniture, and interior furnishings.

A self-service cafeteria was also opened at Solikamsk-3. This format was introduced to reduce service time for employees and increase the cafeteria's throughput capacity, which is particularly important in a shift-based work schedule.

0.84

children per employee in 2025

9 %

of employees had three or more children in 2025

Veteran Support

The 'Attention and Care' programme is a key element of Uralkali's social support initiatives. It offers social benefits to former employees who are members of the Organisation of War and Labour Veterans of Uralkali P]SC. Retirees receive quarterly financial assistance, including support for costly medical treatment. In 2025, 350 people received vouchers for health resort treatment.

We support leisure through 31 hobby clubs run by the Veterans' Council.

Support for Families and Parenting

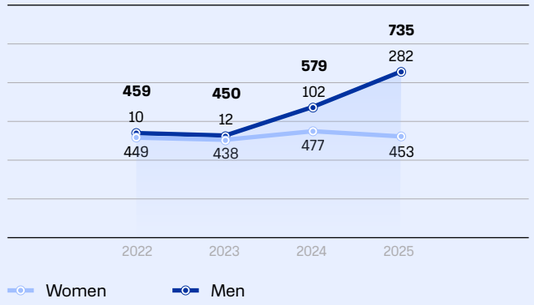
Uralkali implements a variety of initiatives designed to promote family values and enhance the quality of life for its employees. These measures align with the priorities of the state's social policy and Russia's national development goals.

In 2025, the number of employees taking parental leave increased by 27% compared to the previous reporting period, reaching 735 people. Of these, 453 were women and 282 were men. The number of men taking parental leave almost tripled compared to 2024 due to legislative changes.

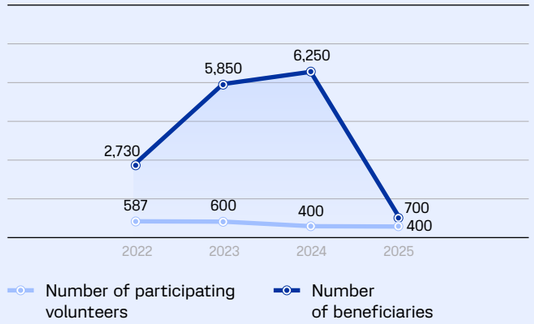
By the end of 2025, Company employees had a total of 17,858 children under the age of 18, which equates to an average of 0.84 children per employee. 9% of employees had three or more children.

We also provide our employees and their families with access to a 24-hour telephone counselling service to promote mental well-being and strengthen relationships. These comprehensive measures help to create a supportive social environment and promote responsible parenting in the regions where we operate.

Total employees taking parental leave, persons



Volunteer participation and beneficiaries, persons



Volunteer Movement

[PCSB 37]

Management Structure

Corporate volunteering is an important social initiative for Uralkali. Our volunteering programme is designed to:

- create favourable conditions for employee self-fulfilment;
- promote corporate and universal values;
- support employees' community initiatives.

Corporate volunteering is a priority for senior management and is addressed at various levels of corporate governance. Volunteering is implemented within Sports and Youth Policy Division and is overseen by the HR and Communications Directorate. A youth and volunteering specialist, overseen by the Head of Sports and Youth Policy Division, manages the organisation of volunteer activities and the Youth Council. The Youth Council prioritises volunteering as a core focus of its work. The CEO and Board of Directors approve the volunteering budget and event schedule.

Key Governing Documents

Volunteering is governed by the Regulations on Volunteer and Youth Movements, outlining volunteer goals and tasks. In 2025, Uralkali P]SC approved its Youth Council Formation Regulations.

Collaboration with Non-Profit Organisations

In carrying out volunteer activities, Uralkali collaborates with non-profit organisations. In 2025, we partnered with the following organisations:

- The International Red Cross Movement in Berezniki;
- The Association of Working Youth of the Perm Region;
- 'Wind of Change', an autonomous non-profit organisation for the promotion of personal socialisation;

30

volunteering events held in 2025

400

employees participated in volunteering events in 2025

- ‘Gratitude’, a local public organisation in Berezniki that assists children in difficult life situations;
- ‘Committee for Environmental Rescue’, a local public movement.

Results

Any employee can join the volunteering initiative by contacting the volunteering specialist. Event announcements, reports, feedback, and photos appear on the corporate website and social media. Uralkali P]SC Youth Council organises corporate events and activities for residents of Berezniki and Solikamsk to help engage young people in the Company’s volunteering efforts. Employees’ family members are also encouraged to participate in volunteer activities, such as environmental clean-up days.

In 2025, Uralkali delivered 30 volunteer campaigns and engaged 400 employees (1.89% of the workforce). These efforts reached 700 beneficiaries Next year, we plan to organise a systemic corporate volunteering programme in collaboration with the Youth Councils of other Uralchem Group companies.

We traditionally support three key areas of volunteer movement: ‘Children’s]oy’, ‘Green Contour’, and ‘Help a Friend.’ Through these, we organise environmental awareness campaigns, contests, challenges, and other initiatives. In 2025, we also held a charity campaign called ‘Get a Child Ready for School’ in collaboration with the International Red Cross Movement in Berezniki. 100 people took part in this campaign. 50 people took part in the ‘Courage Box’ campaign, which unites people across the country with the shared goal of bringing joy to children undergoing long-term medical treatment.

Additionally, Uralkali volunteers organise the annual ‘Warm Care’ campaign, collecting warm clothing for elderly care home residents and organising leisure events and performances at residential care facilities and geriatric centres. In 2025, 100 people took part in the campaign.

Corporate volunteers also organise educational excursions for orphanage and boarding school children to introduce them to rescue services, traffic police, motorsport enthusiasts, and other professionals.

Every year, Uralkali’s employees support corporate and city events, including Victory Day veteran tributes, Berezniki and Solikamsk City Days, Youth Day, recognitions for Preschool and Teacher Days, as well as career guidance events in educational institutions.

Volunteer Training and Motivation

Uralkali organises training events to help volunteers develop their skills. In 2025, for example, we held a business simulation game called ‘Lake’ for members of the Youth Council and volunteers, to help them develop negotiation skills and learn how to work together to achieve common goals. As part of a youth gathering of companies, volunteers attended various training seminars. We are also planning for volunteers to participate in city- and regional-level training seminars next year.

To motivate and encourage employees to participate in volunteer activities, Uralkali recognises outstanding employees with corporate awards. In 2025, 27 volunteers received letters of appreciation for their contributions to youth policy and volunteering.

‘Children’s]oy’	‘Green Contour’	‘Help a Friend’
Support for children with disabilities, at-risk families, and orphans; collaboration with Berezniki and Solikamsk Children’s Aid Centres, baby homes, kindergartens, and schools	Eco-actions and clean-ups: waste and leaf collection in cities, forests, and riverbanks; tree planting	Care for stray animals at the ‘Friend’ shelter and temporary shelters in Berezniki and Solikamsk
Key 2025 Projects: • organised and held charitable, cultural and recreational events for children from at-risk families, children with special educational needs, and children without parental care • purchased New Year’s gifts • organised fundraised for children without parental care • participated in the National ‘Courage Box’ campaign • organised eco-educational and sports events • organised fundraising campaigns to purchase materials for creative activities and lessons	**Key 2025 Projects:** • cleaned up the urban areas of Berezniki and Solikamsk as part of the ‘Clean with Youth’ environmental campaign	**Key 2025 Projects:** • organised a campaign to collect funds and food for the ‘Friend municipal animal shelter • supported with the improvement of the premises and animal shelters, and the purchase of the necessary equipment
300 volunteers participated	**100** volunteers participated	**150** volunteers participated

/ 03 Social Aspect

Human Rights

8 DECENT WORK AND ECONOMIC GROWTH

Russia's National Development Goal:

- Unlocking Individual Potential, Nurturing Talent, Fostering Patriotic and Socially Responsible Citizens

ESG Strategy 2025 Goals

Covering human rights due diligence across 100% assets

— goal achieved

Outcome: Assessed **100%** of assets for human rights risks

Material Topics



Respect for Human Rights

Diversity and Equal Opportunity

PROGRESS IN 2025

0

reports of discrimination based on sex or gender received through feedback channels

21 %

share of women in leadership positions

0.7 %

share of employees with disabilities in the total workforce

100 %

of newly hired security service contractor employees have received human rights training

An annual human rights risk assessment was conducted for the previous reporting year

Governance Approach

[GRI 3-3]

Management System

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

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

Key Governing Documents

[GRI 2-23]

Uralkali's key document on human rights compliance is its Human Rights Policy. In this document, the Company reaffirms its commitment to respecting internationally recognised human rights, incorporating relevant standards and principles into its operations. The Policy sets forth principles for respecting human rights with regard to Uralkali's own employees, regardless of their position, as well as to employees of suppliers and contractors and representatives of the local communities in the region where the Company operates. Other regulatory documents include:

- Code of Corporate Culture;
- Diversity and Inclusion Policy;
- Regulations on Ethical Commissioners (updated in 2025);
- Human Rights Risk Due Diligence Methodology.

Risk Management

Uralkali has adopted a Human Rights Risk Due Diligence Methodology, which outlines the process for identifying, analysing, and managing relevant risks. This covers key aspects of our commitment to respecting human rights, such as fair compensation, social benefits, the prohibition of child and forced labour, safe working conditions, training and career development opportunities, maintaining a healthy business culture, freedom of association, equal career opportunities, and personal data protection. In 2025, we conducted our annual human rights risk assessment. Based on the results, the level of human rights risk was assessed as low.

Human Rights Complaints

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

A key component of a robust human rights management system is fostering an environment where employees feel comfortable reporting issues, seeking advice, and expecting support in challenging or contentious situations.

Uralkali has several channels through which employees can report human rights compliance issues:

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

Employees can also use the Hotline to seek guidance on implementing our responsible business policies and practices or express concerns about business conduct.

In 2025, we expanded the feedback form on Uralkali's official website by adding two new categories: 'Corruption, fraud, and other violations' and 'Business ethics and human rights'. Users can submit their feedback anonymously.

The Institute of Ethical Commissioners reviews reports of potential human rights violations during its meetings. Where necessary, relevant departments and experts are consulted. The Ethical Commissioners provide feedback to the enquirer and develop corrective and preventive measures. All decisions are binding for responsible officials and relevant departments.

For more details on how the Hotline operates, please refer to the 'Anti-Corruption and Ethics' section.

We guarantee confidentiality for all enquiries, ensuring no repercussions regardless of the communication channel. No human rights violations occurred in 2025.

Human Rights Training

[GRI 410-1]

Human rights training is a mandatory component of Uralkali's human resources strategy. The relevant course is included in the onboarding programme and is compulsory for all newly hired employees. To date, a total of 999 employees have completed training on the Human Rights Policy.

By the end of 2025, all newly hired security contractor employees had undergone human rights training. 100% of Uralkali's Security Service employees have completed human rights training.

We added a course on 'Diversity and Inclusion' to the KALIdoscope Portal for the first time. In 2025, 944 Uralkali employees completed this programme. The course remains available to employees of the Company and its subsidiaries.

Diversity and Equality Programme

[GRI 405-1] [GRI 406-1] [PCSB 23] [PCSB 57]

To foster a supportive work environment that ensures equal opportunities for professional development, Uralkali implemented a Diversity and Equality Programme. Developed in 2022 as part of Uralkali's Diversity and Inclusion Policy, the Programme ran until the end of 2025.

Its scope covered key areas of the Company's operations, including strategy, recruitment, employee development, career advancement, compensation, and corporate culture. The Programme's initiatives were designed to uphold the principles of equality and inclusion and create conditions that would enable every employee to reach their full potential. Further details on the Programme's areas of focus can be found in Uralkali's 2024 Sustainability Report.

As part of the Programme, we conducted training sessions on applying Uralkali's Code of Corporate Culture in 2025.

In 2025, we continued our efforts to encourage women to pursue careers in traditionally male-dominated professions. A total of 52 women were hired for these roles during the reporting period.

We also ensured compliance with legal obligations regarding the employment of disabled people. By the end of 2025, employees with disabilities accounted for 0.7% of the total workforce. Among the total workforce with normal working conditions working at Uralkali P]SC in the Perm Region, the share of employees with disabilities increased to 4%.

Key Results of the Diversity and Equality Programme

Programme Performance Metrics	2022	2023	2024	2025
Confirmed cases of discrimination (by gender, reported via feedback channels)	0	0	0	0
Share of women in leadership positions (target: at least 20%)	20%	21%	20%	21%

Equal Opportunities and Success Stories

Every year, Uralkali implements the 'Success Stories' project, which showcases real-life examples of employees' professional and career development.

In 2025, 17 employees from Uralkali's talent pool took part in the project, having progressed from entry-level roles to management positions at various levels. Through corporate communication channels such as the Company newspaper and information screens, colleagues shared their personal stories of professional development.

The project demonstrates that Uralkali fosters an environment that provides equal opportunities for development, regardless of length of service, gender, or current position. Personal motivation, initiative, and a willingness to grow remain key factors in career advancement.

/ 03 Social Aspect

Local Communities

Russia's National Development Goals:

- Comfortable and Safe Living Environment
- Preserving Population, Enhancing Health, Improving Well-Being, Supporting Families

ESG Strategy 2025 Goals

Implementing Comprehensive City Development Programme

✓ — goal achieved

Outcome: The Programme was developed in 2024 and rolled out in 2025

Material Topics



Contribution to Host Region Development

Professional and Athletic Development for Young People

PROGRESS IN 2025

RUB 977 million

charitable contributions

RUB 166 million

out of RUB 977 million

charitable contributions to external sporting events

RUB 37 million

out of RUB 977 million

co-funding of projects that won the Russian Ministry of Construction's national competition 'Creating a Comfortable Urban Environment in Small Towns'

8

citizen-led budgeting projects received support in Berezniki and Solikamsk[1]

> 60

events were held to mark the 100th anniversary of the discovery of the Verkhnekamskoye salt deposit

[1] Citizen-led budgeting is a mechanism through which residents can independently propose and select projects that address the most pressing issues important to them, and also participate in monitoring their implementation.

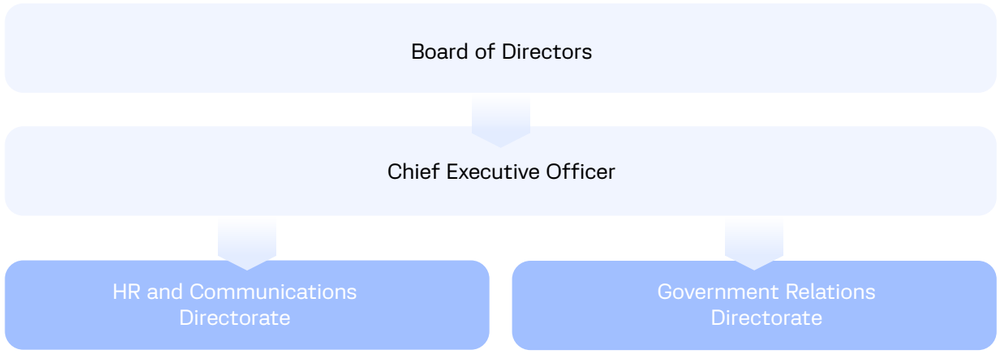
Governance Approach

Management Structure

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

Effective management of local community relations is a key element of Uralkali's sustainable development. The Government Relations Directorate and the HR and Communications Directorate implement socially significant initiatives and establish systemic dialogue with stakeholders. The Sports and Youth Policy Division forms part of the HR and Communications Directorate.

Management Structure for Local Community Support



Key Governing Documents

Below is a list of the Company's key internal policies relating to local community support:

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

Risk Management

Uralkali integrates risk assessments for socially significant projects into its broader risk management framework. To ensure transparent and effective decision-making, we rigorously vet contractors for integrity, review cost estimates and project implementation methods, and evaluate the appropriateness of requested support.

Engaging with Stakeholders on Regional Development Issues

[GRI 2-29] [GRI 203-1] [GRI 413-1] [MED 34] [PCSB 35]

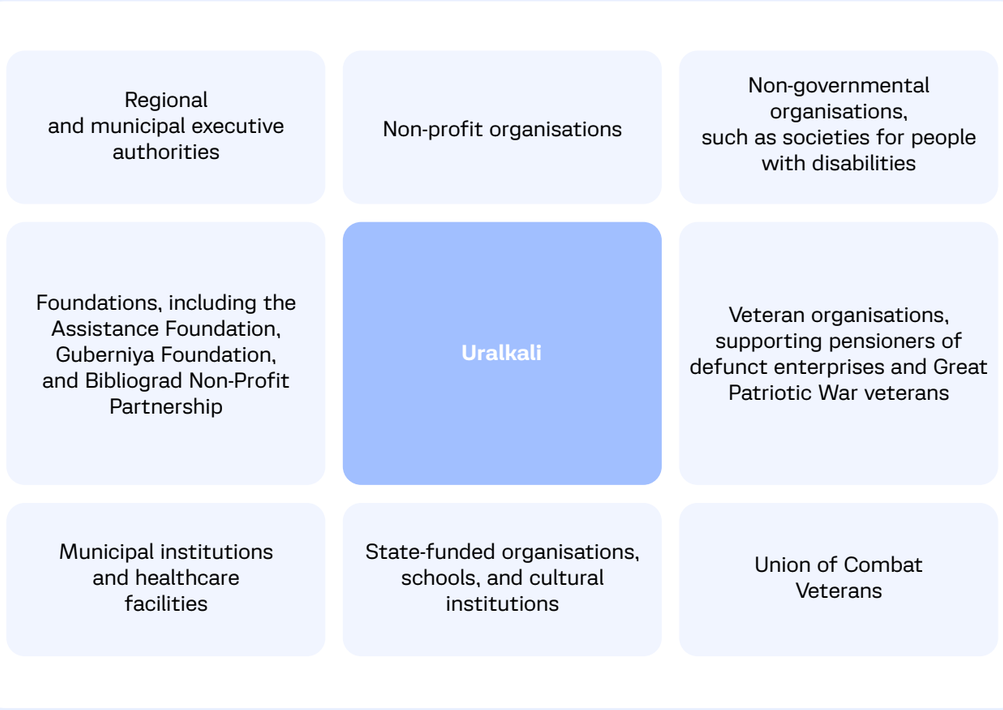
Uralkali actively contributes to the vitality of its host cities through impactful projects that enhance education, healthcare, sports, culture, and urban infrastructure.

We administer charitable support through a formal application process that requires applicants to specify the purpose and amount of requested funding. Both local community representatives and Company employees may submit applications. In 2025, the authors of the most promising initiatives presented their projects to Uralkali's management in Moscow. Following the selection process, six projects were chosen as winners from the 30 submitted, including initiatives in the areas of charity, education, and the organisation of sports and cultural events. The winners will receive funding for 2026.

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

In Berezniki and Solikamsk, the city administrations oversee councils comprising members of the boards of directors of major enterprises. These councils serve as a platform for reviewing charitable initiatives and coordinating business participation in projects initiated by the municipal authorities.

Uralkali collaborates with a diverse range of stakeholders.

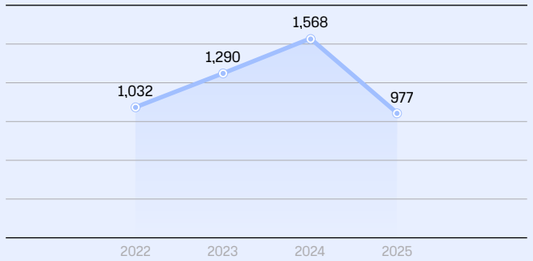


Implementation of Projects under Agreements with Local Authorities

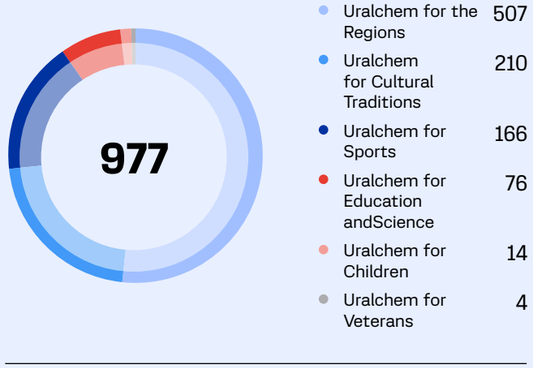
Uralkali is implementing a number of projects aimed at developing local communities, in accordance with agreements and memoranda concluded with government authorities:

- Cooperation Agreement with Berezniki Administration;
- Cooperation Agreement with Solikamsk Administration;
- Trilateral Agreement between Perm Regional Government, Berezniki Administration, and Uralkali;
- Memorandum between Uralkali and Berezniki Administration on Assistance in the City Development;
- Agreement with the Federal Agency for Youth Affairs on Coordinating Approaches of Industrial Companies to Youth Policy Development;
- Agreement between Uralkali and Perm Regional Government on the Funding of a Polytechnic School and a Dormitory in Berezniki.

Charitable contributions in 2022–2025,
RUB million



Charitable expenditure by key focus area in 2025,
RUB million[1]



[1] Data covers Uralkali PJSC only. Charitable contributions are made as part of a unified corporate programme, focusing on specific areas.

Comprehensive City Development Programme

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

In 2025, Uralkali had a Comprehensive City Development Programme in place for the period up to 2029, which was developed in 2024. The Programme's key priorities in the host cities include:

- improving the urban environment quality index;
- increasing the number of newly hired young employees aged 18 to 35 at Uralkali;
- increasing local residents' satisfaction with the availability and quality of education, healthcare, sports, and cultural offerings;
- increasing local residents' life satisfaction levels and their confidence in the future.

Uralkali's senior management approves the list of Programme activities annually. The key results of their implementation are presented in this chapter.

Consideration of City Quality of Life Indices

When planning and implementing our social projects, including those under the Programme, we take data from city quality of life indices into account. Key indices include the Russian Ministry of Construction's Urban Environment Quality Index[1] and the ESG Alliance's Quality of Life Index for Small and Medium-Sized Towns[2]. Both indices include Berezniki and Solikamsk, the cities where we operate.

By relying on data from these indices, we benefit from an independent assessment of the state of the urban environment and quality of life. This allows us to identify systemic deficiencies in these areas more accurately and prioritise those that require our support.

In 2025, the ESG Alliance updated its index by conducting a series of surveys, which included interviews with residents of Berezniki and Solikamsk. As an Alliance member, Uralkali was able to review the results of these surveys in detail, gaining a deeper understanding of residents' expectations in these cities.

Both Berezniki and Solikamsk score highly on basic infrastructure indicators, particularly with regard to transportation and the road network, which facilitate mobility within the city. The respective scores are 62 and 56.24, compared to the city-wide average of 55.99 on the Index. Solikamsk residents highly rate the quality of the built and natural environment (72.07 compared to an average of 53.19), while Berezniki residents highly rate housing conditions (60.36 compared to an average of 53.35). Nevertheless, there is room for improvement in terms of the urban and social environment, as well as in terms of overall resident satisfaction. For more details, visit the Index website.

The results confirm the effectiveness and relevance of Uralkali' current approaches and initiatives, and will inform the development of future ones.

[1] The Index is compiled by the Russian Federation's Ministry of Construction, Housing and Utilities (Ministry of Construction of Russia) based on statistical data and an analysis of infrastructure. It reflects the level of comfort, safety, and environmental sustainability of urban environments. It considers the state of key types of urban space, such as residential, public, recreational, and business areas, based on characteristics such as safety, comfort, and environmental friendliness. The Index score ranges from 0 to 360 points. A score of 0–180 indicates an unfavourable urban environment, while a score of 181 or above indicates a favourable one. A higher Index score indicates a higher-quality urban environment.
[2] The Index is compiled by the National ESG Alliance. It is based on publicly available statistical data, corporate disclosures, and resident surveys. The Index assesses the living conditions in the small and medium-sized towns in which Alliance member companies operate, including social, economic, environmental, and infrastructure factors. Each assessment area is scored on a scale from 0 to 100, and the average score is then calculated. While the Index does not produce an overall ranking, it does allow for the evaluation and comparison of a town's position on specific aspects relative to others, identifying areas for improvement.

Quality of life and urban environments in host cities[1]

BEREZNIKI

city with a favourable urban environment



247
points

0 360

SOLIKAMSK

city with a favourable urban environment



207
points

0 360

[1] The Urban Environment Quality Index published by the Russian Ministry of Construction, based on 2024 data.

Urban Development in Host Cities

[GRI 203-1] [GRI 413-1] [MED 34] [PCSB 35]

Uralkali considers improving the urban environment of its host cities to be an essential part of its social strategy. By providing systemic support in this area, we can enhance quality of life, bolster human capital, and, in the long term, make cities more appealing to their residents. We implement projects in close cooperation with municipal authorities, based on a partnership approach and shared goals of promoting regional development and reducing population outflow.

Support for Municipal Competitive Projects

Uralkali provides municipalities with financial and expert support when they prepare their applications for regional and federal competitions. This helps them attract additional funding to create and modernise socially significant infrastructure.

