

OUR STRATEGY

Uralkali is a leading international potash producer with a significant share of global potash production. The Company's strategy aims to ensure its comprehensive development and retain its leading positions in the sector.

Our Mission and Vision



OUR MISSION

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



OUR VISION

- Uralkali is one of the world's leading potash producers.
- Our production priorities remain providing high-quality products, zero accidents, and the lowest possible environmental footprint.
- Our work is based on principles of clear division of responsibilities, KPI-based management, / and risk minimisation.
- Uralkali is one of the most attractive employers in the mining industry.
- We attach a great importance to our people: we develop and promote our best employees.
- We actively participate in the development of cities where the Company operates.



OUR VALUES

Uralkali's values are the basis of our work. They unite all Company employees, regardless of their department, role or responsibility. Our values give us strength and support to drive further development. They are designed to help each and every one of us in what we do.

Our activities are guided by the following values:

- **Safety:** We comply with the relevant rules and demonstrate zero tolerance towards violations of them.
- **Responsibility:** We perform quality work in due time.
- **Efficiency:** We strive for achieving the best results with minimum costs.
- **Teamwork:** We respect each other, which helps us to face challenges and address them more effectively.

Delivering on Our Strategy

	OUR VISION	KPIS	PRIORITIES
MAINTAINING INDUSTRY LEADERSHIP POSITIONS	<ul style="list-style-type: none"> • We strive to sustain a leading market position in the global fertiliser industry and contribute to the global food security. • We are focused on meeting the world's growing demand for food and seek to take advantage of our unique resource base. 	<ul style="list-style-type: none"> • Net revenue (potash segment). • Achieved production. 	<ul style="list-style-type: none"> • Revenue maximisation. • Stimulation of growing demand for potash. • Increasing potash capacity on the lowest cost basis in the industry; an option to add more volumes if economically viable. • Focusing on products of the highest quality.
FOCUSING ON ENHANCED RELATIONSHIP WITH END CUSTOMERS	<ul style="list-style-type: none"> • We ensure secure and risk free routes to market through enhanced distribution capabilities from the mines to consumers. 	<ul style="list-style-type: none"> • Sales volume. • Production volume. 	<ul style="list-style-type: none"> • Strengthening customer relationships and reliability of supply. • Enhancing logistics platform to secure long-term supply on key markets. • Focusing on efficient distribution on key markets.
MAINTAINING LEADERSHIP POSITIONS IN TERMS OF CASH COST OF GOODS	<ul style="list-style-type: none"> • We seek to maintain our leading position in cost-efficiency among potash producers. 	<ul style="list-style-type: none"> • Cash cost of goods sold. • Maintenance CAPEX. • EBITDA margin. 	<ul style="list-style-type: none"> • Ensure operating performance and efficiency to provide continued industry leadership. • Invest in existing capacity and infrastructure in order to ensure maximised margin through the commodity price cycle.
BALANCED APPROACH TO INVESTMENT IN EXPANSION AND RETURN OF FREE CASH FLOW TO SHAREHOLDERS	<ul style="list-style-type: none"> • We are committed to retaining a robust capital structure and maximising total shareholder return. 	<ul style="list-style-type: none"> • Net debt/EBITDA for the last 12 months. • Expansion CAPEX. 	<ul style="list-style-type: none"> • Retaining an efficient capital structure. • Maintaining balanced approach to capital investment and robust capital discipline.
FOCUSING ON PEOPLE, COMMUNITIES, SAFETY, AND ENVIRONMENT	<ul style="list-style-type: none"> • We aim to be the employer of choice in the industry. • We are pursuing the highest level of occupational health and industrial safety practices to protect our employees. • We take significant steps to minimise the environmental impact of our operations. • We actively participate in the development of cities and local communities. 	<ul style="list-style-type: none"> • Work-related fatal injury frequency rate (FIFR). • Lost time injury frequency rate (LTIFR). • Social investments. • Voluntary labour turnover. • Average annual wages (in the main production unit). • Energy consumption. 	<ul style="list-style-type: none"> • Seeking to be a regional and industry employer of choice. • Operating in a socially responsible manner and minimising environmental impact of operations.
CONTINUED FOCUS ON BEST CORPORATE GOVERNANCE PRACTICES	<ul style="list-style-type: none"> • We are guided by the principles of openness, transparency, and risk minimisation for all stakeholders and are committed to continuous improvement in our effective corporate governance practices. 	<ul style="list-style-type: none"> • Credit rating maintenance corresponding to the Company's current financial position and status. • The Company's governance and transparency are not negatively cited by rating agencies/regulators. 	<ul style="list-style-type: none"> • Securing our shareholders' rights and interests.