In 2025, Uralkali provided financial support for projects that won the Russian Ministry of Construction's national competition 'Creating a Comfortable Urban Environment in Small Towns'. These included the 'Berezniki — Vanguard City' project as part of the national 'Housing and Urban Environment' project, the 'Salt Makers' Settlement' project as part of the national 'Infrastructure for Living' project, and the development of design documentation for the 'Power of Salt Through the Centuries' project to improve Solikamsk's central square. A total of RUB 37 million was allocated for these projects in 2025.

‘Berezniki — Vanguard City’

In Berezniki, in partnership with Uralkali, a project has been completed to improve public spaces in the city’s historic centre, near the Ice Palace. The Company co-funded the preparation of the bidding documents, designs and estimates, as well as the installation of the architectural lighting for the Ice Palace and its entrance area.

RUB 168 million
total project cost

RUB 8 million
co-funded by Uralkali in 2025

‘Salt Makers’ Settlement’

In 2025, a project was implemented in Solikamsk to improve the Borovaya River embankment adjacent to the Salt Plant Museum-Reserve. The project aimed to create a comfortable public space and boost the town’s tourism appeal.

RUB 220 million
total project cost

RUB 17 million
co-funded by Uralkali in 2025

‘Power of Salt Through the Centuries’

Uralkali participated in a project that won a federal competition aimed at developing small towns and historic settlements. The project focused on renovating the central park in Solikamsk. Implementation of the project is scheduled for 2026–2027.

RUB 12 million
co-funded by Uralkali in 2025

‘From Posadskaya Sloboda to the Lower Salt Fields’

Uralkali participated in the implementation of the ‘From Posadskaya Sloboda to the Lower Salt Fields’ project, which was completed in 2025. The project involved constructing a pedestrian promenade and observation decks, building a pontoon bridge and rest areas, equipping a sports ground, and setting up a ruins park in the historic part of Usolye[1]. It also included improvements to the grounds of the Usolye Stroganovskoye museum.

RUB 161 million
total project cost[2]

‘Solikamsk — Russia’s Salt Capital’

The ‘Solikamsk — Russia’s Salt Capital’ project was completed in 2025. A year earlier, it won the federal Tourism Infrastructure Development initiative under the state ‘Tourism and Hospitality Industry’ project.

The project aimed to create a cohesive, visually appealing tourist centre, involving the installation of artistic lighting on the town’s central buildings, the creation of a tourist navigation system, and the establishment of a tourist information centre.

RUB 60 million
total project cost[2]

[1] It is a town in the Perm Region of Russia and the administrative centre of the Usolsky District, forming part of the Berezniki Urban District.
[2] Uralkali allocated co-funding in previous reporting periods.

In addition to supporting local authorities' competitive projects, Uralkali continued to focus on improving public spaces, developing urban infrastructure, and creating a comfortable and safe environment for local residents in 2025.

Key Initiatives	Funding
Berezniki	
Repaired and resurfaced sections of road near bus stops and intersections	**RUB 5 million**
Renovated and upgraded playgrounds	**RUB 4 million**
Provided the city's Unified Dispatch Service with a backup generator	**RUB 0.75 million**
Conducted educational sessions for apartment building owners, providing their residents with information on building management	**RUB 0.06 million**
Solikamsk	
Purchased crushed stone for road repairs in the private sector (over 30 km) and in rural areas with mixed road surfaces; and repaired sections of asphalt and concrete roads	**RUB 45 million**
Installed modern bus stops equipped with a real-time arrival information display, CCTV, an emergency call button, USB ports for charging mobile devices, a Wi-Fi hotspot, wind protection, and a lighting system	**RUB 10 million**
Improved the condition of Victors' Park	**RUB 5.4 million**
Improved the condition of Turchaninov Park	**RUB 5 million**
Improved the area near the 'Zvyozdny' Centre for the Development of Children's and Youth Creativity	**RUB 4 million**
Developed design plans for the improvement of public spaces in the town centre	**RUB 3.2 million**

Support for Citizen-Led Budgeting Projects

Uralkali provides co-funding support for initiatives proposed by city residents and implemented on a competitive basis, with backing from regional authorities.

While Uralkali is not a member of the selection committee, the Company confirms its willingness to offer co-funding when initiatives are submitted and participates in the implementation of projects if necessary. This three-way cooperation model — between the regional government as the competition organiser, businesses, and local communities — ensures the implementation of much-needed local initiatives and increases citizen engagement in regional development.

In 2025, Uralkali supported eight projects, including:

in Berezniki:

- creation of the 'Family Kitchen' cultural and recreational space at the Starkov Children's School for Talent Development;
- creation of a family sports playground at the city community centre;
- improvement and renovation of the monument to local residents who died during the Great Patriotic War in Berezovka village;
- improvement and renovation of the monument to local residents who died during the Great Patriotic War in Oshchepkovo village;

in Solikamsk:

- repair of the pedestrian walkway between Secondary School No. 7 and the Kindergarten of Secondary School No. 7;
- repair of the porch of the Rodnikovo Rural House of Culture;
- repair of a section of road in the village of Sela;
- repair of the right entrance group of the Tokhtuevo House of Culture 'Alliance'.

THE 100TH ANNIVERSARY OF THE DISCOVERY OF THE VERKHNEKAMSKOYE SALT DEPOSIT

The Company's Anniversary Programme

The anniversary of the deposit discovery marked a significant historical milestone for the region, becoming a major public event. Uralkali organised an extensive programme of anniversary events, bringing together the scientific community, government officials, Company employees, and residents of Berezniki and Solikamsk. The anniversary celebrations included initiatives to preserve historical heritage, as well as educational, sporting, and cultural projects. These included the city-wide event, 'Welcoming the Centennial!'.

The programme reflected our commitment to the responsible development of natural resources and our respect for the region's history and cultural heritage. It also demonstrated our dedication to developing human potential in the regions where we operate.

Preservation of Historical Heritage

- Funded the creation and installation of a bust of Nikolay Ryazantsev, the researcher who obtained the first potassium samples in the Urals. The monument is located in Solikamsk, next to the Lyudmilinskaya well.
- Unveiled a memorial plaque at the site where a sylvinite deposit was first discovered in 1925 by an expedition led by Professor Pavel Preobrazhensky, marking the beginning of Russia's potash industry.
- Developed a local history tour route called '100th Anniversary of the Verkhnekamskoye Salt Deposit', incorporating interactive media and theatrical elements. 10 tours were conducted during the season, reaching a total of around 300 people.

RUB 19.1 million

Uralkali's spending on organising events to mark the 100th anniversary of the discovery of the Verkhnekamskoye salt deposit

Scientific and Educational Initiatives

- Organised the All-Russian Scientific and Practical Conference, 'The Verkhnekamskoye Salt Deposit: History and Modernity', which featured over 50 research papers and brought together approximately 40 scientists and specialists from leading universities and research institutions in the Perm Region, as well as industry representatives and experts. Topics of discussion included the history of the deposit's development, modern technological solutions, and the future of the potash industry. The conference's guest of honour was Yury Kuvshinov, the great-great-grandson of Professor Pavel Preobrazhensky.
- Implemented a wide range of educational projects for schoolchildren and young people, including an exhibition of creative works titled '100 Stories of the Potash Salt Deposit', an online competition titled '#100 Facts About a Century of History', a quiz game titled '100 Poods of Salt', a contest titled 'Secrets of the Potash Crystal', a festival titled 'Potash Carousel', and classroom sessions titled 'All the Salt Is in the Mine', reaching over 700 students.

Regional-Level Sports Initiatives

- Implemented the 'Champions' Mission' project as part of the '100th Anniversary Cup', which included masterclasses and meetings with Olympic champions for young people in cities. This project was carried out in partnership with regional authorities and aimed to promote youth sport and develop the sporting environment.

Cultural and Media Projects

- Produced a two-part documentary series titled 'Salt of the Earth', dedicated to the history of the deposit and the development of the potash industry. Screenings in Berezniki and Solikamsk attracted an audience of around two thousand people, and the first episode was included in the educational series 'Conversations on Important Topics'.
- Supported the monumental painting festival 'Solikamsk ART', during which professional artists from across the country created murals on building facades themed around the potash industry and the city's history. A number of other public spaces were also beautified.
- Compiled and displayed a travelling exhibition titled 'The Verkhnekamskoye Salt Deposit: 100 Years of History' for Company employees and contractor workers at all mining operations.
- Organised large-scale city events, including a themed City Day in Berezniki titled 'Welcoming the Centennial!', the 'PROmine' street art festival, and an expanded Solikamsk City Day/Miners' Day.

Cultural Support

[GRI 203-1] [GRI 413-1] [MED 34] [PCSB 35]

Uralkali supports projects that aim to preserve historical heritage, strengthen social ties, and develop the urban environment and community spirit. The cultural agenda in 2025 was particularly eventful and meaningful, marking significant anniversaries such as the 100th anniversary of the discovery of the Verkhnekamskoye salt deposit and the 80th anniversary of Victory in the Great Patriotic War, alongside large-scale city-wide projects.

In 2025, we sponsored the city celebrations to commemorate the 80th anniversary of Victory in the Great Patriotic War. We organised the production of themed banners and personalised gifts and greetings for 250 veterans in Berezniki and Solikamsk. The cities hosted various events, including the 'Victorious May' and 'In One Ranks' campaigns, the 'Singing Bus' project, the 'There Was a War, There Was Victory' contest, and the 'Along the Roads of Memory' quest game designed to foster patriotism among young people.

Alongside the anniversary events, we continued to support local cultural initiatives. In Berezniki, we supported the 'Sabantui' festival; we purchased new chairs for the concert hall at the House of Culture in Berezovka; and we continued the 'Musical Wednesday' project, which involved open-air performances by musicians in parks and public gardens.

In Solikamsk, we organised a competition for socially significant tourism projects called 'Journey through Solikamsk', resulting in four initiatives being selected for implementation in 2025. As part of the 'Musical Thursday' project, we organised concerts on the Usolka River embankment, and held an open-air event titled 'Industrial Heritage: Yesterday, Today, Tomorrow', in collaboration with the Solikamsk Local History Museum.

In keeping with tradition, Uralkali supported New Year celebrations in Berezniki and Solikamsk, with children's parties held in urban and rural areas.

Key Initiatives	Funding
Supported the City Day celebrations in Berezniki and the City Day/Miners' Day celebrations in Solikamsk	**RUB 14.7 million**
Distributed gifts to first-graders in Berezniki, Solikamsk, Aleksandrovsk, Cherdyn, and Krasnovishersk to celebrate Knowledge Day	**RUB 3 million**
Organised city events for Victory Day, including producing banners to celebrate the 80th anniversary of Victory Day, and delivering personalised gifts with greetings to the homes of Second World War veterans	**RUB 2.3 million**
Supported the New Year celebrations in Berezniki and Solikamsk	**RUB 1.2 million**

'Rural Tour: We Are Entrusted to Protect This World'

In 2025, Uralkali supported the winner of the Perm Region Governor's Grant Competition, which was organised by the Foundation for the Support of Civic Initiatives.

As part of this initiative, a concert tour featuring local performers was organised for residents of remote settlements in the Solikamsk and Aleksandrovsk municipal districts. The project aimed to increase access to cultural events, support local artists, and foster social cohesion in small communities.

Uralkali's Museum Wins the National 'Corporate Museum' Award

Uralkali's Museum and Exhibition Centre won the 7th National 'Corporate Museum' Award in the 'Corporate Social Responsibility' category for its 'Salt in the Palms' project, which is designed for people with disabilities, including children with developmental disabilities. The project aims to encourage the participation of people with disabilities in cultural and social life.

Second place in the 'Museum Event' category went to the 'A Hundred and a Bit for Two' project. This series of events celebrates the 120-year history of Uralkali's museums and exhibition centres in Berezniki and Solikamsk. The project's main objective is to promote and preserve cultural, corporate, and museum heritage.

Support and Development of Sports

[GRI 203-1] [GRI 413-1] [PCSB 35]

Uralkali promotes sports and a healthy lifestyle to improve the health of its employees and local community members, build resilient communities, and create opportunities for young people to fulfil their potential. Our sports promotion activities not only align with the Company's priorities, but also contribute to the national goal of 'Preserving Population, Enhancing Health, Improving Well-Being, Supporting Families'.

The promotion of sports has traditionally been one of our key areas of focus. During the reporting year, we placed particular emphasis on internal initiatives, encouraging employees and their families to participate in regular physical activity[1]. Nevertheless, we integrated our social support for sports with infrastructure development programmes in Berezniki and Solikamsk. Uralkali is improving the accessibility and quality of sports infrastructure as a long-term contribution to improving quality of life.

In 2025, Uralkali collaborated with the following sports federations:

- Perm Region Sambo Federation;
- Perm Region Kickboxing Federation;
- Perm Region Armwrestling Federation;
- Solikamsk Greco-Roman Wrestling Federation;
- Perm Region Swimming Federation;
- Russian Federation of Water Sports;
- Perm Region MMA (Mixed Martial Arts) Federation;
- Perm Region Judo Federation.

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

Key Initiatives	Funding
Supported children's sports in Berezniki and Solikamsk	**RUB 57.9 million**
Equipped a sports hall in Solikamsk	**RUB 46.4 million**
Supported the Territory of Martial Arts Non-Profit Organisation in Berezniki and Solikamsk	**RUB 30.4 million**

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

Support for Water Sports at a National Level

Uralkali is a key sponsor of the Russian Federation of Water Sports, having identified water sports as a priority area for its sports sponsorship efforts. Thanks to this partnership, the Federation has been able to expand training opportunities for athletes and improve its organisational and training infrastructure. This has contributed to the success of Russian athletes. The rejuvenated team made their international debut in 2025, delivering strong performances in a variety of disciplines.

A unified system for managing and coordinating sports disciplines was also set up, which improved the efficiency of training and competition organisation. An increased interest from the public and greater media coverage have made water sports more popular and expanded their appeal. These measures have created a solid foundation for the future development of Russian sports, strengthening their position on the international stage.

The Martial Arts Centre in Solikamsk

In 2025, Uralkali opened a state-of-the-art 1,400 m² martial arts centre in Solikamsk, designed to host training sessions and competitions in wrestling, sambo, MMA, boxing. and kickboxing. The complex features martial arts halls, a gym, and a rehabilitation centre.

Representatives of the district administration and Uralkali's management attended the opening ceremony, as did six-time world sambo champion Kirill Sidelnikov.

Employees receive a discount on classes. Children who participate in sports clubs and competitions can train for free.

‘Basket Street 2025’

In 2025, Uralkali became the title sponsor of the ‘Basket Street’ open-street basketball championship in Berezniki. This was organised as part of a project to ‘Develop Basketball as a Mass Sport for Children and Adolescents in Berezniki and Solikamsk’, in collaboration with the city administration.

With more than 100 teams from the Perm Region and across Russia participating, the tournament featured teams and players in three age groups, including men, women, boys, and girls. The top-placed teams and players in all age groups were awarded commemorative medals and gifts bearing the event’s logo.

‘Stroganov Mile 2025’

With Uralkali’s support, Usolye hosted the 16th ‘Stroganov Mile 2025’ snowkiting[1] competition, the final stage of the Russian Snowkiting Cup in the course-race discipline for skiers and snowboarders. Approximately 50 athletes from across Russia took part in the event.

[1] Snowkiting is a sport in which an athlete travels across snow or ice using a kite that they control while standing on skis or a snowboard.

Educational Support

[GRI 203-1] [GRI 413-1] [MED 34] [PCSB 35]

Supporting education is a key focus of Uralkali’s social policy. Investments in educational initiatives help to train qualified professionals, enhance young people’s knowledge and skills, and promote the sustainable development of the regions in which the Company operates. Uralkali provides comprehensive support for education, from preschool to college level, by investing in career guidance, engineering and scientific thinking development, environmental education, and equal opportunities for children in both urban and rural areas.

In 2025, Uralkali supported various projects aimed at career guidance and technological development, including the municipal ‘Solikamsk Robofest’ festival for schoolchildren, the municipal stage of the ‘Ikaryonok’ career guidance and technology competition, and school team trips to regional and national competitions, in which participants from Solikamsk emerged as winners. In Berezniki, we organised a ‘Careers Week’, a city-wide ‘STEM Festival’ for preschoolers, and an environmental projects competition. We also supported the ‘Where I Was Born, There I Was Useful’ festival, the development of a pottery workshop at Kindergarten No. 67, and early career guidance events. With Uralkali’s support, the ‘ZHEKA’ cyber tournament was held to promote literacy among young people in the housing and utilities sector, and the ‘SOLidolki’ project was expanded in Solikamsk kindergartens.

We paid special attention to summer activities. Over 300 teenagers participated in the ‘SOLid People’ labour squads, the ‘SOLid People. Press’ school for young journalists was operational, and the ‘Rural Holidays’ project for children in rural Berezniki and Solikamsk was implemented, as was the ‘Summer to StartGo!’ sports festival for pre-schoolers. We also supported the municipal ‘Teacher of the Year’ competition, the ‘Formula for Success’ and ‘Best Graduate’ ceremonies, and the honouring of recipients of the ‘Pride of the Perm Region’ award and the ‘Young Talent of the Solikamsk Municipal District’ title. We also organised a municipal tourism gathering for schoolchildren and students.

Key Initiatives	Funding
Supported the 15th All-Russian Olympiad for Young Geologists	**RUB 20.6 million**
Implemented campaigns and projects to support pre-schoolers, schoolchildren, and teachers in Berezniki and Solikamsk	**RUB 5.8 million**
Renovated the city’s Multifunctional Youth Centre and purchased equipment for its media studio, co-funded a project run by the Federal Agency for Youth Affairs in Berezniki	**RUB 5 million**
Organised summer activities for children and teenagers in the Berezniki, Solikamsk, and Aleksandrovsk municipal districts	**RUB 4.6 million**
Supported vocational schools in Berezniki and Solikamsk, as well as Perm National Research Polytechnic University	**RUB 2.6 million**

The 15th All-Russian Olympiad for Young Geologists

With the support of Uralkali, the 15th All-Russian Olympiad for Young Geologists was held in celebration of the 100th anniversary of the discovery of the Verkhnekamskoye salt deposit. The event brought together around 300 schoolchildren from 40 Russian regions and five other countries. Participants were offered competitive tasks and interactive activities, including the intellectual game 'What? Where? When?' and a virtual descent into a 400-metre-deep mine. The Olympiad also served as a platform for career guidance, introducing young people to real-world production operations and the science of geology.

Healthcare Support

[GRI 203-1] [GRI 413-1] [MED 34] [PCSB 35]

Investing in healthcare infrastructure, disease prevention, and access to quality medical care enables Uralkali to strengthen healthcare systems and contribute to the long-term socio-economic development of Berezniki and Solikamsk.

Key Initiatives	Funding
Berezniki	
Purchased and installed an X-ray tube for a CT scanner at the Wagner Regional Hospital in Berezniki	**RUB 6.2 million**
Solikamsk	
Purchased an X-ray tube for a CT scanner and a surgical stand for Solikamsk Municipal Hospital[1]	**RUB 15 million**
Implemented a programme to attract medical personnel by allocating funds to the Solikamsk Municipal District's budget to enable one-off payments of RUB 1.5 million to be made to recruited doctors, including young professionals and those specialising in critically understaffed areas	**RUB 10.5 million**

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

Support for Specific Population Categories

[GRI 203-1] [GRI 203-2] [GRI 413-1] [MED 34] [PCSB 35]

Uralkali is committed to fostering an environment in which every individual has the opportunity to grow, participate in community life, and realise their full potential, regardless of their circumstances.

Support for Veterans

Uralkali consistently supports the veteran community in Berezniki and Solikamsk by implementing programmes that promote active ageing and social engagement. In 2025, Berezniki hosted a health school for veterans of defunct enterprises, offering year-round classes in general physical training, mini-volleyball, and darts. We also supported city events to celebrate Senior Citizens' Day, as well as organising the 'Woman of Elegant Age' contest and the 'Silver Age' sports competition. We also arranged sightseeing trips for veterans throughout the Perm Region.

In Solikamsk, the 'SOLid Age' project continued into its third consecutive year. Meaningful activity centres were made available for seniors in 2025, and a new season began at the end of the year with the 'Through Life with Song' festival of creativity, organised by veterans' organisations. New initiatives were also launched, including sightseeing trips in the Perm Region and the 'School of Health'. The latter offers neurogymnastics to preserve cognitive function, stress resilience training, and practical classes on self-care and caring for loved ones.

Support for Community Organisations

Uralkali provides ongoing support to community organisations in Berezniki and Solikamsk, developing partnerships with groups representing the interests of disabled people and veterans. These include local branches of the All-Russian Society of the Deaf and the Society of the Visually Impaired, city-level disability organisations, the Solikamsk disability organisation 'Luch', the Berezniki branch of the Chernobyl Union, city councils of veterans, and the Union of Combat Veterans.

We also support Bibliograd Non-Profit Partnership, Perm-based Guberniya Foundation, and the non-profit 'Solikamsk Foundation for the Support and Development of Local Self-Governance and Public Initiatives'. As part of our commitment, we provide financial support, participate in significant social and cultural initiatives, and strengthen the organisational infrastructure of these groups.

Support for Children from Low-Income and Large Families

Uralkali supports children from low-income and large families in the towns and cities where it operates. In 2025, we allocated RUB 950 thousand to buy gifts and organise festive charity performances in Berezniki. As part of the programme, we gave out 750 gifts and held seven charity events. In Solikamsk, we purchased 100 gifts for children who are members of the 'Luch' public organisation for people with disabilities, for a festive event to celebrate International Children's Day. We also purchased 250 gifts for the New Year celebrations.

/ 03 Social Aspect

Sustainable Agriculture

Russia's National Development Goals:

- Preserving Population, Enhancing Health, Improving Well-Being, Supporting Families
- Resilient and Dynamic Economy

ESG Strategy 2025 Goals

Covering over 20 thousand farmers with agronomic literacy programmes

✓ – goal achieved

Outcome: **2025:** 49,712 participants in agronomic literacy improvement programmes in 2021–2025

Material Topics



Sustainable Agriculture

Food Security

PROGRESS IN 2025

5,719

participants in agronomic literacy improvement programmes[1]

169

educational events held to improve agronomic literacy

86

field trials conducted to demonstrate the effectiveness of fertilisers

30 000

tonnes of potassium chloride sent to Bangladesh as part of humanitarian fertiliser supplies

[1] Unless otherwise specified, data on literacy improvement events and the number of participants are shown for Uralkali and Uralchem Group.

Governance Approach

[GRI 3-3]

We prioritise efforts to promote sustainable agriculture and ensure food security. Uralchem Group's Marketing Directorate is responsible for this area, working alongside the Group's other companies to achieve its goals.

Key priorities include:

- improving the agronomic literacy of agricultural producers;
- promoting sustainable agricultural practices;
- conducting research to improve fertiliser application efficiency.

A separate initiative involves providing humanitarian fertiliser shipments to regions facing significant crop failures and acute food shortages.

Supporting sustainable agriculture is one of the Company's strategic priorities and is directly linked to achieving UN SDG 2: Zero Hunger. This commitment is also reflected in the Group's mission statement: 'A world without hunger is more than just a dream. It is our mission'.

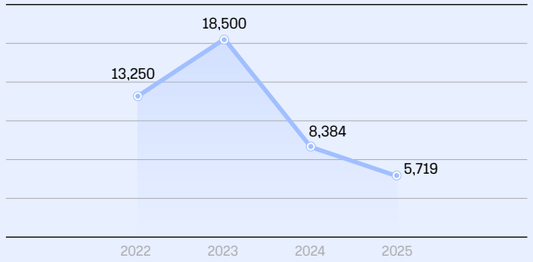
Improving Agronomic Literacy

As part of Uralchem Group, Uralkali systemically implements educational initiatives aimed at improving agronomic literacy and promoting knowledge about the responsible use of mineral fertilisers.

In 2025, we held 169 events with this aim, including seminars, customer meetings, forums, conferences, consulting events, and participation in trade shows, where we gave presentations. A total of 5,719 participants attended these events.

The Company has also expanded its educational activities into international markets. In 2025, we held three events in Vietnam and Brazil aimed at improving agronomic literacy.

Number of participants in agronomic literacy improvement programmes in 2022–2025, persons[1]



Uralchem Group's Agri-Consulting

Agri-Consulting comprises a series of field events designed to enhance agronomic literacy and foster direct engagement with farmers and distributors.

In 2025, we held 56 events, including ones in Kazakhstan and Uzbekistan. A total of 1,485 people participated.

Participants discussed the use of water-soluble fertilisers, and learned how to optimise mineral nutrition for crops and perform foliar feeding of plants. They also talked about modern solutions for agriculture, including digital services and unmanned technologies.

In 2025, we introduced a new training format called the 'Field Agri-Consulting', offering hands-on experience and field trials to demonstrate the effectiveness of fertiliser application in real-world conditions. We also created educational videos demonstrating how plant nutrition technologies are used in practice.

[1] The figures for 2022 and 2023 have been revised from the figures previously published, and are presented in this Report at Company level alongside Uralchem Group.

Agronomic Literacy Event in Vietnam

In 2025, the Company, in collaboration with Uralchem Group, held an agronomic literacy event to mark the launch of its products in Vietnam.

As part of the event, we gave a presentation on agricultural solutions in a Vietnamese province at the heart of the Mekong Delta.

The event attracted 96 owners of retail chains and fertiliser sales outlets from the country's largest agricultural region. Attendees learnt about comprehensive nutrition systems tailored to the region's specific needs, as well as two of the Group's flagship products: NPK 16-16-16 compound fertiliser and granular potash. These products are designed to increase crop yields and improve the quality of rice and tropical crops.

Promoting Sustainable Agricultural Practices

As part of Uralchem Group, Uralkali systemically promotes sustainable agricultural practices by engaging with the professional community, partners, and end users. As part of this work, we organise industry events such as conferences, exhibitions, and roundtables, as well as field visits and direct engagement with agricultural producers. We offer tangible, practical initiatives and service solutions. These activities cover not only the Russian market, but also international markets, including the CIS countries, Latin America, South-East Asia, Africa, and Türkiye.

Significant initiatives to promote and implement sustainable agricultural practices in 2025 included the introduction of microbiological services, comprising four packages of microbiological indicators for assessing soil health, and the launch of a marketing support programme for distributors, which provided services for agrochemical analysis of soil and water, and developed plant nutrition systems, with over 200 sample analyses conducted.

The Company continued to develop digital tools to engage with agricultural producers. In 2025, its online resources for promoting sustainable agricultural practices included social media pages, video platforms, and educational digital services. The Direct.Farm educational platform had 278 active users that year. Meanwhile, corporate websites focusing on agriculture and industry received 133,807 page views and attracted 95,437 unique visitors[1].

[1] The figures are for Uralchem Group.

Research and Development

In partnership with Uralchem Group, Uralkali collaborates with leading experts in agrochemistry, research institutes, and specialised scientific centres. Together, we conduct field trials to evaluate the effectiveness of fertiliser application.

In 2025, we conducted 86 such trials to demonstrate the effectiveness of our fertilisers and improve application practices. We also researched emerging technologies for the application of water-soluble fertilisers using unmanned aerial vehicles. The trials confirmed the effectiveness of foliar feeding with a concentrated calcium nitrate solution containing boron for apple crops.

Humanitarian Fertiliser Supplies

[GRI 203-1]

>148 000

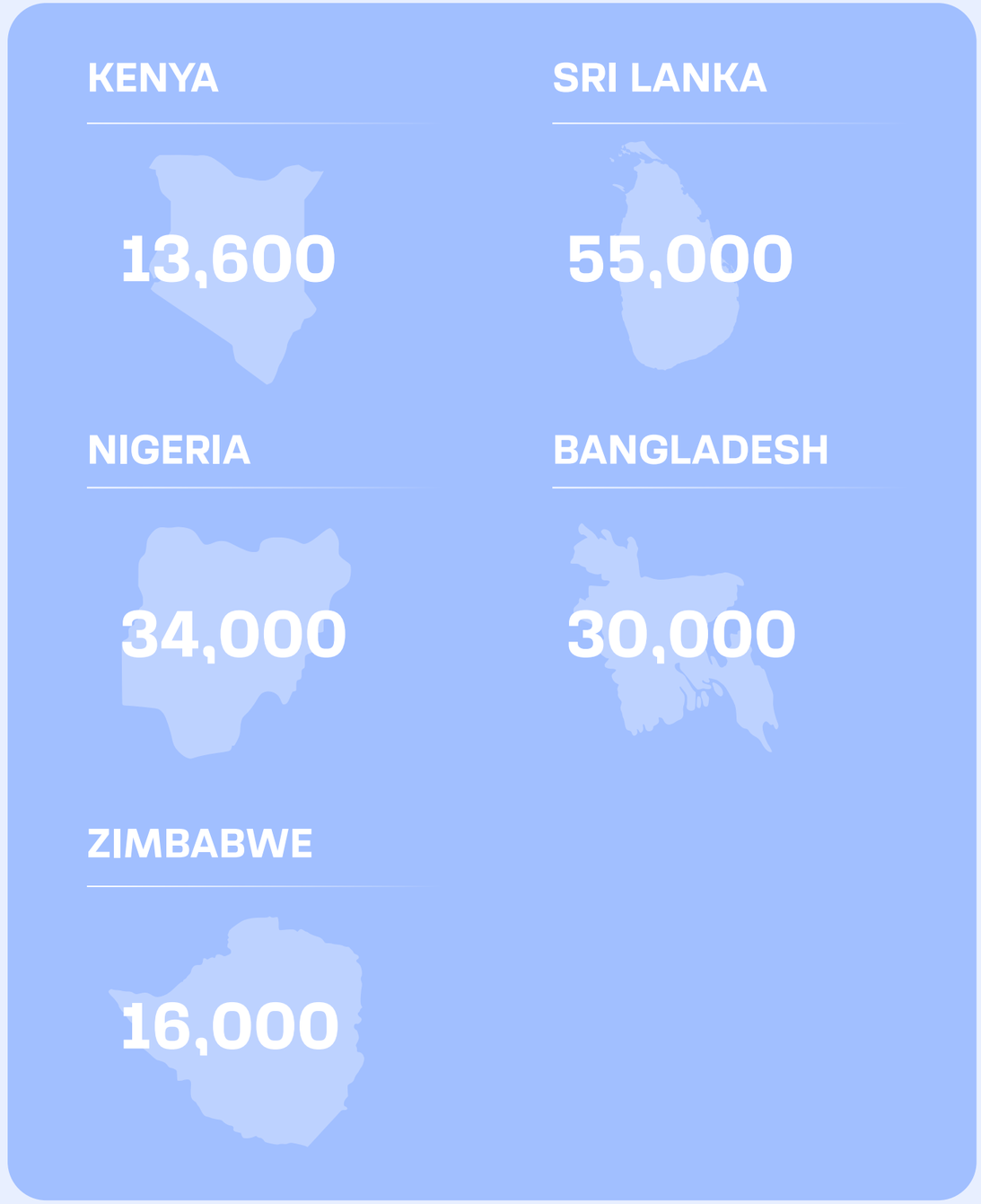
tonnes of potassium chloride supplied by the Company to developing countries since 2022

Mineral fertilisers play a vital role in ensuring the stability of agricultural production and maintaining crop yields, particularly in regions where access to resources is limited and the risk of food shortages is high. As one of the world's leading mineral fertiliser producers, Uralkali, as part of Uralchem Group, recognises its responsibility to contribute to global food security.

Since late 2022, we have donated around 220 thousand tonnes of mineral fertiliser, including 148.6 thousand tonnes of potassium chloride, to countries experiencing severe crop failures and acute food shortages. Most of these were delivered with the help of the UN World Food Programme, specifically to Kenya, Malawi, Nigeria, Zimbabwe, Sri Lanka, and Bangladesh.

As part of this initiative, 30 thousand tonnes of potassium chloride were sent to Bangladesh in 2025. These donated fertilisers help stabilise agricultural production and strengthen food security in the relevant regions.

Humanitarian supplies of potash fertilisers by country, 2022–2025, tonnes





/ 04 Governance Aspect

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/ 04 Governance Aspect

Corporate Governance

ESG Strategy 2025 Goals

Aligning the composition of the Board of Directors with the best international ESG practices

— goal achieved

Outcome: Elements of the best international ESG practices are being systematically implemented; the role of the Board of Directors has been strengthened, and consideration of ESG issues has become more systemic

Material Topics



Corporate Governance

PROGRESS IN 2025

19
meetings of the Board of Directors

1 out of 6
women on the Board of Directors

5
meetings of the Sustainable Development Committee

3 out of 7
women on the Management Board

10
meetings of the Audit Committee

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

13
meetings of the Management Board

Governance Approach

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

Uralkali operates a comprehensive corporate governance framework that protects the rights of its shareholders and investors. This framework is organised in accordance with applicable Russian corporate laws and regulations, the Corporate Governance Code recommended by the Bank of Russia, and best practices.

Key Governing Documents

The cornerstone of our corporate governance framework is the Charter. It defines Uralkali's legal status, the structure and powers of its governing bodies, and the procedures for making key corporate decisions.

We also have a Code of Corporate Governance in place that was developed in accordance with the Bank of Russia's recommendations. The Code aims to safeguard and protect the rights and legitimate interests of our shareholders, and sets out the fundamental principles for organising our corporate governance system. This includes developing internal control and risk management mechanisms, and committing to the best international practices and standards in the field of sustainable development.

Key internal documents on corporate governance include:

- Charter (updated in 2025);
- Regulations on the General Shareholders Meeting;
- Regulations on the Board of Directors;
- Regulations on the Management Board (updated in 2025);
- Code of Corporate Governance;
- Corporate Governance Policy;
- Code of Corporate Culture;
- Regulations on the Revision Commission;
- Regulations on Committees of the Board of Directors;
- Regulations on Remuneration and Reimbursement of Directors;
- Anti-Corruption Policy (updated in 2025);
- Director Induction Regulations;
- Risk Management and Internal Control Policy;
- Regulations on the Dividend Policy;
- Regulations on Information Policy.

Uralkali's key corporate governance documents remain accessible to all stakeholders on its official website.

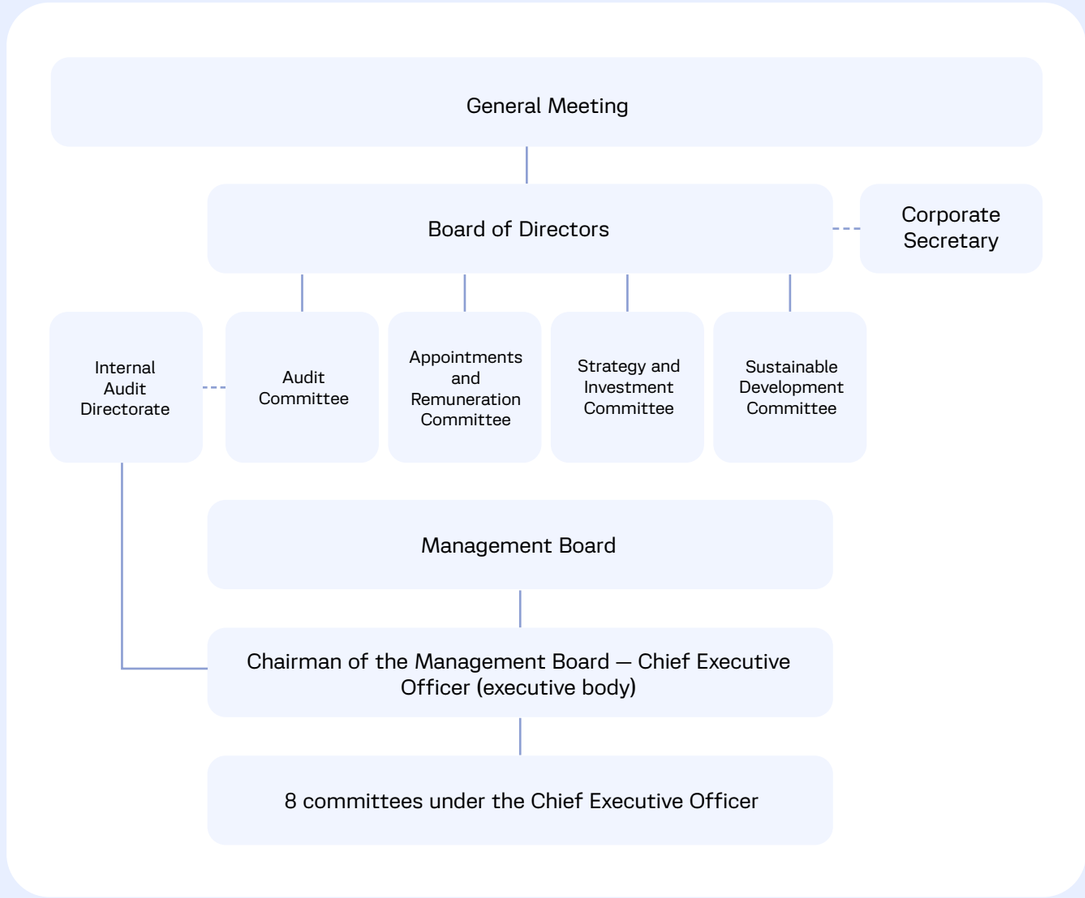
In 2025, Uralkali updated its Charter and Regulations on the Management Board to increase the transparency of management procedures, strengthen the accountability of governing bodies, and further improve its corporate governance system.

Corporate Governance Structure

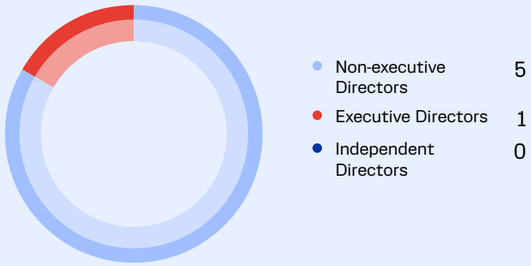
[GRI 2-9] [GRI 2-11] [GRI 2-16] [GRI 2-18] [MED 36] [MED 37] [MED 38] [PCSB 48]

Uralkali's corporate governance structure remained unchanged in 2025. The powers, functions, and responsibilities of the governing bodies are set out in the Charter and Uralkali's internal regulations.

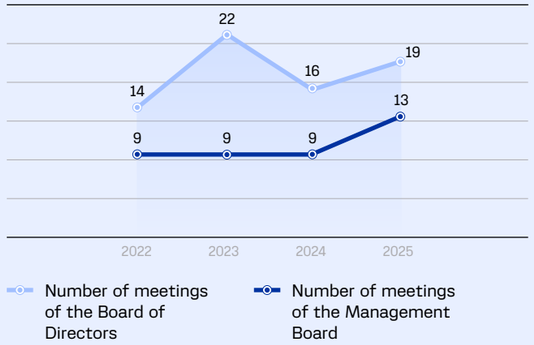
In 2025, the Board of Directors comprised six members, including one executive director and five non-executive directors. There were no independent directors on the Board of Directors.



Composition of the Board of Directors, persons



Meetings of the Board of Directors and the Management Board



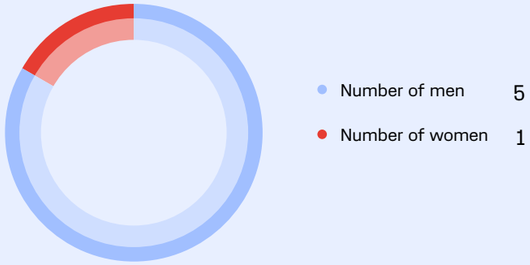
Expansion of the Board of Directors' Authority

In 2025, we increased the authority of the Board of Directors regarding the approval of Uralkali's functional strategies. These strategies are initially reviewed at a Strategy and Investment Committee meeting, before being approved by the Board of Directors. The corresponding changes were reflected in the Company's Charter. This change enhances alignment between functional areas and Uralkali's long-term strategic priorities, ensuring more systemic oversight of their implementation. In 2025, the Board of Directors approved a new Sustainability Strategy 2028 and an Environmental Strategy 2030.

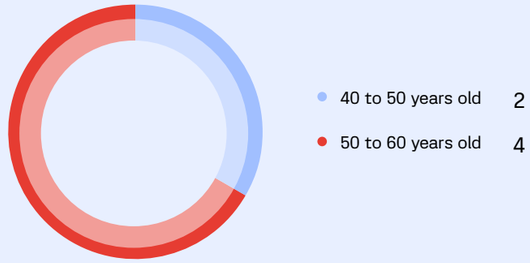
2025 Performance

Governing and advisory bodies	Functions	2025 Performance
General Meeting	The highest governing body	**4** meetings: **1** annual and **3** extraordinary **13** matters addressed: • organisational matters • profit distribution • participation in associations • appointment of the audit organisation • election of Board of Directors and Revision Commission members • approval of major transactions
Board of Directors	Ensures the protection of shareholder rights and interests, oversees the overall management of the Company's business, including the establishment of the Company's development strategy and monitoring of its execution	**19** meetings of the Board of Directors, including 2 in-person
Board Committees	Aim to improve the Board's performance and act as its advisory and consultative bodies	**10** meetings of the Audit Committee **6** meetings of the Appointments and Remuneration Committee **12** meetings of the Strategy and Investment Committee **5** meetings of the Sustainable Development Committee
CEO and Management Board	Implement decisions of the General Meeting and the Board of Directors, and of the Company's strategy; the CEO chairs the Management Board	**13** meetings of the Management Board **16** matters addressed
Committees under the CEO	8 specialised committees and working groups; monitoring and analysing information within their respective areas, including associated risks, and overseeing the implementation of necessary measures	**71** meetings of the CEO Committees
Corporate Secretary	Ongoing engagement with shareholders; coordinating the Company's actions to protect their rights and interests; ensuring that the Board of Directors operates in accordance with the necessary corporate procedures; and coordinating interaction between members of the Board of Directors and the executive bodies	

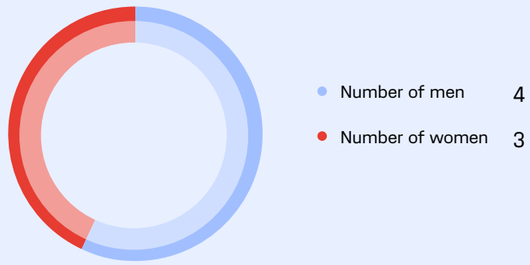
Gender breakdown of the Board of Directors at the end of 2025, persons



Age breakdown of the Board of Directors at the end of 2025, persons



Gender breakdown of the Management Board at the end of 2025, persons



Corporate Governance Performance Assessment

Uralkali regularly conducts an internal assessment to ensure alignment with established requirements and best practices in corporate governance. As part of this process, it conducts an annual review of compliance with the principles and recommendations of the Bank of Russia's Corporate Governance Code. It consistently adheres to the Code's key provisions, ensuring compliance with applicable regulations and most of the recommendations. In addition, the Company operates an internal audit system that provides for an independent assessment of the effectiveness of its risk management, internal control, and corporate governance practices. For this purpose, Uralkali has established an Internal Audit Policy.

In 2025, the Board of Directors conducted a thorough review of reports detailing its activities and those of its committees. Subsequently, the Board positively appraised its performance throughout the reporting year.

No external evaluation of the Board's performance was conducted during the reporting period.

Diversity in Composition of the Governing Bodies

[GRI 2-9] [GRI 2-23] [MED 37] [MED 44] [PCSB 49]

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

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

- mineral fertiliser production — 6 out of 6 members;
- investment and banking — 4 out of 6 members;
- law and corporate governance — 4 out of 6 members;
- sustainable development — 6 out of 6 members.

Women make up 31% of the Management Board and the Board of Directors.

Under its Human Rights Policy, Uralkali prohibits discrimination in governance bodies based on any characteristics unrelated to professional competencies, including gender, nationality, age, race, or other factors. Our Diversity and Inclusion Policy establishes principles of diversity at the Board of Directors level. Uralkali appoints individuals to all positions based on merit, experience, knowledge, and expertise, fostering a balanced and effective management team.

Remuneration of the Governing Bodies

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

Uralkali implements a transparent and fair remuneration system for governance bodies' members, as set out in the Company's internal regulations.

Remuneration of the Board of Directors

The procedure and amount of payments to members of the Board of Directors are set out in the Regulations on Remuneration and Reimbursement. Remuneration includes:

- base remuneration for performing the duties of a member of the Board of Directors;
- additional remuneration based on year-end performance.

Remuneration is paid to independent and non-executive directors. The Company also reimburses Board members for expenses related to their duties, including travel and accommodation costs for attending meetings. In addition, property insurance is provided for all members of the Board of Directors.

31 %

share of women on Uralkali's Board of Directors and Management Board in 2025

Remuneration of the Management Board

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

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

Additionally, we reimburse the Management Board members and CEO for expenses incurred while performing professional duties, including participation in business communities and representing the Company's interests in external organisations.

/ 04 Governance Aspect

Anti-Corruption and Ethics

8 DECENT WORK AND ECONOMIC GROWTH

ESG Strategy 2025 Goals

Ensuring that 100% of employees exposed to corruption risk are informed about corruption and fraud

✓ — goal achieved

Outcome: **100%** of employees exposed to corruption risk are informed

Material Topics



Anti-Corruption and Ethics

PROGRESS IN 2025

Reaffirmed our commitment to the Anti-Corruption Charter of the Russian Business

100 %

of employees informed about corruption and fraud prevention

67

anti-fraud and anti-corruption initiatives conducted

0

instances of administrative penalties imposed on the Company for corruption offences

529

calls received via the hotline

Approved a new version of the Anti-Corruption Policy

Updated the Regulations on Conflict of Interest

Governance Approach

[GRI 3-3]

Management Structure

At Uralkali, business ethics and anti-corruption matters are managed using a decentralised model of shared responsibility, with specific functions assigned to each relevant department. The management structure in this area remained unchanged in 2025.

In 2025, senior management discussed issues relating to employee communication and training, the outcomes of the corruption risk assessment, and the revision and approval of key internal policies.

Performance in anti-corruption activities informs the remuneration system for Company leaders.

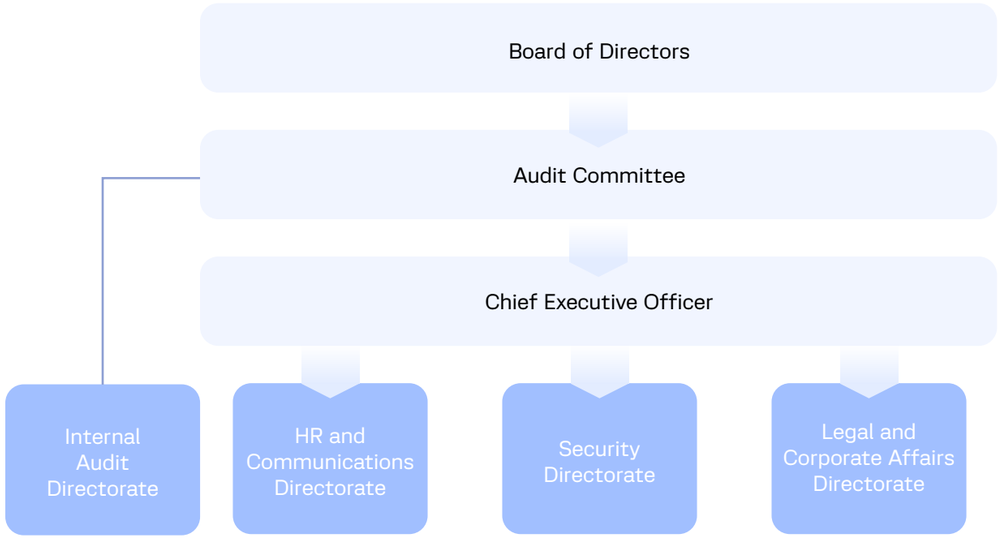
Key Governing Documents

[GRI 2-23]

Uralkali's key documents on anti-corruption and business ethics include:

- Anti-Corruption Policy (updated in 2025);
- Code of Corporate Culture;
- Supplier Code of Ethics;
- Regulations on Conflicts of Interest (updated in 2025);
- Risk Management and Internal Control Policy;
- Main Principles of Global Antitrust Compliance Policy;
- Charity and Sponsorship Policy;
- Regulations on Entertainment Expenses;
- Regulations on the Call Centre;
- Regulations on Ethical Commissioners (updated in 2025);
- Anti-Fraud and Anti-Corruption Programme (updated in 2025);
- Regulations on the Designation of Suppliers as Unacceptable;

Management Structure for Anti-Corruption and Ethics



- Regulations on Giving and Receiving Business Gifts (updated in 2025);
- Diversity and Inclusion Policy;
- Human Rights Policy.

In 2025, Uralkali carried out a thorough update of its internal anti-corruption and anti-fraud regulatory documents, revising and updating key policies and regulations on managing conflicts of interest, giving and receiving business gifts, and ethical commissioner activities.

During the reporting year, we approved a new version of our Anti-Corruption Policy, which clarified the distribution of responsibilities and the coordination procedures among Uralkali's departments regarding anti-corruption compliance. The Policy also established the option for employees to contact the Security Directorate and the compliance manager directly. The Regulations on Conflict of Interest has also been updated to refine our approach to reporting, reviewing, and preventing potential and actual conflicts of interest, and to clarify the responsibilities of those involved in the process.

In addition, we updated our Anti-Fraud and Anti-Corruption Programme. As part of this Programme, we develop and approve an annual action plan, which includes specific measures designed to minimise the risk of corruption and fraud.

We also updated the Supplier Code of Ethics in 2025, and it is scheduled for approval in 2026.

Risk Management

[GRI 205-1]

Uralkali upholds a zero-tolerance stance towards corruption and breaches of business ethics, applying this principle to its employees, contractors and partners. To promptly identify and prevent potential violations, we implement a range of preventive and control measures designed to mitigate the risks of corruption and fraud.

We conduct analyses of corruption and fraud risks across all key business processes, including operational, financial, and investment activities, as well as human resources management and payroll calculations. We use the analysis results to prevent violations. The Security Directorate provides Company management with relevant reports detailing the negative economic impact that has been avoided.

We also identify high-risk roles for which conflicts of interest must be declared.

We rely on our employees' integrity when it comes to complying with laws and internal policies, and we encourage them to take a proactive approach to identifying potential violations. Uralkali employees can report actual or potential risks via the hotline in the knowledge that their confidentiality will be maintained.

Anti-Corruption

[GRI 2-23] [GRI 2-24] [GRI 2-25] [GRI 2-27] [GRI 205-2] [GRI 205-3] [MED 43]

Uralkali rejects any form of unlawful or unethical conduct. Our anti-corruption system complies with the international ISO 37001 standard and is set out in our Anti-Corruption Policy. This document is mandatory for all Uralkali employees and is also recommended for our business partners.

The Company adheres to the Methodological Guidelines for Developing and Implementing Anti-Corruption Measures developed by the Russian Ministry of Labour and Social Protection. For over a decade, Uralkali has participated in the Anti-Corruption Charter of the Russian Business to promote the implementation of voluntary anti-corruption programmes. In 2025, Uralkali reaffirmed its commitment to the principles set out in the Anti-Corruption Charter by submitting a declaration of compliance with the established standards. This extended our participation in the Charter for a further two years.

We exercise due diligence when making decisions regarding the initiation or continuation of partnerships, the recruitment of staff, and equity investments in legal entities. Before entering into a business relationship, a comprehensive check is carried out on counterparties and other interested parties to assess their business reputation; potential conflicts of interest, links with public officials and other risk factors are analysed.

0

instances of administrative penalties imposed on the Company for corruption offences

Responsibility for monitoring compliance with anti-corruption requirements lies with the Security Directorate. The department monitors compliance with anti-corruption standards and identifies, verifies, and investigates potential cases of corruption and fraud. In 2025, we confirmed 10 violations, resulting in one criminal case, disciplinary action or dismissal of eight employees, and termination of partnerships with three business entities.

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

Anti-Corruption Compliance System

KEY PRINCIPLES

- Demonstrate role-modeling behaviour by senior management
- Apply proper procedures
- Assess risks on a regular and timely basis
- Conduct due diligence when selecting employees and counterparties
- Inform all stakeholders
- Provide employee training
- Maintain continuous monitoring and control
- Hold individuals accountable for corrupt actions
- No retaliation policy[1]

KEY ELEMENTS

- Stakeholder engagement
- GR and PR
- Collaboration with regulatory and law enforcement agencies
- Information disclosure to stakeholders
- Conflict of interest resolution
- Management of representational expenses and gifts
- Ban on unlawful remuneration
- Charity and sponsorship activities

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

In 2025, Uralkali organised over 67 initiatives aimed at combatting fraud and corruption.

Employee Awareness and Training

All new Uralkali employees must familiarise themselves with the Anti-Corruption Policy.

We conduct regular training and awareness sessions on anti-corruption principles through various corporate communication channels such as the corporate portal, official website, mobile application, and compliance-focused articles in the RU.DA corporate newspaper. 777 employees completed the e-learning course 'Anti-Corruption Policy at the Company' in 2025.

That year, we also provided employees with training on antitrust and sanctions compliance.

Business Ethics

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

The Code of Corporate Culture is our foundational document in the area of business ethics. Its rules and principles apply to all employees, regardless of their position. Reviewing the document is part of the onboarding process. As part of their day-to-day work, employees are regularly updated on the provisions of the Code via the corporate newspaper, our corporate portal and mobile application, and regular distribution of printed copies across departments. The Code is also available on Uralkali's official website.

The HR and Communications Directorate oversees compliance with the Code. In 2025, we recorded six violations of internal business conduct codes, reported through the Institute of Ethical Commissioners. We addressed all identified violations with appropriate measures.

Employee Training

Uralkali regularly holds training sessions aimed at maintaining and fostering its corporate culture, including promoting a consistent approach to business conduct and employee interaction.

They include in-person training sessions on 'Implementing Uralkali's Code of Corporate Culture', designed to provide hands-on experience of applying the Code's principles, analyse real-world scenarios, foster teamwork, and encourage knowledge sharing across departments. In 2025, 150 employees participated in in-person training sessions on applying the Code of Corporate Culture.

In 2025, we also launched an updated course titled 'Corporate Ethics at Uralkali', which is mandatory for all Uralkali P]SC employees. During the reporting period, 3,801 employees completed the course. We also made the course available to employees of our subsidiaries.

100 %

of newly hired employees studied the Anti-Corruption Policy

100 %

of employees are informed about the Code of Corporate Culture

Supporting Employees on Ethical Issues

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

Ethical Commissioners handle complaints regarding breaches of business ethics or human rights. Based on the results of the analysis of each situation, a solution is adopted taking into account the circumstances of the specific case.

The Commissioners include three Deputy CEOs: HR and Communications Director, Legal and Corporate Affairs Director, and the Technical Director, and operate under the Regulations on Ethical Commissioners. The HR and Communications Directorate coordinates their work. If enquiries contain personal data, they are processed in strict accordance with the requirements of the Personal Data Regulations.

Institute of Ethical Commissioners

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

Charity and Sponsorship

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

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

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

Preventing Conflicts of Interest

[GRI 2-15]

The Regulations on Conflict of Interest and the Anti-Corruption Policy guide the procedure for identifying and resolving conflicts of interest. If a conflict of interest arises, the employee must notify the relevant parties in good time. Conflicts are examined and resolved with due regard to the balance of interests between the employee and the Company. Regardless of the circumstances, employees must comply with legal requirements, standards of business ethics and moral principles, and make business decisions solely in the interests of the Company.

Handling Confidential Information

The procedures for handling insider and confidential information are set out in the Company's internal regulations that are designed to balance transparency of operations, the protection of commercial interests and the prevention of misuse of information. All employees complete mandatory training on the Information Security Policy.

For more details, please refer to the 'Information Security and Personal Data Protection' section.

Antitrust Compliance

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

Uralkali strictly complies with the requirements of antitrust legislation and consistently upholds the principles of fair competition in the market.

The Main Principles of Global Antitrust Compliance Policy outline 12 key principles, including fair and open competition, strict compliance with antitrust laws, zero tolerance for violations, and regular employee training on antitrust requirements.

Over the past five financial years, Uralkali has incurred no fines for antitrust violations. In 2025, no legal actions or lawsuits were filed or reviewed against Uralkali for obstructing competition or breaching antitrust regulations.

0

legal actions against Uralkali for obstructing competition

0

fines incurred for antitrust violations

within 3

working days, submitters are notified of the enquiry stat

within 14

working days, consideration of an appeal is carried out

within 30

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

Hotline

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

Any Uralkali employee can report violations of legislation or our corporate principles through various communication channels, with guaranteed confidentiality and anonymity. One key tool is our hotline, which has been in operation for over 10 years. It is accessible by phone and e-mail in both Russian and English, as well as via an online form on the Company's official website. The HR and Communications Directorate is responsible for operating the hotline in accordance with the Regulations on the Call Centre.

In 2025, we improved the process for submitting feedback on Uralkali's official website. It is now possible to submit reports anonymously via an online form, including direct reports to ethical commissioners, without providing your full name. Contact information for reporting violations is organised and posted in a separate section titled 'Business Ethics and Anti-Corruption', and the form allows users to categorise their feedback as either 'Corruption, Fraud, and Other Violations' or 'Business Ethics and Human Rights'. Inquiries regarding business ethics are directed to the ethical commissioners directly.

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

Grievance Mechanism

The hotline team processes all enquiries and directs them to relevant business unit heads based on their subject matter. In certain cases, an internal investigation is carried out. If there is evidence that the adverse consequences were caused by employee or contractor actions or inaction, Uralkali implements corrective measures that include addressing the consequences, reviewing procedures, and informing the relevant departments and officials. Where necessary, we apply disciplinary actions, terminate contracts with violators, or refer cases to competent authorities.

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

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

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

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

No disciplinary action will be taken against an employee who reports a breach. Any attempts to exert pressure on such an employee are contrary to the requirements of the Code of Corporate Culture.

In 2025, the hotline received 529 calls, nine of which related to theft or corruption in business units. All issues were investigated, and appropriate corrective action was taken. Enquiries covered topics such as procurement, recruitment, training, information technology, sales, general matters[1], and others.

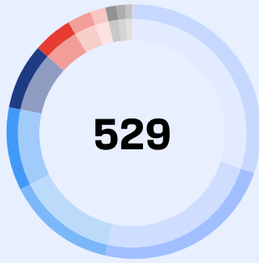
In addition, employees may direct their enquiries to the Ethical Commissioners, via the 'Q&A' section on the corporate portal or the mobile app. Alternatively, they may contact the Compliance Manager, the HR and Communications Directorate, or the Security Directorate directly.

529



calls received via the hotline in 2025

Number of hotline calls in 2025 by topic



General	161
Procurement	124
Recruitment and training	73
IT	55
Sales	44
Logistics	27
Labour relations	17
Embezzlement and corruption in divisions	9
Social policy	8
Safety	6
Illiquid assets	4
Occupational and industrial safety	1

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

/ 04 Governance Aspect

Supply Chain

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

Russia's National Development Goals:

- Resilient and Dynamic Economy

ESG Strategy 2025 Goals

Ensuring that ESG compliance assessment covers suppliers and contractors for more than 50% of procurement (by value)

✓ — goal achieved

Outcome: **2025:** 54,6%

Material Topics



Sustainable Supply Chain

Customer Engagement

Contribution to Host Region Development

PROGRESS IN 2025

54.6 %
of Uralkali's suppliers have undergone an ESG assessment

97.6 %
share of local suppliers[1]

81.3 %
share of SMBs among local suppliers

77.7 %
share of procurement of materials and supplies from Russian suppliers in total procurement[2]

30.1 %
share of procurement of materials and supplies from SMBs among local suppliers[2]

Uralkali is the winner of the All-Russian 'Exporter of the Year 2025' Award

[1] Of the total number of suppliers. Unless otherwise stated, 'local suppliers' refers to Russian suppliers.
[2] By total value of procurement, excluding procurement of works and services.

Governance Approach

[GRI 3-3]

Management Structure

Uralkali's supply chain management system encompasses a range of interconnected processes, from procurement and building effective customer relationships to product delivery. The procurement process is overseen by the Deputy CEO — Procurement Director.

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

Uralchem Group's Marketing Directorate is responsible for customer engagement, working alongside the Group's other companies to achieve its goals.

Supply Chain Management Structure

Board of Directors

Chief Executive Officer

Procurement Directorate

Supply Chain Model

The supply chain model encompasses all key participants, from suppliers to consumers. Uralkali strives to ensure transparent and manageable processes at every stage. Interactions are governed by corporate standards and procedures, which require adherence to the principles of responsible and ethical conduct, quality requirements, and uniform criteria for evaluating business partners.



Key Governing Documents

[GRI 2-23]

Uralkali's key documents in the area of supply chain management include:

- Procurement Policy;
- Supplier Code of Business Ethics.

Risk Management

We integrate supplier-related risks into Uralkali's comprehensive risk management system. Key risks include delayed deliveries, substandard goods or services, as well as procuring at above-market prices. No significant changes occurred in supply chain risk management in the reporting period.

Uralkali regularly carries out risk assessments of all its procurement activities and develops mitigation plans.

Stakeholders can access the Supplier Code of Business Ethics on Uralkali's website and is available for viewing by all interested parties. Suppliers that participate in our procurement processes confirm their adherence to these ethical principles on the electronic trading platform. Uralkali reserves the right to assess suppliers' compliance with the Code's requirements.

Uralkali is committed to working with suppliers who adhere to the principles of responsible business conduct, including in the following areas:

- Compliance with legislation;
- Environmental protection;
- Climate change;
- Occupational health and safety;
- Employee well-being and human rights;
- Corporate governance;
- Local communities;
- Anti-corruption and ethics;
- Protection of competition.

We worked on updating the Code in 2025, and the updated version is scheduled for approval in 2026.

Procurement Process

[GRI 2-6]

Guided by the principles of competitiveness, transparency, collegiality, and efficiency, Uralkali is committed to consistently improving its processes for interacting with counterparties. To enhance procurement efficiency, Uralkali incorporated metrics relating to the timely fulfilment of purchase requests and the achievement of cost-effectiveness targets into the KPI system.

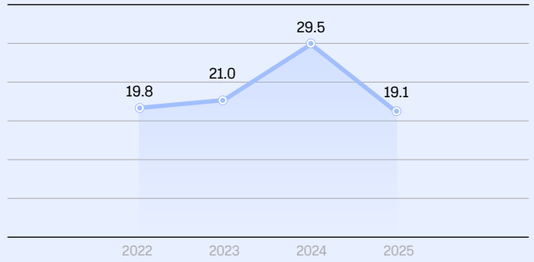
To improve manageability and mitigate risks, Uralkali conducted 58% of its procurement (by value) in accordance with product category strategies in 2025. This allowed Uralkali to develop structured approaches to demand planning, supplier selection, and ensuring supply stability.

In 2025, our total procurement volume reached RUB 19.1 billion.

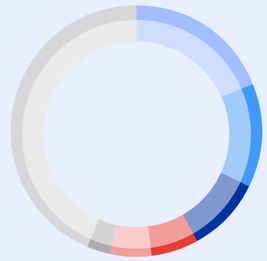
Supplier Interaction

Uralkali selects its suppliers via the Altis B2B e-commerce platform. We manage paperwork electronically via the Electronic Document Management System. This includes executing contracts and exchanging standard transfer documents.

Total procurement volume, RUB billion[1]



Main procurement categories in 2025, %[2]



Mining equipment and spare parts	19.04
Chemicals	13.34
Conveyors and spare parts	9.66
Mining processing equipment	6.06
Oils and lubricants	5.47
Packaging materials	2.95
Other	43.48

Development of the Corporate Online Store

As part of our efforts to improve procurement processes, we launched a corporate online store. We selected the suppliers that would be featured in the store and established a direct 'customer–supplier' interaction model that bypassed the procurement team.

In 2025, purchases across 10 categories were made through the corporate online store. This format enabled us to meet the needs of internal customers more efficiently.

[1] The total procurement figures for 2024 have been revised from those disclosed previously in the 2024 Sustainability Report, due to refinements in calculation methods.
[2] By procurement volume.

We have also created a checklist to help bidders perform a self-assessment. This self-assessment is based on occupational health and safety criteria, and we take the results into account when awarding contracts.

Procurement from Local Suppliers

[GRI 204-1] [MED 8] [MED 9] [PCSB 65] [PCSB 66]

Supporting the regional economy is a key component of Uralkali's procurement policy. By prioritising local suppliers, Uralkali strengthens local supply chains and fosters the business environment.

By the end of the reporting year, local suppliers accounted for 97.6% of Uralkali's total suppliers. Of these, small and medium-sized businesses (SMBs) accounted for 81.3%.

97.6 %

share of local suppliers in 2025

Procurement from Russian suppliers accounted for 77.7% of the total, while procurement from SMBs among Russian suppliers accounted for 30.1%.

By supporting SMBs, we help to create new jobs and additional opportunities for the social and economic development of local communities. We are committed to developing our relationship with SMBs in our host region. After participating in a meeting of the Council of Directors of Industrial Enterprises under the Governor of the Perm Region, we decided to hold procurement sessions with regional enterprises, including SMBs, in 2026.

Procurement structure from domestic suppliers by region in 2025, %[1]



Moscow and Moscow Region	37
Chelyabinsk Region	18
Perm Region	10
Kemerovo Region	10
Saint Petersburg and Leningrad Region	4
Vologda Region	3
Sverdlovsk Region	3
Rostov Region	2
Other	13

[1] By procurement volume.

Supplier ESG Assessment

[GRI 308-1] [GRI 308-2] [GRI 414-1] [GRI 414-2]

In 2025, Uralkali achieved its goal of carrying out ESG assessments for over 50% of its suppliers by procurement value. By the end of the reporting year, this figure stood at 54.6%.

ESG assessments are conducted automatically on the B2B platform. Suppliers complete a 26-question checklist covering environmental, social, and governance aspects, and provide supporting documents. The system then assigns a score to each response. The checklist is then reviewed by a Sustainable Development Directorate employee, who verifies the accuracy of the submitted data and adjusts the score if necessary.

Several companies voluntarily underwent an ESG assessment in 2025 after receiving a notification via the B2B portal. We use this tool to analyse key suppliers' compliance with sustainability principles and engage partners in our sustainability agenda.

54.6 %

of suppliers underwent an ESG assessment in 2025

We apply the principle of due diligence when deciding whether to initiate or continue a business relationship. This involves conducting due diligence on counterparties, analysing their business reputation and identifying potential conflicts of interest, as well as examining their ties to government officials. Suppliers are selected through competitive procedures in line with our internal regulations and Anti-Corruption Policy.

Uralkali Ranks Among the Top 20 Russian Companies with the Strictest Supplier Requirements

The Financial Research Institute (NIFI) of the Russian Ministry of Finance compiled a ranking of Russian companies with the strictest supplier requirements. Uralkali achieved the highest position among the participating chemical industry companies, ranking 15th overall. This ranking was compiled as part of an analysis of how sustainable development approaches are implemented in supply chain management. A total of 53 companies from seven industries were evaluated.

Customer Engagement

[GRI 3-3] [GRI 2-29]

Uralkali considers developing sustainable and transparent relationships with its customers to be one of its key strategic objectives. We provide comprehensive information on our website, including details on locations, production methods, product types, certifications, logistics, and contact information for Russian and international clients.

We collect feedback not only from customers but also from other supply chain stakeholders, such as terminals, warehouses, and inspection companies. Our enquiry management system aligns with the ISO 10002:2018 standard, Guidelines for Complaint Handling in Organisations. We process enquiries in accordance with our Product Message Management Policy.

This process is based on the following key principles:

- focus on customer needs through regular analysis of their expectations;
- openness to feedback and a commitment to resolving enquiries effectively;
- allocation of resources to ensure efficient and effective enquiry resolution;
- regular improvement of the enquiry process through ongoing analysis.

Uralkali commits to impartial and thorough analysis of all enquiries, timely responses, and the development of effective corrective actions.

Customers can submit product quality enquiries to quality@uralkali.com

We annually assess customer satisfaction with our products and collaboration with Uralchem Group. In 2025, 8.8% of customers from Russia and the CIS[1] participated in the survey. The survey results showed that the Net Promoter Score (NPS) was 80% and the Customer Satisfaction Score (CSAT) was 91%.

RUSSIA AND CIS

80 %

Net Promoter Score (NPS)

91 %

Customer Satisfaction Score (CSAT)

Uralkali Named ‘Exporter of the Year 2025’

In 2025, Uralkali won the All-Russian ‘Exporter of the Year 2025’ Award in the ‘Exporter of the Year in Industry’ category among large businesses in the Volga Federal District.

The competition takes place as part of the national project ‘International Cooperation and Export’, with support from the Russian Ministry of Industry and Trade, the Russian Ministry of Economic Development, and the Russian Ministry of Agriculture.

The award recognises outstanding achievements in promoting exports, expanding the international reach, and strengthening the position of Russian companies in global markets. Uralkali’s main export markets are China, India, Latin America, and Southeast Asia. Exports accounted for 78% of Uralkali’s total sales at the end of 2024.

[1] The survey focused on customers from Russia (84%), as well as those from Kazakhstan, Georgia, Armenia, Azerbaijan, Uzbekistan, Kyrgyzstan, Moldova, and Belarus.

/ 04 Governance Aspect

Information Security and Personal Data Protection

Material Topics



Information Security

2025 Goals

Enhance systems for incident detection and response

Reduce incidents that involve internal violations

Maintain the personal data management system and improve related procedures and regulatory documents in accordance with legal requirements and best practices

✓ — goal achieved

Outcome: Implemented an EDR solution to enable continuous monitoring, in-depth telemetry analysis, and a rapid response to complex threats at endpoints

Improved and expanded our information security training courses, increased the complexity of training attacks, and enhanced the quality of information provided

Ensured that our personal data processing procedures comply with legal requirements, improved the consistency of internal procedures, and enhanced the transparency of oversight

Information Security

PROGRESS IN 2025

0

instances of personal data leaks, theft, or loss

0

successful cyberattacks out of over 250,000 recorded

Developed the Information Security Development Strategy for 2026–2028

Launched a new platform to raise employee awareness of cybersecurity and personal data protection

Management System

[GRI 3-3]

Uralkali recognises the importance of information security and personal data protection for business resilience and continuity. These issues are a priority for our senior management team and have been incorporated into Uralkali's governance framework.

The Board of Directors is responsible for providing strategic oversight and for reviewing Uralkali's performance and KPIs in the area of information security at least twice a year. Pursuant to a presidential decree[1], the Company's CEO bears personal responsibility for information security and approves quarterly reports on the state of information security.

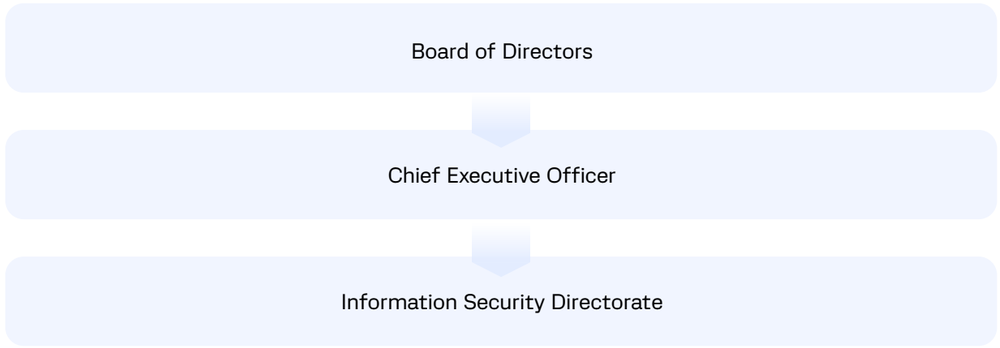
The Information Security Directorate is responsible for implementing tasks at the operational level. Its duties include developing and improving the information security system, coordinating protective measures, preventing and investigating incidents, ensuring regulatory compliance, enhancing employee competencies, and liaising with relevant government agencies.

Uralkali operates an Information Security Management System (ISMS), which is governed by the Regulations on the Information Security Management System. To ensure effective management, the Company employs responsibility allocation matrices and performance evaluation metrics.

In implementing and developing the ISMS, Uralkali adheres to the requirements of Russian legislation and the provisions of the international and national ISO 27001 and GOST R ISO/IEC 27000-2021 standards.

[1] Decree of the President of the Russian Federation No. 250 dated 1 May 2022 'On Additional Measures to Ensure the Information Security of the Russian Federation'.

Information Security Management Structure



To assess the maturity of information security processes, Uralkali applies metrics from the Capability Maturity Model Integration (CMMI) with the aim to achieve Level 4 maturity. We evaluate the effectiveness of cybersecurity and data protection measures monthly through reports on the state of information security at Uralkali.

Additionally, we conduct annual assessments of internal and external security, followed by the implementation of corrective actions.

Key Governing Documents

In 2025, we audited our existing information security policies and updated our internal regulations in this area.

Uralkali's key information security documents include:

- Information Security Policy;
- Regulations on the Information Security Management System;
- Regulation on Backup Procedures;
- Regulations on Information Security Requirements for Users Working in a Corporate Data Network;
- Regulations on Cryptographic Protection of Information;
- Information Security Development Strategy for 2026–2028;
- Regulations on the Commission for Categorisation of Critical Information Infrastructure Facilities;
- Information System Access Management Regulations.

In 2025, we updated our internal information security policies and regulations to align them with legal requirements and ensure consistency across our internal processes.

Information Security Strategy

By the end of 2025, Uralkali had completed the implementation of its Information Security Development Strategy for 2023–2025. All planned measures were fully implemented and the set targets were achieved.

During the reporting year, Uralkali developed a new Information Security Development Strategy for 2026–2028, aimed at further strengthening our information security system and enhancing the resilience of the Company's digital infrastructure. Based on this Strategy, we have developed and adopted an information security action plan that sets out our priorities and the deadlines for their implementation.

Risk Management

Uralkali's information security system takes a risk-based approach, incorporating a systemic analysis of the impact of potential threats. We decide whether to implement additional protective measures for any unregulated assets based on an assessment of the likelihood of incidents occurring and the potential damage they could cause. This procedure is integrated into our broader corporate risk management framework and relies on an approved methodology for assessing information security risks.

Uralkali's main information security risks include:

- external cyber threats, including phishing, malware distribution, and supply chain attacks;
- risks of personal data leakage or misuse;
- internal threats related to human factors, such as employee errors, non-compliance with information security policies, and insufficient awareness;
- risks arising from the use of cloud solutions and remote working.

We review and assess risks annually at the start of each reporting period, as well as in response to internal or external developments that indicate changes in threat levels. These developments include updates to technologies and business processes, monitoring results, audit findings, performance reviews, legislative amendments, and other external events.

No material risks related to information security or personal data protection materialised in 2025.

Incident Management

Specialists in analytics and internal incident investigation within the Information Security Directorate handle information security incident investigations. Their responsibilities include:

- identification, prevention, and resolution of leaks of confidential information, including personal data, through technical communication channels;
- recording, retrospective analysis, and interpretation of information security incidents;
- investigation of incidents;
- access control and oversight of privileged user activities.

Uralkali regularly carries out vulnerability scans using automated tools and conducts intrusion tests on the Company's digital infrastructure using simulated cyber-attack methods. We have developed a recovery plan for critical business applications post-incident, and, to prevent disruptions, comprehensive testing of digital services taking place annually.

In the face of an increasing number and complexity of cyberattacks, Uralkali is committed to strengthening the security of its digital infrastructure and expanding its use of cutting-edge cybersecurity tools. We regularly review new solutions and expand the application of existing technologies in light of current threats. The Company currently employs the following solutions:

Mobile Device Management	Attack Surface Management	Max Patrol VM
A system that provides centralised control and protection of smartphones, tablets, and laptops used for work purposes	A service that monitors vulnerabilities in the Company assets in real time	A solution that facilitates comprehensive vulnerability management and IT infrastructure security monitoring
Increased licences for the two-factor authentication system	Increased licences for the Privileged Access Management system	

0

successful cyberattacks out of 250,000 recorded

In 2025, we rolled out the two-factor authentication system to all public information systems. We also implemented measures to address identified vulnerabilities and increased the number of devices managed by the Mobile Device Management system.

In 2025, more than 250 thousand attempts were made to attack Uralkali's digital infrastructure, classified as Critical and High. We managed to detect and neutralise all of these attacks promptly.

Employee Digital Competence

Uralkali maintains a comprehensive, multi-tiered training system to enhance employee awareness of cybersecurity and personal data protection.

Upon hiring, every employee is required to complete an introductory training module that covers:

- basic information security principles;
- safe handling of personal data;
- secure use of websites and e-mail.

We ensure employees are familiar with the Information Security Policy in accordance with their job descriptions and departmental regulations. In 2025, over 50% of employees with automated workplaces completed training on the policy.

Uralkali employees regularly undergo information security training and receive a certificate valid for one year. Upon certificate expiry, employees must retake the course. The training process is fully automated, with real-time tracking of completion rates included in monthly reports. Specialised staff participates in relevant training at the Corporate University. Employees in overseas offices have access to training in English.

87.5 %

of employees successfully passed simulated information attacks in 2025

To build practical skills, Uralkali conducts regular simulated phishing attacks by sending test e-mails to employees. Those who fail the tests must complete additional training. In 2025, 87.5% of employees passed the tests successfully.

In 2025, we launched a new platform to raise employee awareness of cybersecurity and data protection issues. This helped us to standardise and make our training programmes more accessible. We assigned mandatory courses to our employees on the platform, including a basic course on information security and a specialised course on data protection. We also continued our awareness-raising efforts through corporate communication channels to prevent cyber threats and counter fraud in the digital environment.

Personal Data Protection

PROGRESS IN 2025

0

fines imposed on Uralkali for breaches of personal data legislation

100 %

of employees trained on how to process personal data

0

complaints received regarding violations of personal data subjects' rights

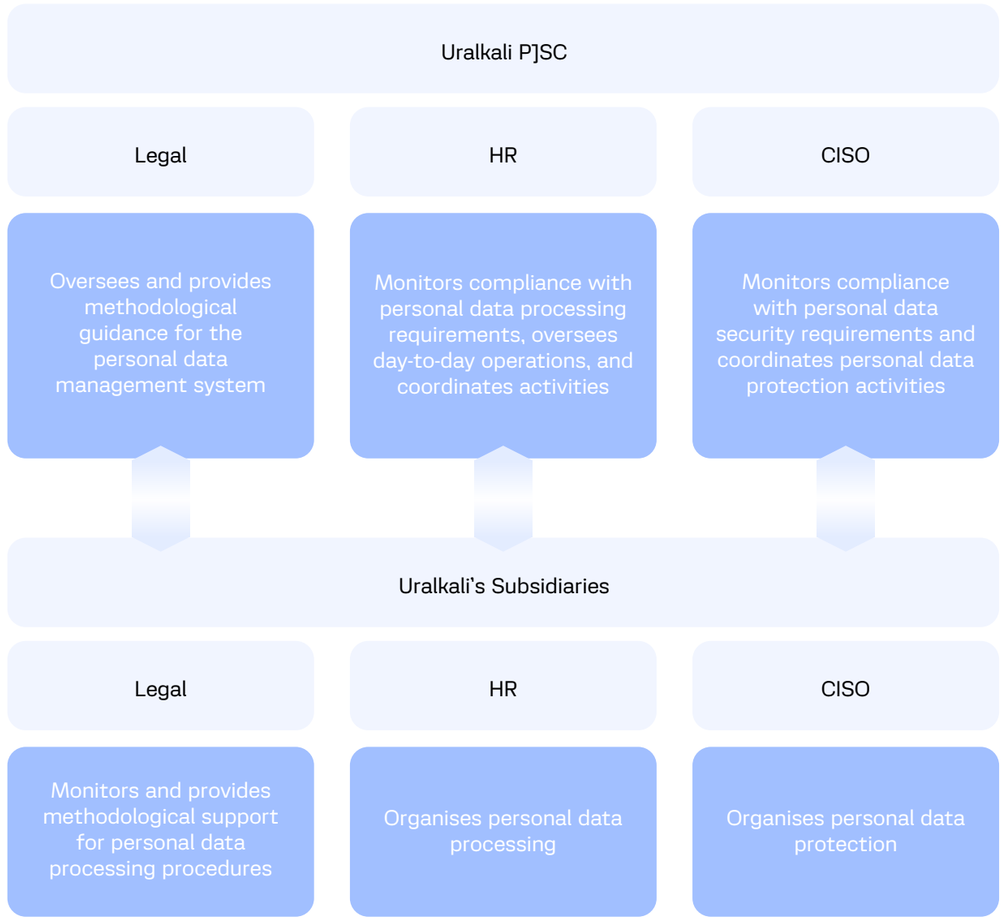
100 %

of internal regulations dealing with the processing of personal data updated

Management System

Since 2023, Uralkali has operated a personal data management system designed to ensure the transparent and secure processing of information in accordance with legal requirements and best practices. Implemented using a unified methodological approach across subsidiaries, the system covers all of Uralkali's key processes. In developing the system, our focus has been on minimising the risks of unauthorised access and strengthening stakeholder trust.

Uralkali's Unified Personal Data Management System



Uralkali operates a Personal Data Protection Competence Centre within the HR and Communications Directorate. Designated individuals are responsible for organising data processing and ensuring information security. We have also established a system for monitoring changes in legislation and adapting our procedures accordingly. Training is a particular focus: mandatory programmes and informational materials are provided for all employees, and specialised courses are offered to process owners. The system covers all employees, who are each responsible for complying with the established requirements.

Between 2024 and 2025, we implemented a project to establish a unified personal data management system for the parent company and its subsidiaries. This was based on a centralised model involving a single team, a unified regulatory framework, and common implementation principles.

We successfully completed the project in 2025, which included updating and standardising internal regulations governing the processing and protection of personal data, as well as implementing unified procedures and monitoring tools.

The project to implement a personal data management system in subsidiaries won the 'Team of the Year' category at Uralchem Group.

The unified approach is based on Uralkali's personal data protection standards, which ensure:

- transparency in the processing of personal data;
- a balance of interests between data subjects and Uralkali;
- guaranteed security and confidentiality of information;
- unconditional compliance with legal requirements.

Key Governing Documents

Uralkali's key documents governing personal data practices include:

- Personal Data Processing Policy;
- Personal Data Processing Register;
- Personal Data Privacy Regulations;
- Regulations on Ensuring the Security of Personal Data During Processing in Personal Data Information Systems;
- Personal Data Incident Management Regulations;
- Personal Data Processing and Protection Regulations (updated in 2025);
- Regulations on Responding to Requests from Personal Data Subjects (or Their Representatives) and Roskomnadzor Enquiries (updated in 2025);
- Cross-Border Personal Data Transfer Regulations (updated in 2025);
- Personal Data Destruction Regulations (updated in 2025);
- Methodology for Assessing Harm to Personal Data Subjects Processed by Uralkali (updated in 2025).

Risk Management

In 2025, we conducted a thorough risk assessment concerning the use of personal data. The assessment revealed no significant incidents. Based on the results of the analysis of the system's effectiveness, we took steps to further improve it. These included updating the regulatory framework, automating the processing registry, and strengthening internal controls. We also reviewed eight processes to ensure compliance with legislation and internal requirements.

Results

In 2025, Uralkali was not fined for any violations of data protection laws. There were no complaints filed against Uralkali regarding violations of data subjects' rights. These figures confirm the effectiveness of Uralkali's existing data management system and its compliance with the relevant legal requirements and internal regulations governing data processing and protection.

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Appendix 8: IFRS S2 Index Table / 236

/ 05 Appendices

Appendix 1: About the Report

[GRI 2-3] [GRI 2-14]

Reporting Approach

This 2025 Sustainability Report (hereinafter, the Report) outlines key sustainable development practices and performance outcomes of the Company from 1]anuary to 31 December 2025. The Report highlights progress in implementing the ESG Strategy 2025, significant achievements in environmental, social, and governance areas, and sets out targets for the next strategic cycle.

This Report has been prepared in accordance with leading international and national standards and guidelines on sustainable development, and is available in both Russian and English. The report has been reviewed and approved by the Sustainable Development Committee of the Board of Directors and by the Board of Directors.

An independent auditor has conducted a selective verification of the information contained in the Report. For more details, please refer to Appendix 2: Assurance Report.

Uralkali has published annual Sustainability Reports since 2020. Electronic versions of previous reports are available on the Company's official website.

Reporting Scope

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

The report presents the operational results of Uralkali P]SC and its subsidiaries operating in trade, transportation and transshipment, repairs and maintenance, construction, and scientific research. Trading subsidiaries are registered in foreign jurisdictions (UAE, USA, Mauritius), while the remaining subsidiaries are based in the Russian Federation.

Material Topic Identification Stages

[GRI 3-1]

The purpose of identifying and prioritising material topics is to highlight the Company's most significant impacts as perceived by stakeholders and ensure they are disclosed in the Report. This analysis enhances the transparency of the Company's operations and enables stakeholder expectations to be considered when making management decisions and planning future development. We conducted the materiality assessment for the reporting period in accordance with GRI standards, in three stages.

Applicable standards and guidelines

GLOBAL

GRI

GRI (Global Reporting Initiative) Sustainability Reporting Standards

For more details, please refer to Appendix 5: GRI Index Table

SASB

SASB (Sustainability Accounting Standards Board) Chemical Sector Disclosures

For more details, please refer to Appendix 6: SASB Index Table

IFRS S2

IFRS S2 Climate-Related Disclosures

For more details, please refer to Appendix 8: IFRS S2 Index Table

NATIONAL

MED

Order No. 764 of the Ministry of Economic Development dated 1 November 2023 'On Approval of Guidelines for the Preparation of Sustainable Development Reporting'

For more details, please refer to Appendix 7: MED and PCSB Index Table

PCSB

Resolution No. 2230 of the Government of the Russian Federation dated 30 December 2025 'On the Public Capital Standard for Business'

For more details, please refer to Appendix 7: MED and PCSB Index Table

Draft Regulation of the Bank of Russia

Draft Regulation of the Bank of Russia 'On Disclosure of Information by Issuers of Equity Securities'

It was taken into account as a best practice when developing the list of indicators and content

Material Topic Identification Stages

Step 1.
Identification of material topics

As part of identifying material topics:

- national and international sustainable development agendas were analysed
- sustainable development trends, research papers, and media reports were analysed
- material topics identified by international standards and rating agencies for companies in the chemical industry were analysed
- benchmark analysis of material topics was conducted
- the Company's current and potential impacts were identified

Result
We compiled a preliminary list of 27 material topics relevant to the Company and identified positive and negative impacts for each topic

Step 2.
Ranking of material topics

To rank material topics, we surveyed stakeholders, including employees, members of the expert community, the media, local communities, as well as trade unions and suppliers. In the survey, participants were asked to rate the materiality of each topic based on provided examples of impacts, using a scale from 0 (no impact) to 3 (significant impact). A total of 363 people participated in the survey

Additionally, the Company's management ranked the topics to align the materiality assessment results with the Company's management vision and business plans

In particular, we decided not to list 'Development and Implementation of Innovations' and 'Digitisation' as separate items in the final ranked list, since these areas are managed at the Uralchem Group level, although they remain significant for the Company

Result
We compiled a final ranked list of material topics, organised by priority

Step 3.
Approval of the ranked list of material topics

The Sustainable Development Working Group and the CEO reviewed and approved the final ranked list of material topics

Result
We approved the list of material topics to be disclosed in the Report

Material Topics

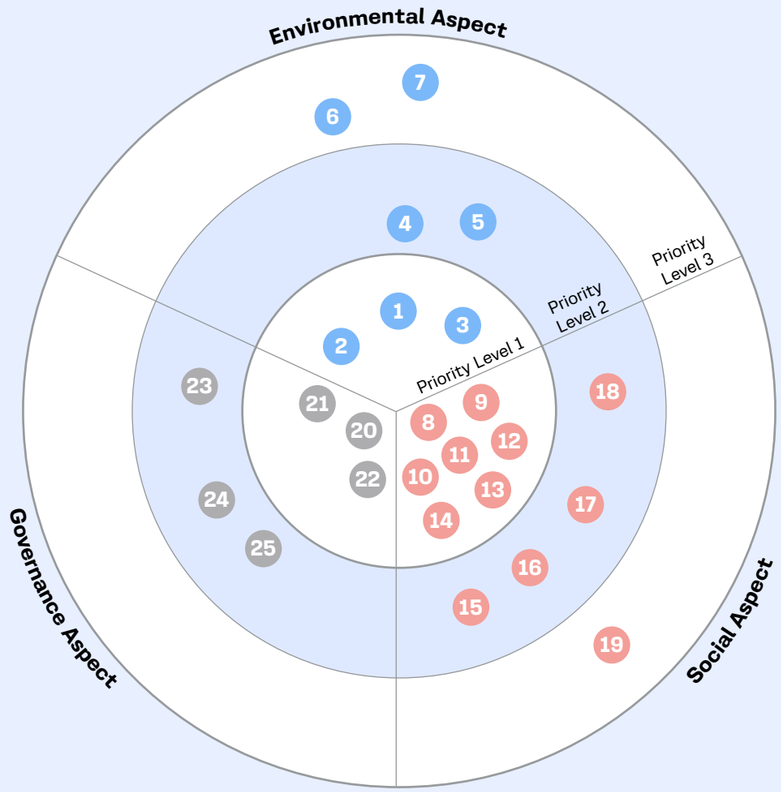
[GRI 3-2]

Based on the materiality analysis, 25 topics were identified and ranked in order of priority for Uralkali. The Report provides detailed disclosure of topics in the first and second tiers.

Compared to the previous reporting year, the topics 'Promoting Safety Culture Among Employees and Contractors', 'Professional and Athletic Development for Young People', 'Risk Management' were identified for the first time. The topic of 'Information Security' has also risen in priority, moving from second to first level. Meanwhile, the topics of 'Climate Change' and 'Anti-Corruption and Ethics', which were previously first-level priorities, have been reclassified as second-level priorities.

Environmental Aspect		Social Aspect		Governance Aspect	
PRIORITY LEVEL 1					
1	Waste Management	**8**	Occupational Health and Safety	**20**	Corporate Governance
2	Energy Consumption and Efficiency	**9**	Promoting Safety Culture Among Employees and Contractors	**21**	Information Security
3	Water Resource Management	**10**	Food Security	**22**	Customer Engagement
		11	Geological Safety		
		12	Employee Development and Well-Being		
		13	Employment and Decent Working Conditions		
		14	Contribution to Host Region Development		

Environmental Aspect		Social Aspect		Governance Aspect	
PRIORITY LEVEL 2					
4	Product Safety and Quality	**15**	Emergency Preparedness	**23**	Sustainable Supply Chain
5	Climate Change	**16**	Sustainable Agriculture	**24**	Anti-Corruption and Ethics
		17	Respect for Human Rights	**25**	Risk Management
		18	Professional and Athletic Development for Young People		
PRIORITY LEVEL 3					
6	Air Quality Protection	**19**	Diversity and Equal Opportunity		
7	Biodiversity Conservation				



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Appendix 2. Independent Practitioner's Assurance Report

To the Board of Directors of P]SC Uralkali:

Scope of limited assurance engagement

We performed an assurance engagement in accordance with International Standard on Assurance Engagements (ISAE) 3000 (revised) to provide limited assurance of the Selected data prepared in accordance with the Global Reporting Initiatives Standards (the "GRI Standards") presented in the Sustainability Report of P]SC Uralkali (the "Company") for the year ended 31 December 2025 (the "Report").

Selected Data

We carried out limited assurance procedures on accuracy of the following data related to 2025 and included into the Report, as follows:

1. Of the Selected key performance indicators specified below in the section Selected non-financial performance data for limited assurance, related to 2025 and included into the Report; and
2. The Company's self-declaration of preparing its Report in accordance with the GRI Standards as stated in the section Appendix 5. GRI Index Table of the Report.

Our key limited assurance procedures

To achieve limited assurance, the ISAE 3000 (revised) requires that we review the processes, systems and competencies used to compile the areas on which we provide our assurance. Considering the risk of material error, we planned and performed our work to obtain all of the information and explanations we considered necessary to provide sufficient evidence to support our limited assurance conclusion.

To form our conclusion, we undertook the following procedures:

- Analyzed on a sample basis the key systems, processes, policies and controls relating to the collation, aggregation, validation and reporting processes of the selected sustainability performance indicators;
- Interviewed employees of the Company responsible for sustainability performance, policies and corresponding reporting;
- Conducted selective substantive testing to confirm accuracy of received data to the selected key performance indicators;
- Made inquiries of management and senior executives to obtain an understanding of the overall governance and internal control environment, risk management, materiality assessment and stakeholder engagement processes relevant to the identification, management and reporting of the sustainability matters and selected performance indicators;
- Performed selective review of disclosures in the Report on compliance with the GRI Standards.

Inherent limitations and restriction on use

Inherent limitations exist in all limited assurance engagements due to the selective testing of the information being examined. Therefore fraud, errors or non-compliance may occur and not be detected. Additionally non-financial information, such as that included in the Report is subject to more inherent limitations than financial information, given the nature and methods used to determine, calculate and sample or estimate such information.

Our work has been undertaken so that we might state to the Company those matters we are required to state to them in this Report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Company for our work, for this Report, or for the conclusions we have formed.

Our engagement provides limited assurance as defined in ISAE 3000 (revised). The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement and consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

Roles and responsibilities

The Company's Board of Directors is responsible for the preparation, accuracy, completeness and reliability of the sustainability information and statements contained within the Report. It is responsible for determining the Company's sustainability objectives and for establishing and maintaining appropriate performance management and internal control systems from which the reported information is derived.

Our responsibility is to express a conclusion on the Selected Data based on our procedures. We conducted our limited assurance engagement in accordance with the ISAE 3000 (revised).

Independence and quality control

We comply with the requirements of professional ethics and independence applicable to our engagement in the Russian Federation, including the requirements of the Auditor's Independence Rules and the Auditor's Professional Ethics Code, as well as the International Ethics Standards Board for Accountants' Code of Ethics for Professional Accountants.

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

Selected non-financial performance data for limited assurance

We have been engaged by the Board of Directors of the Company to perform limited assurance procedures on accuracy of the following key performance data for 2025 included into the Report:

Energy	Total energy consumption, GJ; Total electricity purchased, GJ; Total electricity transferred from non-renewable sources, GJ; Total heat purchased (including steam), GJ; Total heat transferred from non-renewable sources, GJ; Total fuel consumption by fuel type, GJ; Energy intensity, GJ/tonne of product;
Water resources	Total water withdrawal, thousand m^3 and broken down by source type, thousand m^3; Total water discharge, thousand m^3; Total water discharge broken down by destination, thousand m^3; Water sold to third parties, thousand m^3; Total water discharge broken down by wastewater quality, thousand m^3;
Greenhouse gas emissions	Total direct GHG emissions (Scope 1), total tonnes of CO_2-equivalent and broken down by recorded gas: • Carbon dioxide, tonnes of CO_2-equivalent; • Methane, tonnes of CO_2-equivalent; • Nitrous oxide, tonnes of CO_2-equivalent; Total energy indirect GHG emissions (Scope 2), tonnes of CO_2-equivalent; Emissions intensity (Scope 1 and 2), tonnes of CO_2-equivalent/tonne of product;
Air emissions	Total air emissions, tonnes;
Waste	Total waste generation, tonnes; Total waste recycled and reused, tonnes; Waste disposed on-site, tonnes; Share of production waste utilised through backfilling, %;
Occupational and Industrial Safety	Indicators for the Company's employees: • Total number of accidents, cases; • Number of fatalities, cases; • Rate of high-consequence work-related injuries, number of cases per 1 million hours worked; • Lost Time Injury Frequency Rate (LTIFR), number of cases per 1 million hours worked;
Personnel Management	Headcount at the year-end, persons and broken down: • By gender, persons; • By age group, persons; Average headcount, persons; Employee turnover, %;
Charity	Charitable contributions, million rubles.

Limited assurance conclusion

Based on the procedures performed and evidence obtained as part of limited assurance engagement, nothing has come to our attention that causes us to believe that the aforementioned Selected Data, as specified above in the section Roles and responsibilities, is not prepared in accordance with the GRI Standards or is materially misstated.

Timur Musliddinovich Tursunov
(ORNZ № 21906101272)
Engagement partner
Acting based on the power of attorney issued by the General Director on 09.09.2025 authorizing to sign off the audit report on behalf of AO "Business Solutions and Technologies"
(ORNZ № 12006020384)

Moscow, Russia
29 June 2026

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Appendix 3: Key Internal Documents on ESG

[GRI 2-23]

Report Section	Internal Regulations
Environmental Aspect	
Environmental Protection	Environmental Policy
Product Safety and Quality	Technical Policy Quality Policy Quality Manual Process Regulations
Climate Change	Standard on Quantitative Assessment of Greenhouse Gas Emissions Standard on Quantitative Assessment of the Carbon Footprint of Products
Energy Consumption and Efficiency	Energy Conservation Programme 2028 Regulations on Enhancing Operational Efficiency
Social Aspect	
Safety	Occupational Health and Safety Policy Industrial Safety Policy Statement Occupational Health and Safety Management System standards Regulations on the Labour Protection Management System Regulations on the Industrial Safety Management System Professional Risk Assessment Procedure Road Safety Standard Regulations on the Internal Investigation of Incidents Cardinal Rules Regulations on the Procedure for Recording Minor Injuries (Microtraumas) to Employees
Employee Well-Being	Human Resources Policy Code of Corporate Culture Regulations on Career Guidance and Engagement with Young Professionals Regulations on Employee Compensation Regulations on Employee Bonuses
Human Rights	Human Rights Policy Diversity and Inclusion Policy Regulations on Ethical Commissioners Human Rights Risk Due Diligence Methodology
Local Communities	Corporate Social Responsibility Policy Charity and Sponsorship Policy Local Community Engagement Policy
Governance Aspect	
Corporate Governance	Uralkali's Charter Code of Corporate Governance Regulations on the General Meeting Regulations on the Board of Directors Regulations on the Management Board Corporate Governance Policy Regulations on the Revision Commission Regulations on Committees of the Board of Directors Regulations on Remuneration and Reimbursement of Directors Director Induction Regulations Risk Management and Internal Control Policy Regulations on the Dividend Policy Regulations on Information Policy
Anti-Corruption and Ethics	Anti-Corruption Policy Supplier Code of Ethics Regulations on Conflict of Interest Main Principles of Global Antitrust Compliance Policy Anti-Fraud and Anti-Corruption Programme Regulations on Giving and Receiving Business Gifts
Supply Chain	Procurement Policy
Information Security and Personal Data Protection	Information Security Policy Regulations on the Information Security Management System Personal Data Processing Policy Personal Data Processing Register Personal Data Privacy Regulations

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Appendix 4: Key Quantitative Data[1]

Environmental Aspect (E)

Management's Approach to Environmental Protection

Indicator	Unit	2022	2023	2024	2025
Total environmental costs and investments					
Total environmental costs and investments, including[2]:	**RUB thousand**	**7,693,709**	**7,625,416**	**7,358,820**	**7,907,936**
Current environmental protection costs	RUB thousand	2,917,120	3,406,048	3,866,306	4,333,241
Capital investments in environmental protection	RUB thousand	4,761,776	4,203,250	3,465,944	3,566,836
Payments for negative environmental impact	RUB thousand	13,837	14,867	17,280	6,737
Environmental fees	RUB thousand	976	1,243	1,465	1,121
Funds recovered as compensation for non-compliance with environmental legislation (excluding fines for environmental impact)	RUB thousand	0	8	7,825	0
Current environmental protection costs in total and by category					
Current environmental protection costs, including[3]:	**RUB thousand**	**2,917,120**	**3,406,048**	**3,866,306**	**4,333,241**
biodiversity conservation and natural area protection	RUB thousand	–	3,402	4,277	5,856
air quality protection and climate change mitigation	RUB thousand	–	349,365	393,673	495,926
protection and sustainable use of water resources, wastewater treatment	RUB thousand	–	332,258	392,522	503,896
waste management	RUB thousand	–	2,679,972	2,995,285	3,263,215
protection and sustainable use of land, land rehabilitation	RUB thousand	–	22,010	33,209	39,974
protection from noise, vibration and other types of physical impacts	RUB thousand	–	247	121	284
ensuring environmental radiation safety	RUB thousand	–	0	0	0
research and development to reduce negative anthropogenic environmental impacts	RUB thousand	–	3,285	2,572	3,572
other environmental protection activities	RUB thousand	–	15,509	44,647	20,518
Total CAPEX spent on environmental protection and the sustainable use of natural resources[1]					
Total CAPEX spent on environmental protection and the sustainable use of natural resources	RUB thousand	4,761,776	4,203,250	3,465,944	3,566,836
Non-compliance with environmental legislation and regulatory requirements[1]					
Number of notices for environmental legislation violations	notices	0	0	0	0
Total monetary value of fees, fines, and penalties for non-compliance with environmental legislation and regulatory requirements	RUB thousand	0	0	0	0
Accidents and incidents that resulted in negative environmental impacts (including those resulting from man-made emergencies)					
Number of accidents and incidents that resulted in negative environmental impacts	cases	–	0	0	0

Water Resources

Indicator	Unit	2022	2023	2024	2025
Total water withdrawal by source type					
Total water withdrawal	**thousand m³**	**19,989**	**22,186**	**23,505**	**21,152**
surface water (including swamps, rivers, lakes)	thousand m³	15,566	17,323	18,602	16,125
groundwater	thousand m³	1,714	1,943	1,861	2,039
rainwater collected and stored by Uralkali	thousand m³	1,065	1,037	1,218	1,234
seawater	thousand m³	0	0	0	0

[1] In this Appendix, the totals may differ slightly from the sum of the components due to rounding.
[2] The figures for 2023 and 2024 have been revised to reflect the inclusion of biodiversity conservation and natural area protection expenditure in current environmental protection costs.
[3] Data was not collected by category until 2023.

[1] Data covers Uralkali PJSC only.

Indicator	Unit	2022	2023	2024	2025
produced water	thousand m³	0	0	0	0
Third-party water (municipal and other water supply systems), including:	thousand m³	1,644	1,882	1,824	1,753
surface water (including swamps, rivers, lakes)	thousand m³	0	0	0	0
groundwater	thousand m³	1,525	1,767	1,700	1,619
rainwater collected and stored by Uralkali	thousand m³	0	0	0	0
seawater	thousand m³	0	0	0	0
produced water	thousand m³	0	0	0	0
drinking water from water supply systems	thousand m³	120	116	123	134
Total water withdrawal by water type					
Total water withdrawal, including:	**thousand m³**	**19,989**	**22,186**	**23,505**	**21,152**
freshwater	thousand m³	17,350	19,847	21,915	19,858
other water	thousand m³	2,640	2,339	1,589	1,293
Total water discharge					
Total water discharge	**thousand m³**	**14,656**	**14,426**	**14,031**	**13,333**
Total water discharge by destination, including:	thousand m³	10,907	10,565[1]	10,097	9,552
surface water (including swamps, rivers, lakes)	thousand m³	7,620	7,889	7,155	6,805
groundwater	thousand m³	0	0	0	0
rainwater collected and stored by Uralkali	thousand m³	0	0	0	0
seawater	thousand m³	158	149	133	0
third-party water	thousand m³	3,128	2,526	2,809	2,747
water sold to third parties	thousand m³	3,749	3,861	3,935	3,781
Total water discharge by wastewater quality					
Total water discharge by wastewater quality, including:	**thousand m³**	**10,874[2]**	**10,565[1]**	**10,097**	**9,552**
clean (according to the standard)	thousand m³	0	0	0	0
treated (according to the standard)	thousand m³	4,831	5,063	4,713	4,709
insufficiently treated	thousand m³	5,331	4,794	4,762	4,197
contaminated (without treatment)	thousand m³	712	708	622	646

[1] The total water discharge figures for 2023 have been revised from those previously disclosed due to the correction of a technical error that was identified.
[2] In 2022, the total water discharge by wastewater quality differed from the total water discharge by destination due to variations in reporting boundaries (data for SMT BSSU LLC and Avtotranskali LLC were excluded).

Indicator	Unit	2022	2023	2024	2025
Total water discharge by water type					
Total water discharge, including:	**thousand m³**	**10,874[1]**	**10,565**	**10,097**	**9,552**
freshwater	thousand m³	1,295	1,275	1,218	1,185
other water	thousand m³	9,578	9,290	8,879	8,367
Total water consumption					
Total water consumption	thousand m³	5,333	7,760	9,474	7,818
Water consumption intensity					
Water consumption intensity	m³/tonne of product	0.75	0.79	0.73	0.59
Volume of water consumption in recycling and circulating water supply systems[2]					
Water consumption in recycling and circulating water supply systems	thousand m³	91,080	104,070	112,490	109,713
Recycling and circulating water surplus against water consumption rate	multiplicity	19	14	12	14
Chemical oxygen demand (COD) of discharged wastewater					
Chemical oxygen demand of discharged wastewater	t	201	188	158	137

Waste

Indicator	Unit	2022	2023	2024	2025
Total generated waste by hazard class					
Total generated waste	**t**	**19,970,611**	**28,983,789**	**34,180,477**	**35,498,664**
Hazardous waste, including:	t	1,919	1,375	1,111	1,555
hazard class I	t	2	3	0	2
hazard class II	t	7	10	9	5
hazard class III	t	1,909	1,362	1,101	1,548
Non-hazardous waste, including:	t	19,968,692	28,982,414	34,179,366	35,497,108
hazard class IV	t	4,319	5,582	6,088	6,125
hazard class V	t	19,964,372	28,976,832	34,173,278	35,490,984
Total volume of waste recycled and reused					
Total volume of waste recycled and reused	**t**	**21,635,447**	**27,868,422**	**30,361,733**	**28,852,388**

[1] In 2022, data for SMT BSSU LLC and Avtotranskali LLC were not included in the total water discharge by water type.
[2] Data covers Uralkali P]SC only.

Indicator	Unit	2022	2023	2024	2025
waste recycled, including:	t	18,763,483	27,832,267	30,333,207	28,822,250
hazardous waste	t	0	0	0	0
non-hazardous waste	t	18,763,483	27,832,267	30,333,207	28,822,250
Waste reused, including:	t	0	0	0	0
hazardous waste	t	0	0	0	0
non-hazardous waste	t	0	0	0	0
Waste transferred to third-party organisations for disposal, including:	t	2,871,964	36,155	28,526	30,138
hazardous waste	t	1,656	1,214	909	1,419
non-hazardous waste	t	2,870,308	34,941	27,617	28,719
Total waste disposed					
Total waste disposed	**t**	**2,565,998**	**6,175,006**	**9,032,917**	**10,749,283**
Waste deposited on company premises, including:	t	2,545,897	6,153,388	9,014,032	10,743,741
hazardous waste	t	0	0	0	0
non-hazardous waste	t	2,545,897	6,153,388	9,014,032	10,743,741
Waste deposited at a municipal landfill, including:	t	19,576	21,171	18,538	5,303
hazardous waste	t	7.5	1.6	18.3	7.4
non-hazardous waste	t	19,568	21,170	18,520	5,296
Waste transferred to third-party organisations for neutralisation and storage, including:	t	367	284	345	239
hazardous waste	t	253	157	183	136
non-hazardous waste	t	114	127	162	103
Waste transferred to third-party organisations for treatment, including:	t	159	163	2	1
hazardous waste	t	0	0	0	0
non-hazardous waste	t	159	163	2	1
Waste incinerated, including:	t	0	0	0	0
hazardous waste	t	0	0	0	0
non-hazardous waste	t	0	0	0	0
Waste landfilled, including:	t	0	0	0	0
hazardous waste	t	0	0	0	0
non-hazardous waste	t	0	0	0	0
Waste intensity					
Waste intensity	t/t of product	2.95	2.96	2.64	2.68

Climate and Energy Efficiency

Indicator	Unit	2022	2023	2024	2025
Total GHG emissions (Scope 1 and 2)					
Greenhouse gas emissions	**t of CO_2e**	**1,216,210**	**1,503,862**	**1,739,913**	**1,745,077**
Direct GHG emissions (Scope 1)	t of CO_2e	774,725	945,682	1,108,560	1,057,669
Energy indirect GHG emissions (Scope 2)	t of CO_2e	441,485	558,180	631,353	687,407
GHG emissions intensity (Scope 1 and 2)					
GHG emissions intensity (Scope 1 and 2)	t of CO_2/t of product	0.180	0.153	0.134	0.132
Total direct GHG emissions by recorded gas (Scope 1)					
Direct GHG emissions (Scope 1)	t of CO_2e	774,725	945,682	1,108,560	1,057,669
Carbon dioxide (CO_2)	t of CO_2e	771,684	942,111	1,104,896	1,054,463
Methane (CH_4)	t of CO_2e	446	529	653	578
Nitrous oxide (N_2O)	t of CO_2e	2,595	3,042	3,012	2,628
Total other indirect GHG emissions (Scope 3)					
Other Indirect GHG Emissions (Scope 3)	t of CO_2e	1,267,226	1,693,796	2,153,032	1,625,958
Carbon footprint of products					
Carbon footprint of products	t of CO_2/t of product	–	0.131	0.112	0.115
Total fuel consumption by fuel type					
Total fuel consumption, including:	**GJ**	**13,502,086**	**14,907,915**	**17,620,784**	**18,224,510**
natural gas	GJ	10,320,930	10,844,783	12,919,626	12,927,707
associated petroleum gas	GJ	2,592,052	3,373,949	3,912,624	4,636,670
diesel fuel	GJ	421,037	459,170	460,470	453,075
petrol	GJ	37,861	38,096	37,074	33,063
metallurgical coke	GJ	911	789	1,228	783
liquefied gas	GJ	4,098	3,776	3,925	3,567
kerosene	GJ	903	789	987	861
fuel oil	GJ	124,294	186,564	284,850	168,784
Consumption of renewable and low-carbon energy					
Total consumption of renewable and low-carbon energy	GJ	0	0	0	0

Indicator	Unit	2022	2023	2024	2025
Total purchased energy for own needs by energy type					
Total purchased energy, including:	**GJ**	**4,694,240**	**6,366,214**	**7,025,057**	**7,588,595**
electricity	GJ	3,783,132	5,227,852	6,014,328	6,487,210
heat (including steam)	GJ	911,108	1,138,362	1,010,729	1,101,385
Total energy transferred to third-party consumers					
Total energy transferred, including:	**GJ**	**115,233**	**99,425**	**107,039**	**411,034**
electricity generated from non-renewable sources[1]	GJ	18,839	17,849	18,565	330,395
heat generated from non-renewable sources	GJ	96,394	81,576	88,474	80,639
Total energy consumption					
Total energy consumption	**GJ**	**18,196,325**	**21,174,704**	**24,538,802**	**25,402,071**
Energy intensity	GJ/t of product	2.687	2.161	1.895	1.915
Reduction of energy consumption					
Energy resources saved, including:	**GJ**	**299,956**	**350,171**	**298,713**	**232,919**
electricity	GJ	38,619	61,934	126,742	100,335
natural gas	GJ	261,336	288,236	171,971	132,584
heat	GJ	–	–	–	–

Air Emissions

Indicator	Unit	2022	2023	2024	2025
Total emissions of pollutants					
Gross emissions of pollutants, including:	**t**	**5,973**	**5,022**	**5,747**	**6,062**
NOx emissions	t	2,508	1,194	1,559	1,675
SOx emissions	t	92	182	197	143
particulate matter emissions	t	1,840	2,521	2,845	3,123
volatile organic compounds (VOCs)	t	152	111	157	190
CO emissions	t	1,307	931	911	848
other gaseous and liquid substances	t	73	83	79	82
Air emission intensity					
Air emission intensity	kg/t of product	0.88	0.51	0.44	0.46

[1] Electricity transferred to third-party consumers is excluded from Uralkali's consumption, classified as transit. These consumers maintain direct contracts with energy suppliers, independent of Uralkali's usage.

Indicator	Unit	2022	2023	2024	2025
Air emission intensity for hazard classes I and II	thousand t/unit of product	-	0.000005	0.000005	0.000003
Air emission intensity for hazard classes III and IV	thousand t/unit of product	-	0.0005	0.0004	0.0004

Biodiversity and Land Reclamation

Indicator	Unit	2022	2023	2024	2025
Total release of sterlet fry[1]					
Total release of sterlet fry	thousand	50	71	53	66
Disturbed and reclaimed land[1]					
Disturbed land at the beginning of the year	ha	1,884.2	1,863.6	1,908.1	1,908.1
Disturbed land during the year	ha	0.0	88.3	0.0	66.8
Reclaimed land during the year	ha	20.7	43.8	0.0	52.0
Disturbed land at the end of the year	ha	1,863.6	1,908.1	1,908.1	1,922.9

Social Aspect (S)

Safety

Data for Uralkali's employees

Indicator	Unit	2022	2023	2024	2025
Total OHS costs and investments[2]					
OHS costs and investments	RUB million	1,478,059	1,500,715	1,797,833	1,896,443
Average OHS costs per employee	RUB thousand	69,337	69,183	83,206	89,480
Total fire safety and emergency response costs and investments					
Fire safety and emergency response costs and investments	RUB million	726,756	767,824	976,630	1,081,053
Coverage of OHS management system					
Employees covered by an OHS management system	persons	13,531	13,417	13,367	13,174
Employees covered by an OHS management system that underwent internal audit[3]	persons	13,531	13,417	13,367	13,174

[1] Data covers Uralkali PJSC only.
[2] The amount excludes fire safety and emergency response costs.
[3] All Uralkali employees are considered covered by an occupational health and industrial safety management system, which has been internally audited, provided at least one unit/asset has undergone such an audit.

Indicator	Unit	2022	2023	2024	2025
Lost Time Injury Frequency Rate (LTIFR)[1]					
Lost Time Injury Frequency Rate (LTIFR)	number of cases per 1 million hours worked	0.411	0.402	0.514	0.503
	number of cases per 200,000 hours worked	0.082	0.080	0.103	0.101
Total Recordable Injury Rate (TRIR)					
Total Recordable Injury Rate (TRIR)	number of cases per 200,000 hours worked	0.106	0.121	0.166	0.260
Lost Day Rate (LDR)					
Lost Day Rate (LDR)		4.306	6.960	5.428	7.280
Work-related accidents and injuries					
Total number of accidents[1]	cases	14	14	18	17
Number of fatalities	cases	2	1	1	6
Work-related fatal injury frequency rate (FIFR)	number of cases per 1 million hours worked	0.059	0.029	0.029	0.177
	number of cases per 200,000 hours worked	0.012	0.006	0.006	0.035
Number of high-consequence work-related injuries[2]	cases	1	5	7	2
Number of minor injuries	cases	4	7	11[3]	27
Rate of high-consequence work-related injuries[4]					
Rate of high-consequence work-related injuries	number of cases per 1 million hours worked	0.029	0.144	0.200	0.059
	number of cases per 200,000 hours worked[5]	0.006	0.029	0.040	0.012
Number of hours worked					
Total number of hours worked	person-hours	34,093,378	34,825,884	35,006,676	33,817,134
Number of days lost for temporary disability					
Number of days lost for temporary disability due to work-related injuries	days	734	1,212	950	1,231

[1] Total injuries, including fatalities. The scope of disclosure includes only work-related incidents.
[2] Excluding fatal and mild cases.
[3] The data for 2024 has been revised from the figures disclosed in the 2024 Sustainability Report due to the correction of a technical error that was identified.
[4] Excluding fatal and mild cases.
[5] The data for 2022–2024 has been revised from the figures disclosed in the 2024 Sustainability Report due to the correction of a technical error that was identified.

Indicator	Unit	2022	2023	2024	2025
Work-related ill health					
Number of identified work-related ill health among employees (first identified cases)	cases	0	2	6	2
Number of fatalities as a result of work-related ill health	cases	0	0	0	0
Health and safety training					
Health and safety training	**person-courses**	**13,660**	**12,316**	**11,425**	**10,986**
Industrial safety	person-courses	10,331	9,004	7,271	6,759
Occupational health	person-courses	3,329	3,312	4,154	4,227
Number of employees trained and certified in OHS[1]	persons	9,421	8,872	9,402	9,475
Transport incidents					
Total number of transport incidents	cases	82	100	120	100
Technical emergencies and occupational incidents					
Total number of technical emergencies and occupational incidents	**cases**	**1**	**1**	**1**	**3**
Number of technical emergencies	cases	0	0	0	0
Number of occupational incidents	cases	1	1	1	3

Contractor Indicators

Indicator	Unit	2022	2023	2024	2025
Lost Time Injury Frequency Rate (LTIFR)[2]					
Lost Time Injury Frequency Rate (LTIFR)	number of cases per 200,000 hours worked	0.175	0.048	0.093	0.120
	number of cases per 1 million hours worked	0.874	0.242	0.464	0.601
Accidents and Injuries					
Total number of accidents[2]	cases	6	2	4	3
Number of fatalities	cases	1	0	2	0
Number of high-consequence work-related injuries[3]	cases	2	0	1	1
Number of hours worked					
Total number of hours worked	person-hours	6,863,219	8,250,000	8,620,486	4,992,487

[1] Data covers Uralkali PJSC only.
[2] Total injuries, including fatalities. The scope of disclosure includes only work-related incidents.
[3] Excluding fatal and mild cases.

Employee Well-Being

Indicator	Unit	2022	2023	2024	2025
Total expenses on social programmes for employees, including average expenses per employee					
Expenses on social programmes for employees	RUB million	1,602	1,789	2,151	2,235
Average expenses on social programmes per employee	RUB thousand	73	81	97	103
Expenses on organising and conducting medical activities for employees	RUB million	324	346	382	481
Average expenses on organising and conducting medical activities per employee	RUB thousand	15	16	17	22
Average headcount					
Total employees	**persons**	**21,317**	**21,692**	**21,607**	**21,194**
Headcount by gender (year-end)					
Total employees	**persons**	**21,957**	**22,144**	**22,121**	**21,679**
Men	persons	15,309	15,596	15,453	15,090
Women	persons	6,648	6,548	6,668	6,589
Headcount by age group (year-end)					
Total employees	**persons**	**21,957**	**22,144**	**22,121**	**21,679**
18 to 30 years old	persons	3,203	3,238	3,360	3,281
30 to 35 years old	persons	2,822	2,515	2,167	1,941
35 to 40 years old	persons	3,969	4,000	3,808	3,470
40 to 50 years old	persons	6,714	6,865	7,014	6,956
50 to 60 years old	persons	4,061	4,242	4,418	4,585
Over 60 years old	persons	1,188	1,284	1,354	1,446
Headcount by age group in percentage (year-end)					
Under 30 years old	%	15	15	15	15
30 to 50 years old	%	62	60	59	57
50+	%	24	25	26	28
Headcount by employment contract type (year-end)					
Open-ended (permanent) contracts	**persons**	**21,166**	**21,233**	**21,200**	**20,830**
	%	**96.4**	**95.9**	**95.8**	**96.1**
By gender:					
women	persons	–	6,175	6,229	6,139
men	persons	–	15,058	14,971	14,691
By region:					
Moscow	persons	–	69	38	29
Saint Petersburg	persons	–	447	450	441
Perm Region	persons	–	20,625	20,619	20,270
Republic of Buryatia	persons	–	–	1	1
Outside the Russian Federation	persons	–	92	92	89
Fixed-term contracts	**persons**	**791**	**911**	**921**	**849**
	%	**3.6**	**4.1**	**4.2**	**3.9**
By gender:					
women	persons	–	373	439	442
men	persons	–	538	482	407
By region:					
Moscow	persons	–	2	1	1
Saint Petersburg	persons	–	18	25	18
Perm Region	persons	–	891	883	825
Republic of Buryatia	persons	–	–	1	1
Outside the Russian Federation	persons	–	–	11	4
Headcount by employment type (year-end)					
Part-time employment	**persons**	**75**	**95**	**60**	**15**
By gender:					
women	persons	–	73	45	12
men	persons	–	22	15	3
By region:					
Moscow	persons	–	8	0	0
Saint Petersburg	persons	–	24	10	4
Perm Region	persons	–	63	50	11
Outside the Russian Federation	persons	–	–	–	-
Full-time employment	**persons**	**21,882**	**22,049**	**22,061**	**21,664**
By gender:					
women	persons	–	6,475	6,623	6,577
men	persons	–	15,574	15,438	15,087
By region:					
Moscow	persons	–	63	39	30
Saint Petersburg	persons	–	441	465	455
Perm Region	persons	–	21,453	21,452	21,084
Republic of Buryatia	persons	–	–	2	2

Indicator	Unit	2022	2023	2024	2025
Outside the Russian Federation	persons	–	92	103	93
Headcount by employee category (year-end)					
Total employees	**persons**	**21,957**	**22,144**	**22,121**	**21,679**
Managers, specialists	persons	6,930	6,777	6,877	6,665
Clerks	persons	132	133	122	104
Workers	persons	14,895	15,234	15,122	14,910
Headcount by region (year-end)					
Total employees	**persons**	**21,957**	**22,144**	**22,121**	**21,679**
Moscow	persons	63	71	39	30
Saint Petersburg	persons	457	465	475	459
Perm Region	persons	21,358	21,516	21,502	21,095
Republic of Buryatia	persons	–	–	2	2
Outside the Russian Federation	persons	79	92	103	93
Non-regular workers controlled by Uralkali					
Non-regular workers controlled by Uralkali	**persons**	**865**	**790**	**588**	**114**
By gender:					
women	persons	119	70	59	19
men	persons	746	720	529	95
By region:					
Moscow	persons	16	13	12	2
Saint Petersburg	persons	2	4	9	10
Perm Region	persons	846	773	565	98
other	persons	1	0	2	4
Average annual salary					
Average annual salary	RUB	1,091,796	1,254,732	1,494,000	1,639,080
Ratios of standard entry level wage[1] of employees compared to local minimum wage in significant regions of the company's presence					
Moscow		3.91	3.71	3.38	3.35
Saint Petersburg		1.11	1.70	1.73	1.63
Perm Region		1.00	1.00	1.07	1.00

[1] All employees, regardless of gender, receive equal pay for equal work, taking into account factors such as hours worked and performance. The entry-level wage refers to the minimum remuneration paid to lower-grade employees working full time.

Indicator	Unit	2022	2023	2024	2025
Ratio of wages for men and women[1]					
Ratio of average hourly wage (men to women)		1.6	1.6	1.6	1.5
Ratio of bonus payments (men to women)		2.0	2.8	1.6	1.9
Number of employees who received support during a difficult life situation					
Number of employees who received support (financial and non-financial, including permanent or temporary changes to working conditions) during a difficult life situation related to a family member's illness	persons	4	1	3	1
Proportion of senior management[2] hired from the local community					
Perm Region	%	88.8	90.3	89.2	88.4
Moscow	%	100.0	100.0	83.3	83.3
Saint Petersburg	%	100.0	100.0	93.3	93.8
Other	%	0.0	0.0	25.0	25.0
Total for Uralkali	%	88.7	90.1	88.2	87.5
New employee hires					
New employee hires	**persons**	**4,477**	**4,452**	**4,353**	**3,547**
	% of the average headcount	**21.0**	**20.5**	**20.1**	**16.7**
By gender:					
women	persons	1,285	1,349	1,481	1,147
men	persons	3,192	3,103	2,872	2,400
By age:					
18 to 30 years old	persons	2,038	2,056	2,153	1,763
30 to 35 years old	persons	638	510	382	307
35 to 40 years old	persons	628	581	511	411
40 to 50 years old	persons	795	848	777	648
50 to 60 years old	persons	291	315	317	276
Over 60 years old	persons	87	142	213	142
By region:					
Perm Region	persons	4,373	4,348	4,243	3,466
Moscow	persons	24	14	4	3

[1] The gender pay gap reflects legal restrictions that prohibit women from being employed in certain high-paying occupations under Russian Federation legislation.
[2] Senior management includes the CEO, Head of Division, Deputy Director, Chief Accountant, Deputy Chief Accountant, Head of Department, Chief Engineer, Head of Mine, Head of Plant, Head of Complex, Project Manager, Deputy Project Manager.

Indicator	Unit	2022	2023	2024	2025
Saint Petersburg	persons	50	90	87	59
other	persons	30	0	19	19
Employee turnover					
Employee turnover[1]	**%**	**11.29**	**11.18**	**12.45**	**11.32**
By gender[2]:					
women	%	2.51	2.74	3.11	2.75
men	%	7.25	7.08	7.98	8.57
By age:					
18 to 30 years old	%	2.62	2.76	2.94	3.46
30 to 35 years old	%	1.46	1.20	1.30	1.17
35 to 40 years old	%	1.43	1.37	1.51	1.71
40 to 50 years old	%	1.79	1.97	2.27	2.47
50 to 60 years old	%	1.47	1.39	1.60	1.52
Over 60 years old	%	0.99	1.13	1.48	1.00
By region:					
Moscow	%	0.08	0.05	0.03	0.02
Saint Petersburg	%	0.33	0.27	0.23	0.25
Perm Region	%	10.64	10.79	12.10	10.97
Outside the Russian Federation	%	0.24	0.07	0.09	0.08
By management level:					
all managers	%	0.66	0.69	0.82	0.96
junior managers	%	0.09	0.06	0.77	0.87
senior managers	%	0.57	0.63	0.05	0.08
By employee category:					
workers	%	7.06	7.22	8.43	8.82
managers	%	1.29	1.16	1.17	1.14
specialists/clerks	%	1.42	1.44	1.50	1.36
Voluntary employee turnover[3]	**%**	**7.09**	**6.97**	**8.09**	**7.60**
Recruitment costs					
Total new employee hires	RUB	8,124,000	11,943,438	15,494,669	15,726,593
including full-time employees	RUB	7,836,641	11,943,438	15,494,669	15,383,799
Percentage of employees receiving individual performance and career development reviews taken into account when determining remunerations[1]					
Percentage of employees	%	100	100	100	100
Employee engagement[2]					
Overall employee engagement, including:	%	64	61	60	–
among men	%	65	62	60	–
among women	%	63	60	60	–
Survey coverage (of total)	%	46	46	55	–
Diversity in senior management by gender					
Total	**persons**	**222**	**222**	**220**	**216**
Women	persons	44	47	44	45
	%	20	21	20	21
Men	persons	178	175	176	171
		80	79	80	79
Diversity in senior management by age					
Total	**persons**	**222**	**222**	**220**	**216**
18 to 30 years old	persons	0	0	0	0
30 to 35 years old	persons	6	3	1	1
35 to 40 years old	persons	23	24	22	19
40 to 50 years old	persons	108	101	95	93
50 to 60 years old	persons	67	72	79	84
Over 60 years old	persons	18	22	23	19
Number of employees with disabilities and share of total workforce					
Number of employees with disabilities (year-end)	persons	140	133	147	153
Share of employees with disabilities in the total workforce (year-end)	%	0.6	0.6	0.7	0.7
Employees of retirement age and their share of the total workforce					
Number of employees of retirement age	persons	1,102	989	1,066	904

[1] Based on the average staff headcount. The turnover figures for 2022–2024 have been recalculated based on the average headcount and may differ from the figures previously disclosed in the sustainability reports for the corresponding periods.
[2] The figures for 2022–2024, broken down by gender, age, region, management level, and employee category, are based on the average number of employees on the payroll. Starting from 2025, the calculation is based on the average headcount.
[3] Based on the average headcount. The turnover figures for 2022–2024 have been recalculated based on the average headcount and may differ from the figures previously disclosed in the sustainability reports for the corresponding periods.

[1] Management by objectives. Employees are assigned clear, measurable goals at least once a year in collaboration with their manager. Progress is systematically monitored throughout the performance period.
[2] No engagement survey was conducted in 2025.

Indicator	Unit	2022	2023	2024	2025
Share of employees of retirement age	%	5	5	5	4
Employees in the talent pool					
Workers	persons	505	479	550	663
Managers	persons	892	946	1,315	1,409
Specialists/clerks	persons	617	631	509	589
Total talent pool	persons	2,014	2,056	2,374	2,661
Employees taking parental leave					
Total employees taking parental leave	**persons**	**459**	**450**	**579**	**735**
Women	persons	449	438	477	453
Men	persons	10	12	102	282
Employees returning to work after parental leave					
Employees returning to work after parental leave	**persons**	**137**	**114**	**180**	**313**
Women	persons	133	108	127	134
Men	persons	4	6	53	179
Employees due to return after parental leave					
Employees due to return after parental leave	**persons**	**236**	**221**	**186**	**458**
Women	persons	231	215	132	242
Men	persons	5	6	54	216
Employees still employed 12 months after returning from parental leave					
Employees still employed 12 months after returning from parental leave	**persons**	**128**	**101**	**67**	**134**
Women	persons	127	99	67	95
Men	persons	1	2	0	39
Return-to-work rate					
Return-to-work rate	**%**	**58**	**52**	**97**	**68**
Women	%	58	50	96	55
Men	%	80	100	98	83
Retention rate					
Retention rate	**%**	**93**	**89**	**37**	**43**

Indicator	Unit	2022	2023	2024	2025
Women	%	95	92	53	71
Men	%	25	33	0	22
Average number of children under the age of 6 per employee[1]					
Average number of children under the age of 6 per employee		–	–	–	0.22
Average number of children per employee[1]					
Average number of children per employee		–	–	–	0.84
Share of employees with three or more children of the total workforce[1]					
Share of employees with three or more children of the total workforce	%	–	–	–	9
Amount of a lump-sum payment (including financial assistance) made to employees upon the birth of a child, payable during the first year after the child's birth[1]					
Amount of a lump-sum payment made to employees upon the birth of a child	RUB	–	–	–	10,000
Training hours					
Total training hours	**hours**	**1,478,224**	**1,473,443**	**1,630,083**	**1,751,797**
By gender:					
men	hours	1,173,164	1,109,044	1,214,841	1,310,272
women	hours	305,060	364,399	415,242	441,524
By employee category:					
workers	hours	–	–	1,060,122	1,014,570
managers/specialists	hours	–	–	567,886	734,931
clerks	hours	–	–	2,075	2,296
Total training hours (excluding mandatory training)	hours	605,012	642,109	658,443	662,016
Average number of training hours per year per employee					
Average number of training hours per year per employee	**hours/person**	**69.6**	**67.9**	**75.4**	**82.7**
By gender:					
men	hours/person	77	71	79	87
women	hours/person	46	56	62	67
By employee category:					
workers	hours/person	–	–	70	68
managers/specialists	hours/person	–	–	83	110

[1] Data has been collected since 2025.

Indicator	Unit	2022	2023	2024	2025
clerks	hours/person	–	–	17	22
Number of employees trained					
Number of employees trained	persons	18,179	20,503	20,677	21,331
Percentage of employees trained	%	83	93	93	98
Percentage of employees receiving regular performance and career development reviews					
Percentage of employees	%	30.3	60.3	66.3	77.6
Training costs					
Total training costs	RUB	81,023,895	90,828,397	111,128,544	77,011,581
Average training expenditure per employee	RUB	3,801	4,187	5,143	3,634
Employees of security contractors trained in human rights					
Percentage of employees of security contractors trained in human rights	%	100	100	100	100
Collective bargaining agreements					
Proportion of employees covered by collective bargaining agreements	%	93.8	93.5	93.4	93.4
Labour productivity					
Labour productivity	tonnes/person	–	1,204	1,599	1,648
Share of volunteers and corporate volunteer projects					
Number of corporate volunteer projects	projects	63	50	30	30
Number of volunteers	persons	587	600	400	400
Share of employees participating in corporate volunteer projects	%	2.75	2.77	1.85	1.89

Local communities

Indicator	Unit	2022	2023	2024	2025
Charitable expenditure by key focus area[1]					
Charitable contributions	**RUB million**	**1,032**	**1,290**	**1,568**	**977**
Uralchem for Veterans	RUB million	–	1	2	4
Uralchem for Children	RUB million	–	24	28	14
Uralchem for Cultural Traditions	RUB million	–	657	294	210
Uralchem for Education and Science	RUB million	–	245	153	76
Uralchem for the Regions	RUB million	–	207	901	507
Uralchem for Sports	RUB million	–	155	192	166
Percentage of production units that implement programmes of operations with local communities					
Percentage of production units that implement programmes of operations with local communities	%	100	100	100	100

[1] Charitable expenditures are recorded on an accrual basis in line with IFRS requirements. Area breakdowns began in 2023; therefore, area-specific expenditures are not available for 2022. Please note that charity expenditures do not include the cost of humanitarian product deliveries.

Sustainable Agriculture

Indicator	Unit	2022	2023	2024	2025
Number of participants in agronomic literacy improvement programmes[1]					
Number of events	events	79	88	130	169
Number of participants in agronomic literacy improvement programmes	persons	13,250	18,500	8,384	5,719
Number of demonstration sites	sites	86	72	157	86

Governance Aspect (G)

Indicator	Unit	2022	2023	2024	2025
Composition of the Board of Directors					
Total directors on the Board of Directors	persons	7	7	7	6
Number of non-executive directors	persons	6	5	6	5
Number of independent directors	persons	0	1	0	0
Number of women on the Board of Directors	persons	2	1	3	1
Activities of the Board of Directors					
Number of Board of Directors meetings	meetings	14	22	16	19
Board of Directors meeting attendance rate	%	100	92,2	100	100
Board of Directors by age group					
30-40	persons	1	0	0	0
40 to 50 years old	persons	2	1	4	2
50 to 60 years old	persons	4	6	3	4
60+	persons	0	0	0	0

[1] The figures for all periods are presented for Uralkali together with Uralchem Group.

Indicator	Unit	2022	2023	2024	2025
Tenure on the Board of Directors					
Less than 1 year	persons	3	0	3	2
1 to 3 years	persons	2	3	2	0
Over 3 years	persons	2	4	2	4
Composition and activities of the Management Board					
Number of Management Board meetings	meetings	9	9	9	13
Total members on the Management Board	persons	–	7	7	7
Business ethics					
Number of confirmed violations of internal business ethics codes	cases	2	3	4	6
Compliance with laws and regulations					
Significant fines for antitrust violations	RUB	0	0	0	0
Legal actions for anti-competitive behaviour or anti-trust violations	cases	0	0	0	0
Confirmed incidents of corruption					
Total confirmed incidents of corruption and fraud	incidents	24	21	12	10
Number of corruption and fraud enquiries received via the Hotline	calls	10	8	6	3
Number of employees disciplined or dismissed for violating anti-corruption laws and policy	persons	20	9	27	8
Number of confirmed cases of non-renewal or termination of contracts with business partners due to corruption-related violations	cases	6	5	5	3
Total fines and penalties related to anti-corruption law violations	RUB	0	0	0	0
Feedback channels					
Total enquiries received via the Hotline, including:	**calls**	**902**	**675**	**567**	**529**
procurement	calls	209	119	108	124
general	calls	256	227	189	161
recruitment and training	calls	74	51	72	73
IT	calls	78	71	70	55
safety	calls	63	48	7	6
labour relations	calls	9	9	8	17
sales	calls	114	57	47	44
OHS	calls	8	23	7	1
permit and access system	calls	0	0	–	–
social policy	calls	12	4	12	8
illiquid assets	calls	8	18	4	4
stocks	calls	0	0	–	–
embezzlement and corruption within departments	calls	10	8	6	9
information security	calls	0	0	–	–
corporate newspaper delivery	calls	1	0	–	–
logistics	calls	60	40	37	27
Supply chain					
Total procurement volume	RUB million	19,776	21,046	29,481	19,051
Total number of suppliers	suppliers	1,376	1,384	1,445	1,191
Percentage of suppliers that have undergone an ESG assessment, by total procurement value	%	13	38	40.5	54.6
Share of procurement among local suppliers					
Share of local suppliers in total number of suppliers[1]	%	96.4	97.5	98.0	97.6
Share of SMBs among local suppliers	%	81.6	82.9	82.3	81.3
Share of procurement of materials and supplies from Russian suppliers in total procurement[2]	%	74.0	80.2	81.3	77.7
Share of procurement of materials and supplies from SMBs among local suppliers[3]	%	42.2	41.7	32.9	30.1
Customer satisfaction survey					
Customer satisfaction[4]	%	97	89	81	91

[1] Local suppliers are defined as Russian suppliers.
[2] By total value of procurement, excluding procurement of works and services.
[3] By total value of procurement, excluding procurement of works and services. The figures for 2022–2024 have been revised from those previously published and are presented in this Report as a percentage of total procurement from local suppliers (previously, they were presented as a percentage of total procurement).
[4] The survey focused on customers from Russia (84%), as well as those from Kazakhstan, Georgia, Armenia, Azerbaijan, Uzbekistan, Kyrgyzstan, Moldova, and Belarus.

/ 05 Appendices

Appendix 5: GRI Index Table

Uralkali has prepared the Report in accordance with GRI standards for the reporting period from 1 January to 31 December 2025.

GRI Index		Report Section/Comments	Page
GRI 1: FOUNDATION 2021			
GRI 2: GENERAL DISCLOSURES 2021			
1. Organisational profile			
GRI 2-1	Organizational details	About the Company Appendix 1: About the Report Uralkali's headquarters are located in Berezniki, Perm Region, Russia	6 182
GRI 2-2	Entities included in the organisation's sustainability reporting	Appendix 1: About the Report Uralkali's financial reporting scope appears in the audited consolidated financial statements for 2025 The names of subsidiaries included in the scope of the report are not disclosed in accordance with Russian Government Resolution No. 1102 of 4 July 2023	182
GRI 2-3	Reporting period, frequency, and contact point	Appendix 1: About the Report Contact Information Uralkali prepares financial and sustainability reports annually for the calendar year The publication date of this Report is 29.06.2026	182 238
GRI 2-4	Restatements of information	Appendix 1: About the Report Uralkali indicates changes to prior period data in the Report, either in the text or in footnotes under relevant indicators	182
GRI 2-5	External assurance	Appendix 2: Assurance Report Uralkali engaged AO BST to provide independent assurance of selected data in the 2025 Sustainability Report to ensure high quality, accuracy, and completeness of the information, and to support improvements in the overall sustainability reporting process Uralkali relies on criteria such as the level of professional qualifications, the quality of services provided, and strict adherence to auditor independence requirements. The Sustainable Development Committee and the Board of Directors annually review the audit outcomes	188
2. Activities and employees of the organisation			
GRI 2-6	Activities, value chain and other business relationships	About the Company Supply Chain No significant changes occurred in Uralkali's operations or supply chain	6 160
GRI 2-7	Employees	Employee Well-Being Appendix 4: Key Quantitative Data Uralkali discloses partial information for this indicator due to the absence of centralised data collection for certain categories	84 194
GRI 2-8	Workers who are not employees	Appendix 4: Key Quantitative Data Uralkali discloses partial information for this indicator due to the absence of centralised data collection for certain categories	194
3. Corporate governance			
GRI 2-9	Governance structure and composition	Environmental Protection Corporate Governance Appendix 4: Key Quantitative Data Uralkali discloses partial information for this indicator due to confidentiality restrictions	36 142 194
GRI 2-10	Nomination and selection of the highest governance body	Corporate Governance	142
GRI 2-11	Chair of the highest governance body	Corporate Governance The Chair of Uralkali's Board of Directors does not serve as the CEO	142
GRI 2-12	Role of the highest governance body in overseeing the management of impacts	Sustainability Management Environmental Protection Corporate Governance	18 36 142
GRI 2-13	Delegation of responsibility for managing impacts	Sustainability Management Environmental Protection	18 36
GRI 2-14	Role of the highest governance body in sustainability reporting	Appendix 1: About the Report	182
GRI 2-15	Conflict of interest	Anti-Corruption and Ethics Uralkali discloses partial information for this indicator due to confidentiality restrictions	150
GRI 2-16	Communication of critical concerns	Corporate Governance Members of the Board of Directors regularly review management reports including those on critical concerns, discuss the implementation and updates of Uralkali's ESG Strategy goals Uralkali discloses partial information for this indicator due to confidentiality restrictions	142

GRI Index		Report Section/Comments	Page
GRI 2-17	Collective knowledge of the highest governance body	Sustainability Management No sustainability training was conducted for the Board of Directors during the reporting period	18
GRI 2-18	Evaluation of the performance of the highest governance body	Corporate Governance	142
GRI 2-19	Remuneration policies	Corporate Governance Uralkali discloses partial information for this indicator due to confidentiality restrictions	142
GRI 2-20	Process to determine remuneration	Corporate Governance Uralkali discloses partial information for this indicator due to confidentiality restrictions	142
GRI 2-21	Annual total compensation ratio	Uralkali does not disclose information for this indicator due to confidentiality restrictions	
4. Strategy, Policies, and Practices			
GRI 2-22	Statement on sustainable development strategy	Statement from the CEO Sustainability Management	2 18
GRI 2-23	Policy commitments	Human Rights Corporate Governance Anti-Corruption and Ethics Supply Chain Appendix 3: Key Internal Documents on ESG	108 142 150 160 192
GRI 2-24	Embedding policy commitments	Anti-Corruption and Ethics	150
GRI 2-25	Processes to remediate negative impacts	Human Rights Anti-Corruption and Ethics Uralkali currently lacks procedures for stakeholder participation in developing and improving grievance mechanisms, as well as processes to evaluate the effectiveness of these mechanisms	108 150
GRI 2-26	Mechanisms for seeking advice and raising concerns	Employee Well-Being Human Rights Anti-Corruption and Ethics	84 108 150
GRI 2-27	Compliance with laws and regulations	Environmental Protection Anti-Corruption and Ethics Appendix 4: Key Quantitative Data	36 150 194
GRI 2-28	Membership associations	Sustainability Management	18
GRI 2-29	Approach to stakeholder engagement	Sustainability Management Local Communities Supply Chain	18 112 160
GRI 2-30	Collective bargaining agreements	Employee Well-Being Appendix 4: Key Quantitative Data Uralkali determines working conditions for employees not covered by collective agreements individually through labour contracts	84 194
GRI 3: MATERIAL TOPICS 2021			
GRI 3-1	Process to determine material topics	Appendix 1: About the Report	182
GRI 3-2	List of material topics	Appendix 1: About the Report	182
GRI 3-3	Management of material topics	Stakeholder Engagement Uralkali addresses the management of material topics in relevant sections of the Report Uralkali discloses both the positive and negative impacts for each material topic. The absence of information on specific impacts indicates none occurred during the period	32
GRI 101: Biodiversity 2024			
GRI 101-2	Management of biodiversity impacts	Environmental Protection	36
GRI 101-4	Identification of biodiversity impacts	Environmental Protection	36
GRI 101-5	Locations with biodiversity impacts	Environmental Protection	36
GRI 101-6	Direct drivers of biodiversity loss	Environmental Protection	36
GRI 200: ECONOMIC			
GRI 202: Market Presence 2016			
GRI 202-1	Ratios of standard entry level wage by gender compared to local minimum wages	Appendix 4: Key Quantitative Data Uralkali discloses partial information for this indicator due to the absence of centralised data collection for certain categories	194

GRI Index		Report Section/Comments	Page
GRI 202-2	Proportion of senior management hired from the local community	Employee Well-Being	84
		Appendix 4: Key Quantitative Data	194
		Senior management includes the CEO, Head of Division , Deputy Director, Chief Accountant, Deputy Chief Accountant, Head of Department, Chief Engineer, Head of Mine, Head of Plant, Head of Complex, Project Manager, Deputy Project Manager	
		The company defines 'local' as 'Russian'	
		The Company defines significant operating regions as Russian regions	
GRI 203: Indirect Economic Impacts 2016			
GRI 203-1	Infrastructure investments and services supported	Local Communities	112
		Sustainable Agriculture	134
		Appendix 4: Key Quantitative Data	194
		Uralkali engages with local communities through charitable and sponsorship activities	
		Uralkali confirms no negative impacts on local communities or economies from infrastructure projects in the reporting period	
GRI 203-2	Significant indirect economic impacts	Local Communities	112
		The relevant sections provide a comprehensive list of indirect economic impacts identified in the reporting period. The absence of information on specific impacts indicates none occurred during the period	
GRI 204: Procurement Practices 2016			
GRI 204-1	Proportion of spending on local suppliers	Supply Chain	160
		Appendix 4: Key Quantitative Data	194
		Uralkali's primary operating region is the Perm Region	
GRI 205: Anti-Corruption 2016			
GRI 205-1	Operations assessed for risks related to corruption	Anti-Corruption and Ethics	150
		Uralkali discloses partial information for this indicator due to confidentiality restrictions	
GRI 205-2	Communication and training about anti-corruption policies and procedures	Anti-Corruption and Ethics	150
		Uralkali discloses partial information for this indicator due to the absence of centralised data collection for certain categories	
		In 2025, less than 50% of employees completed anti-corruption training	
		Uralkali informs contractors and business partners about its Anti-Corruption Policy and procedures. We publish the Anti-Corruption Policy and procedures on the Company website and include them in all procurement requests for proposals sent to suppliers	
GRI 205-3	Confirmed incidents of corruption and actions taken	Anti-Corruption and Ethics	150
		Appendix 4: Key Quantitative Data	194

GRI Index		Report Section/Comments	Page
GRI 206: Anti-Competitive Behaviour 2016			
GRI 206-1	Legal actions for anti-competitive behavior, anti trust, and monopoly practices	Anti-Corruption and Ethics	150
		Appendix 4: Key Quantitative Data	194
GRI 300: ENVIRONMENTAL			
GRI 302: Energy 2016			
GRI 302-1	Energy consumption within the organisation	Climate Change	50
		Appendix 4: Key Quantitative Data	194
		Uralkali calculates this indicator using methodologies aligned with Russian legislation	
		Uralkali discloses partial information for this indicator due to the absence of centralised data collection for certain categories	
GRI 302-2	Energy consumption outside of the organization	Uralkali does not track energy consumption outside the organisation	
GRI 302-3	Energy intensity	Climate Change	50
		Appendix 4: Key Quantitative Data	194
		Uralkali calculates energy intensity using data on all fuel, electricity, and heat used within the organisation's defined boundaries	
GRI 302-4	Reduction of energy consumption	Appendix 4: Key Quantitative Data	194
		The base year for calculating energy consumption reduction is 2017. Uralkali applies the following conversion factors to convert consumption from m^3 to G]:	
		• natural gas: 34.65	
		• associated petroleum gas: 42.74 and 41.18	
		To convert consumption from kWh (electricity) to G], Uralkali applies the conversion factor of 0.0036	
GRI 302-5	Reductions in energy requirements of products and services	Uralkali does not disclose information on this indicator due to the absence of centralised data collection	
GRI 303: Water and Effluents 2018			
GRI 303-1	Interactions with water as a shared resource	Environmental Protection	36
		Interaction with suppliers regarding the impact on water resources is governed by the Supplier Code of Ethics. Consultations on responsible water use may also be held with suppliers and product purchasers at their initiative	
		In addition, water-related impacts are taken into account as part of the ESG assessment of suppliers. The Company plans to refine its approach towards a more systematic consideration of water risks and responsible water use practices within the supply chain in the future	
		Until 2025, the Company had not set any strategic goals for water resource management	

GRI Index		Report Section/Comments	Page
GRI 303-2	Management of water discharge-related impacts	Environmental Protection Uralkali discloses partial information for this indicator due to the absence of centralised data collection for certain categories After treatment, wastewater is discharged into water bodies via designated outfalls, based on and in accordance with applicable permits (standard rates). Currently, Uralkali has not set any discharge targets. Discharges are carried out in accordance with the approved standard rates The Company's wastewater discharge quality standards are determined on the basis of the following standards: • Order of the Federal Agency for Fishery No. 296 of 26 May 2025 'On the Approval of Water Quality Standards for Water Bodies of Fisheries Importance, including Standards for Maximum Permissible Concentrations of Pollutants in the Waters of Water Bodies of Fisheries Importance' (effective from 1 September 2025) • Decree of the Chief State Sanitary Doctor of the Russian Federation No. 2 of 28 January 2021 'On the Approval of Sanitary Rules and Standards SanPiN 1.2.3685-21 'Hygienic Standards and Requirements for Ensuring the Safety and (or) Harmlessness to Humans of Environmental Factors'	36
GRI 303-3	Water withdrawal	Environmental Protection Appendix 4: Key Quantitative Data	36 194
GRI 303-4	Water discharge	Environmental Protection Appendix 4: Key Quantitative Data Uralkali tracks industrial wastewater using both direct measurements and calculation methods Uralkali identifies priority pollutants in wastewater based on production specifics and wastewater composition	36 194
GRI 303-5	Water consumption	Environmental Protection Appendix 4: Key Quantitative Data Uralkali does not consume water in regions with water scarcity Uralkali tracks water consumption using calculation methods	36 194
GRI 305: Emissions 2016			
GRI 305-1	Direct (Scope 1) GHG emissions	Climate Change Appendix 4: Key Quantitative Data Uralkali reports no CO_2 emissions from biomass combustion or decomposition. The base year for GHG calculations is 2020. Scope 1 GHG emissions in the base year were 0.977 million tonnes of CO_2 equivalent Uralkali uses Global Warming Potentials (GWPs) from the IPCC Sixth Assessment Report for calculations in the reporting period Uralkali consolidates emissions data based on operational control (For more details, please refer to Appendix 1: Reporting Scope)	50 194
GRI 305-2	Energy indirect (Scope 2) GHG emissions	Climate Change Appendix 4: Key Quantitative Data Uralkali accounts for CO_2 gases in this indicator. The base year for GHG calculations is 2020. Scope 2 GHG emissions in the base year were 0.547 million tonnes of CO_2 equivalent Uralkali uses Global Warming Potentials (GWPs) from the IPCC Sixth Assessment Report for calculations in the reporting period Uralkali consolidates emissions data based on operational control (For more details, please refer to Appendix 1: Reporting Scope)	50 194
GRI 305-3	Other indirect (Scope 3) GHG emissions	Climate Change Appendix 4: Key Quantitative Data Uralkali reports no biogenic emissions. The base year for GHG calculations is 2020. Scope 3 GHG emissions in the base year were 1.774 million tonnes of CO_2 equivalent Uralkali uses Global Warming Potentials (GWPs) from the IPCC Sixth Assessment Report for calculations in the reporting period Uralkali accounts for CO_2, CH_4, and N_2O in this indicator	50 194
GRI 305-4	GHG emissions intensity	Climate Change Appendix 4: Key Quantitative Data	50 194
GRI 305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Environmental Protection Appendix 4: Key Quantitative Data Uralkali reports no persistent organic pollutants in its emissions Uralkali collects data in accordance with the reporting requirements of Form 2-TP (Air) Uralkali's monitoring system, which includes both instrumental and calculation methods, covers all emission sources Uralkali sources emission calculation coefficients from the List of Methodologies approved by Russian Government Decree No. 22-r dated 28 June 2021 Uralkali engages with state authorities (e.g., Rosprirodnadzor) to comply with legal requirements. Uralkali responds to inquiries from the public and other stakeholders with relevant information. Local residents can submit complaints, but Uralkali recorded no such complaints in the reporting period. Uralkali does not engage with other stakeholders specifically on air quality protection	36 194
GRI 306: Waste 2020			
GRI 306-1	Waste generation and significant waste-related impacts	Environmental Protection	36

GRI Index		Report Section/Comments	Page
GRI 306-2	Management of significant waste-related impacts	Environmental Protection The collection and monitoring of waste-related data are carried out in accordance with the requirements of Russian legislation, the Company's Environmental Policy and internal regulations. The Environmental Protection Department is responsible for this process	36
GRI 306-3	Waste generated	Environmental Protection Uralkali collects waste generation data based on internal records and information prepared for state statistical reporting under Form 2-TP (Waste)	36
GRI 306-4	Waste diverted from disposal	Environmental Protection Uralkali collects waste diversion data based on internal records and information prepared for state statistical reporting under Form 2-TP (Waste)	36
GRI 306-5	Waste directed to disposal	Environmental Protection	36
GRI 308: Supplier Environmental Assessment 2016			
GRI 308-1	New suppliers that were screened using environmental criteria	Supply Chain Uralkali discloses partial information for this indicator due to the absence of centralised data collection for certain categories	160
GRI 308-2	Negative environmental impacts in the supply chain and actions taken	Supply Chain Uralkali discloses partial information for this indicator due to the absence of centralised data collection for certain categories	160
GRI 400: SOCIAL			
GRI 401: Employment 2016			
GRI 401-1	New employee hires and employee turnover	Employee Well-Being Appendix 4: Key Quantitative Data	84 194
GRI 401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Employee Well-Being In all significant operating regions Uralkali provides the same benefits to employees on temporary or part-time contracts as to full-time employees. Uralkali does not extend benefits to external part-time workers. The Company defines significant operating regions as Russian regions	84
GRI 401-3	Parental leave	Employee Well-Being Appendix 4: Key Quantitative Data	84 194
GRI 402 Labor/Management Relations 2016			
GRI 402-1	Minimum notice periods regarding operational changes	In accordance with Russian law, the minimum notice period regarding material changes to Uralkali's operations is eight weeks	
GRI 403: Occupational Health and Safety 2018			
GRI 403-1	Occupational health and safety management system	Safety	64

GRI Index		Report Section/Comments	Page
GRI 403-2	Hazard identification, risk assessment, and incident investigation	Safety	64
GRI 403-3	Occupational health services	Safety	64
GRI 403-4	Worker participation, consultation, and communication on occupational health and safety	Safety	64
GRI 403-5	Worker training on occupational health and safety Safety	Safety	64
GRI 403-6	Promotion of worker health	Safety Employee Well-Being	64 84
GRI 403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Safety	64
GRI 403-8	Workers covered by an occupational health and safety management system	Safety Appendix 4: Key Quantitative Data Uralkali's occupational health and safety management system covers only employees directly employed by the Company. We ensure contractors have their own systems covering their workers during selection	64 194
GRI 403-9	Work-related injuries	Safety Appendix 4: Key Quantitative Data Uralkali discloses partial information for this indicator due to the absence of centralised data collection for certain categories	64 194
GRI 403-10	Work-related ill health	Safety Appendix 4: Key Quantitative Data Uralkali discloses partial information for this indicator due to the absence of centralised data collection	64 194
GRI 404: Training and Education 2016			
GRI 404-1	Average hours of training per year per employee	Employee Well-Being Appendix 4: Key Quantitative Data	84 194
GRI 404-2	Programs for upgrading employee skills and transition assistance programs	Employee Well-Being	84
GRI 404-3	Percentage of employees receiving regular performance and career development reviews	Employee Well-Being Appendix 4: Key Quantitative Data Uralkali discloses partial information for this indicator due to the absence of centralised data collection for certain categories	84 194

GRI Index		Report Section/Comments	Page
GRI 405: Diversity and Equal Opportunity 2016			
GRI 405-1	Diversity of governance bodies and employees	Employee Well-Being Human Rights Appendix 4: Key Quantitative Data Uralkali discloses partial information for this indicator due to the absence of centralised data collection for certain categories The Company defines significant operating regions as Russian regions	84 108 194
GRI 405-2	Ratio of basic salary and remuneration of women to men	Appendix 4: Key Quantitative Data Uralkali discloses partial information for this indicator due to the absence of centralised data collection for certain categories	194
GRI 406: Non-Discrimination 2016			
GRI 406-1	Incidents of discrimination and corrective actions taken	Human Rights	108
GRI 407: Freedom of Association and Collective Bargaining 2016			
GRI 407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Uralkali respects its employees' right to freedom of association, including the right to join trade unions and to engage in collective bargaining. During the reporting year, no assessment was carried out of business units or suppliers where the right to freedom of association and collective bargaining might be at risk	
GRI 408: Child Labour 2016			
GRI 408-1	Operations and suppliers at significant risk for incidents of child labour	Uralkali prohibits child labour within its own operations and does not tolerate it among its partners and contractors throughout its supply chain	
GRI 409: Forced or Compulsory Labour 2016			
GRI 409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Uralkali prohibits forced labour within its own operations and does not tolerate it among its partners and contractors throughout its supply chain	
GRI 410: Security Practices 2016			
GRI 410-1	Security personnel trained in human rights policies or procedures	Human Rights Appendix 4: Key Quantitative Data	108 194
GRI 411: Rights of Indigenous Peoples 2016			
GRI 411-1	Incidents of violations involving rights of indigenous peoples	Uralkali does not operate in regions inhabited by indigenous minority groups	

GRI Index		Report Section/Comments	Page
GRI 413: Local Communities 2016			
GRI 413-1	Operations with local community engagement, impact assessments, and development programs	Local Communities Appendix 4: Key Quantitative Data Uralkali does not conduct impact assessments of our activities on local communities In the reporting period, a hotline served as one of the mechanisms for addressing complaints from local community members	112 194
GRI 413-2	Operations with significant actual and potential negative impacts on local communities	Uralkali reports no such impacts in the reporting year	
GRI 414: Supplier Social Assessment 2016			
GRI 414-1	New suppliers that were screened using social criteria	Supply Chain Uralkali discloses partial information for this indicator due to the absence of centralised data collection for certain categories	160
GRI 414-2	Negative social impacts in the supply chain and actions taken	Supply Chain Uralkali discloses partial information for this indicator due to the absence of centralised data collection for certain categories	160
GRI 416: Customer Health and Safety 2016			
GRI 416-1	Assessment of health and safety impacts of product and service categories	Environmental Protection	36
GRI 416-2	Incidents of non-compliance concerning health and safety impacts of products and services	Environmental Protection	36
GRI 418: Customer Privacy 2016			
GRI 418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	During the reporting period, no substantiated complaints relating to breaches of customer data confidentiality were recorded, including complaints from external parties and regulatory authorities	

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Appendix 6: SASB Index Table

SASB Indicator		Report Section/Comments	Page
ENVIRONMENTAL ASPECT			
Greenhouse gas emissions			
RT-CH-110a.1	Gross global Scope 1 emissions and percentage covered under emissions-limiting regulations	Climate Change Appendix 4: Key Quantitative Data	50 194
RT-CH-110a.2	Discussion of long- and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	Climate Change	50
Air quality			
RT-CH-120a.1	Air emissions of the following pollutants: (1) NOx (excluding N_2O), (2) SOx, (3) volatile organic compounds (VOCs), and (4) hazardous air pollutants (HAPs)	Environmental Protection Appendix 4: Key Quantitative Data	36 194
Energy management			
RT-CH-130a.1	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable and (4) total self-generated energy	Climate Change Appendix 4: Key Quantitative Data	50 194
Water management			
RT-CH-140a.1	(1) Total water withdrawn, (2) total water consumed; percentage of each in regions with high or extremely high baseline water stress	Environmental Protection Appendix 4: Key Quantitative Data	36 194
RT-CH-140a.3	Description of water management risks and discussion of strategies and practices to mitigate those risks	Environmental Protection	36
Hazardous waste management			
RT-CH-150a.1	Amount of hazardous waste generated, percentage recycled	Environmental Protection Appendix 4: Key Quantitative Data	36 194
SOCIAL ASPECT			
Workforce health and safety			
RT-CH-320a.1	(1) Total recordable injury rate (TRIR) and (2) fatality rate for (a) direct employees and (b) contract employees	Safety Appendix 4: Key Quantitative Data	64 194
RT-CH-320a.2	Description of efforts to assess, monitor, and reduce exposure of employees and contract workers to long-term (chronic) health risks	Safety	64
Safety and environmental stewardship of chemicals			
RT-CH-410.b1	(1) Percentage of products that contain Globally Harmonised System of Classification and Labelling of Chemicals (GHS) Category 1 and 2 Health and Environmental Hazardous Substances, (2) percentage of such products that have undergone a hazard assessment	Environmental Protection	36
Operational safety, emergency preparedness and response			
RT-CH-540a.2	Number of transport incidents	Safety Appendix 4: Key Quantitative Data	64 194
Local communities			
RT-CH-210a.1	Discussion of Company practices in engaging with local communities, including detailed processes, procedures, and risk management approaches	Local Communities	112
RESPONSIBLE MANAGEMENT PRACTICES			
Management of the legal and regulatory environment			
RT-CH-530a.1	Discussion of corporate positions related to government regulations and/or policy proposals that address environmental and social factors affecting the industry	Sustainability Management	18

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Appendix 7: MED and PCSB Index Table[1]

Indicator	MED	PCSB	Report Section/Comments	Page
ECONOMIC INDICATORS				
Revenue (or an equivalent indicator)	MED 1	PCSB 61	About the Company	6
Labour productivity	MED 5	PCSB 62	Employee Well-Being Appendix 4: Key Quantitative Data	84 194
Proportion of procurement of Russian goods, works, and services in total procurement volume	MED 8	PCSB 65	Supply Chain Appendix 4: Key Quantitative Data	160 194
Proportion of procurement of goods, works, and services from small and medium-sized enterprises in total procurement from Russian organisations	MED 9	PCSB 66	Supply Chain Appendix 4: Key Quantitative Data	160 194
ENVIRONMENTAL INDICATORS				
Total water withdrawal	–	PCSB 1	Environmental Protection Appendix 4: Key Quantitative Data	36 194
Volume of water used from all sources	MED 13	PCSB 2	Environmental Protection Appendix 4: Key Quantitative Data	36 194
Share of recycled and reused water in total water consumption from all sources	MED 14	PCSB 3	Environmental Protection Appendix 4: Key Quantitative Data	36 194
Volume of water discharged (contaminated, clean (according to the standard), treated (according to the standard) into water bodies, and contaminated effluent transferred to other facilities for treatment	MED 15	PCSB 4	Appendix 4: Key Quantitative Data	194
Water use efficiency (water intensity)	МЭР 16	–	Appendix 4: Key Quantitative Data	194
Waste generated classified as hazard classes I–V, total, including: hazard class I; hazard class II; hazard class III; hazard class IV; hazard class V	MED 17	PCSB 5	Environmental Protection Appendix 4: Key Quantitative Data	36 194
Management of waste of hazard classes I–IV (total, including by category: waste utilised; waste neutralised; waste landfilled; waste reused; waste recycled; waste generation reduced)	MED 18	PCSB 6	Environmental Protection Appendix 4: Key Quantitative Data	36 194
Mass of pollutant emissions into the atmosphere from stationary sources	MED 19	PCSB 7	Environmental Protection Appendix 4: Key Quantitative Data	36 194
Greenhouse gas emissions, total, including direct and indirect emissions	MED 20	PCSB 8	Climate Change Appendix 4: Key Quantitative Data	50 194
Carbon footprint of products	–	PCSB 9	Climate Change Appendix 4: Key Quantitative Data	50 194
Total expenditure on environmental protection measures, including: air quality protection and climate change mitigation; wastewater collection and treatment; waste management; biodiversity and natural area conservation; land protection and sustainable use; land rehabilitation; protection of the environment from noise, vibration, and other types of physical impact; ensuring environmental radiation safety; other environmental protection activities	MED 21	PCSB 10	Environmental Protection Appendix 4: Key Quantitative Data	36 194
Consumption of renewable and low-carbon energy	MED 22	PCSB 11	Climate Change Appendix 4: Key Quantitative Data	50 194
Energy consumption for internal use, excluding heat and electricity supplied to external consumers, total, including: thermal energy; electricity; by type of fuel used	–	PCSB 12	Climate Change Appendix 4: Key Quantitative Data	50 194
Fees for negative environmental impact	–	PCSB 14	Environmental Protection Appendix 4: Key Quantitative Data	36 194
Costs of compensation and fines related to: fines for violations of environmental legislation; compensation for harm (damage) caused to the environment	–	PCSB 15	Environmental Protection Appendix 4: Key Quantitative Data	36 194
Accidents and incidents that resulted in negative environmental impacts (including those resulting from man-made emergencies)	–	PCSB 16	Appendix 4: Key Quantitative Data	194

[1] Table of compliance with the Guidelines for the Preparation of Sustainable Development Reporting, as approved by Order No. 764 of the Ministry of Economic Development of the Russian Federation dated 1 November 2023, and the Public Capital Standard for Business, as approved by Resolution No. 2230 of the Government of the Russian Federation dated 30 December 2025.

Indicator	MED	PCSB	Report Section/Comments	Page
CAPEX on environmental protection and the sustainable use of natural resources, total, including: wastewater treatment; air quality protection and climate change mitigation; land, surface, and groundwater protection and ecological rehabilitation; waste management; reduction of noise and vibration impacts; biodiversity conservation and protection of natural areas; other environmental protection activities	–	PCSB 17	Environmental Protection Appendix 4: Key Quantitative Data	36 194
SOCIAL INDICATORS				
Average headcount	MED 25	PCSB 21	Employee Well-Being Appendix 4: Key Quantitative Data	84 194
Percentage of employees with disabilities	–	PCSB 23	Human Rights Appendix 4: Key Quantitative Data	108 194
Percentage of employees, broken down by each of the following categories: gender; age group	–	PCSB 25	Employee Well-Being Appendix 4: Key Quantitative Data	84 194
Average salary, total, including: by occupational group (separately for managers and for other staff); by gender, broken down by occupational group; by age group	MED 26	PCSB 26	Employee Well-Being Appendix 4: Key Quantitative Data Uralkali discloses partial information for this indicator due to confidentiality restrictions	84 194
Expenditure on occupational health and safety measures (total, including per employee)	MED 27	PCSB 27	Safety Appendix 4: Key Quantitative Data	64 194
Expenditure on organising and conducting social events, including sports events, for employees and their family members, including the average per employee	MED 28	PCSB 28	Employee Well-Being Appendix 4: Key Quantitative Data	84 194
Lost-time injury frequency rate (LTIFR), excluding contractor personnel, per 1 million person-hours	–	PCSB 29	Safety Appendix 4: Key Quantitative Data	64 194
Number of employees injured in workplace accidents resulting in incapacity for one working day or more, and fatalities	MED 29	–	Safety Appendix 4: Key Quantitative Data	64 194
Number of fatalities among employees, excluding contractor personnel	–	PCSB 30	Safety Appendix 4: Key Quantitative Data	64 194

Indicator	MED	PCSB	Report Section/Comments	Page
Employee training expenses, per employee Percentage of employee training expenses relative to total administrative expenses	MED 30	PCSB 31	Employee Well-Being Appendix 4: Key Quantitative Data Uralkali discloses partial information for this indicator due to confidentiality restrictions	84 194
Average number of training hours per year per employee	MED 31	PCSB 32	Employee Well-Being Appendix 4: Key Quantitative Data	84 194
Proportion of employees covered by collective bargaining agreements in the average headcount	MED 32	PCSB 33	Employee Well-Being Appendix 4: Key Quantitative Data	84 194
Employee turnover rate	MED 33	PCSB 34	Employee Well-Being Appendix 4: Key Quantitative Data	84 194
Expenditure on supporting social programmes, total, including charitable programmes, not specifically aimed at employees and their families, including those in the following areas: healthcare; education and science; sports; culture, arts, and tourism; creation of accessible infrastructure and an inclusive environment; improvement and development of a comfortable urban environment; creation and placement of public service announcements; provision of housing; assurance of public safety and anti-terrorism protection of infrastructure facilities; support for citizens in need of social assistance, including support for persons classified under the Federal Law 'On Veterans' as belonging to the following categories of veterans: veterans of the Great Patriotic War, veterans of combat operations on the territory of the USSR, the Russian Federation and the territories of other states; veterans of military service	MED 34	PCSB 35	Local Communities Appendix 4: Key Quantitative Data	112 194
Expenditure on organising and conducting health-related activities for employees and their family members, including the average per employee	MED 28	PCSB 36	Employee Well-Being Appendix 4: Key Quantitative Data	84 194
Percentage of employees participating in corporate volunteer projects and the total number of corporate volunteer projects	–	PCSB 37	Employee Well-Being Appendix 4: Key Quantitative Data	84 194
Average number of children under the age of 6 per employee	–	PCSB 39	Appendix 4: Key Quantitative Data	194
Average number of children per employee	–	PCSB 40	Employee Well-Being Appendix 4: Key Quantitative Data	84 194

Indicator	MED	PCSB	Report Section/Comments	Page
Percentage of employees with three or more children in the total workforce	–	PCSB 41	Employee Well-Being Appendix 4: Key Quantitative Data	84 194
Amount of a lump-sum payment (including financial assistance) made to employees upon the birth of a child, payable during the first year after the child's birth	–	BSCS 43	Appendix 4: Key Quantitative Data	194
Availability of an occupational health and safety management system within the organisation	–	PCSB 44	Safety Appendix 4: Key Quantitative Data	64 194
GOVERNANCE INDICATORS				
Availability of a sustainable development policy and/or other strategic documents in this area (sustainable development strategy, environmental strategy, strategy for implementing short-term and long-term measures to adapt to climate change and mitigate anthropogenic impacts on the climate – a climate strategy)	MED 35	PCSB 45	Sustainability Management	18
Availability of a governing body or committee established under the organisation's collegial governing body that is responsible for approving and overseeing the implementation of sustainable development policies and/or other strategic documents in this area (e.g., a sustainable development strategy, a climate strategy)	–	PCSB 46	Sustainability Management	18
Reflection in the organisation's remuneration policy of performance targets relating to sustainable development and climate change, for the purpose of determining the remuneration of its senior management	–	PCSB 47	Sustainability Management	18
Percentage of independent directors in the collegial governing body	–	PCSB 48	Corporate Governance Appendix 4: Key Quantitative Data	142 194
Percentage of women in leadership positions out of the total number of leaders, including in collegial governing bodies	MED 44	PCSB 49	Corporate Governance Appendix 4: Key Quantitative Data	142 194

Indicator	MED	PCSB	Report Section/Comments	Page
Number of documented cases of violations of the rights of indigenous and small-numbered peoples in the Russian Federation	MED 40	PCSB 50	Uralkali does not operate in regions inhabited by indigenous minority groups	
Availability of a risk management policy, including climate risk management, and/or other risk management documents	–	PCSB 53	Sustainability Management Climate Change	18 50
Availability of policies and/or other documents that provide for the application of inclusion principles in the organisation's activities	–	PCSB 56	Human Rights	108
Availability of the organisation's written commitments to comprehensively implement inclusion initiatives: ensuring the accessibility of its premises, facilities, and services for people with disabilities; conducting awareness-raising and educational programs for employees on inclusion; implementing technical solutions to ensure workplace accessibility for people with disabilities and creating jobs for people with disabilities, with quarterly reporting on the fulfilment of these commitments	–	PCSB 57	Human Rights Uralkali discloses partial information for this indicator due to confidentiality restrictions	108
Number of Board of Directors meetings and attendance rate	MED 36	–	Corporate Governance Appendix 4: Key Quantitative Data	142 194
Number of Board of Directors members, including by age group	MED 37	–	Corporate Governance Appendix 4: Key Quantitative Data	142 194
Number of Audit Committee meetings and attendance rate	MED 38	–	Corporate Governance Audit Committee meeting attendance rate: 91.6%	142
Responsible business ratings (ESG ratings, sustainability ratings), inclusion of the organisation in indices and/or rankings related to sustainability and responsible business practices	MED 39	PCSB 73	Awards and Achievements	16
Number of cases in which the organisation, its subsidiaries, and affiliates have been held administratively liable for committing corruption-related offenses	MED 43	–	Anti-Corruption and Ethics Appendix 4: Key Quantitative Data	150 194

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Appendix 8: IFRS S2 Index Table

IFRS S2 Indicator		Report Section/Comments	Page
GOVERNANCE			
Disclosures on the governance processes, controls and procedures an entity uses to monitor, manage and oversee climate-related risks and opportunities			
6a	The governance body(s) responsible for oversight of climate-related risks and opportunities	Sustainability Management Climate Change	18 50
6b	Management's role in the governance processes, controls and procedures used to monitor, manage and oversee climate-related risks and opportunities	Climate Change	50
STRATEGY			
Climate-related financial disclosures on strategy for managing climate-related risks and opportunities			
10a	Climate-related risks and opportunities that could reasonably be expected to affect the entity's prospects	Climate Change	50
10b	For each climate-related risk the entity has identified, whether the entity considers the risk to be a climate-related physical risk or climate-related transition risk	Climate Change	50
10c	For each climate-related risk and opportunity the entity has identified, over which time horizons – short, medium or long term – the effects of each climate-related risk and opportunity could reasonably be expected to occur	Climate Change Climate risks were assessed for the period up to 2050, with a more detailed analysis for the period up to 2030 presented in the table	50
14a	Information about how the entity has responded to, and plans to respond to, climate-related risks and opportunities in its strategy and decision-making, including how the entity plans to achieve any climate-related targets it has set and any targets it is required to meet by law or regulation	Climate Change	50
15ab	The effects of climate-related risks and opportunities on the entity's financial position, financial performance and cash flows for the reporting period (current financial effects) and the anticipated effects of climate-related risks and opportunities on the entity's financial position, financial performance and cash flows over the short, medium and long term, taking into consideration how climate-related risks and opportunities are included in the entity's financial planning (anticipated financial effects)	Climate Change Our assessment identified no significant climate risks that could adversely affect the Company's operations, financial stability, or strategic plans in the near term	50
16ab	How climate-related risks and opportunities have affected the entity's financial position, financial performance and cash flows for the reporting period The climate-related risks and opportunities for which there is a significant risk of a material adjustment within the next annual reporting period to the carrying amounts of assets and liabilities reported in the related financial statements	Climate Change Our assessment identified no significant climate risks that could adversely affect the Company's operations, financial stability, or strategic plans in the near term	50
22b	How and when the climate-related scenario analysis was carried out	Climate Change	50
RISK MANAGEMENT			
Disclosures on the entity's processes to identify, assess, prioritise and monitor climate-related risks and opportunities			
25a	The processes and related policies the entity uses to identify, assess, prioritise and monitor climate-related risks	Climate Change	50
25b	The processes the entity uses to identify, assess, prioritise and monitor climate-related opportunities, including information about whether and how the entity uses climate-related scenario analysis to inform its identification of climate-related opportunities	Climate Change	50
25c	The extent to which, and how, the processes for identifying, assessing, prioritising and monitoring climate-related risks and opportunities are integrated into and inform the entity's overall risk management process	Sustainability Management Climate Change	18 50
METRICS AND TARGETS			
Disclosures on metrics and targets used to understand the entity's performance in relation to its climate-related risks and opportunities, including progress towards any climate-related targets it has set, and any targets it is required to meet by law or regulation			
29a	Cross-industry metric categories of greenhouse gases	Climate Change	50
33a	The metric used to set the climate-related target	Sustainability Management Climate Change	18 50
33b	The objective of the target	Sustainability Management Climate Change	18 50
33d	The period over which the target applies	Sustainability Management Climate Change	18 50
33e	The base period from which progress is measured	Climate Change	50
34b	The entity's processes for reviewing the target	Sustainability Management Climate Change	18 50
35	Performance against each climate-related target and an analysis of trends or changes in the entity's performance	Sustainability Management Climate Change	18 50
36a	Which greenhouse gases are covered by the target	Climate Change	50
36b	Whether Scope 1, Scope 2 or Scope 3 greenhouse gas emissions are covered by the target	Climate Change Appendix 4: Key Quantitative Data	50 194
36c	Whether the target is a gross greenhouse gas emissions target or net greenhouse gas emissions target	Climate Change Appendix 4: Key Quantitative Data	50 194

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