





# ● Contents

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01/10

**About the Group**

- Uralchem Group

Uralchem Group is a global leader in the production of mineral fertilisers and chemical products

**25** combined production capacity  
**mln tonnes**

- Key Advantages

Qualified personnel

**38,000+** employees

Global presence



Leading technologies



High quality products



Flexible business model

Large-scale investment programme

## ● Mission

We are a global leader unifying the full spectrum of fertiliser production and innovative agricultural solutions. We are at the forefront of the drive to produce reliable harvests with the capacity to feed people today and for generations to come

A world without hunger is more than just a dream. It is our mission



# ● Values

The ultimate goal of what we do is to make sure everyone on this planet has access to food to enjoy active and healthy living. For us, this goal is both a great inspiration and an even greater responsibility

⌆

To ensure food security, we encourage innovations and think globally



⌆

To address global issues, we maintain sustainability of our organisation



⌆

To be sustainable, we formulate clear rules and develop professionally.



## Sustainability

Our sustainability is ensured by robust processes and informed decisions. To be confident in our future, we systematise work, factor in risks, and share expertise



01/04

## Development

Goals of the Group form the backbone of our development. We grow, adapt to changes, and facilitate development of our environment



02/04

## Cooperation

Results and objectives are achieved through collaborative and respectful relations. We foster a positive team spirit, which is fuelled by mutual trust and support



03/04

## Safety

Safety is our highest priority. No goal can justify a violation of safety requirements or neglect of human health



04/04

## ● Assets of Uralchem Group



### URALCHEM

Uralchem JSC is one of the world's largest producers and exporters of nitrogen and complex fertilisers. Its production assets are located in Russia's Kaliningrad Region, Kirov Region, Moscow Region, and Perm Region

### URALCHEM URALKALI

Uralkali PJSC is one of the world's largest producers and exporters of potash. Its production assets consist of five mines and seven ore treatment plants in Berezniki and Solikamsk (Perm Region, Russia)

### TOGLIATTIAZOT

Togliattiazot JSC (TOAZ) is one of the world's largest producers of urea, ammonia, and urea formaldehyde concentrate. Its production assets include seven ammonia units and three urea units in Togliatti (Samara Region, Russia)

## ● Production



7 production sites

5 mines

7 ore treatment plants

12 ammonia units

5 urea units

02/10

**Business Model**

# ● Logistics

URALCHEM LOGISTICS

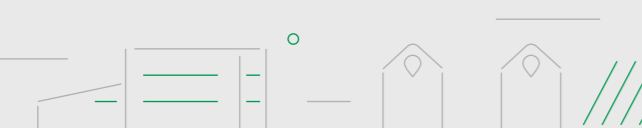
### Railway fleet

One of the largest fleets of specialised mineral wagons and ammonia tank wagons in Russia



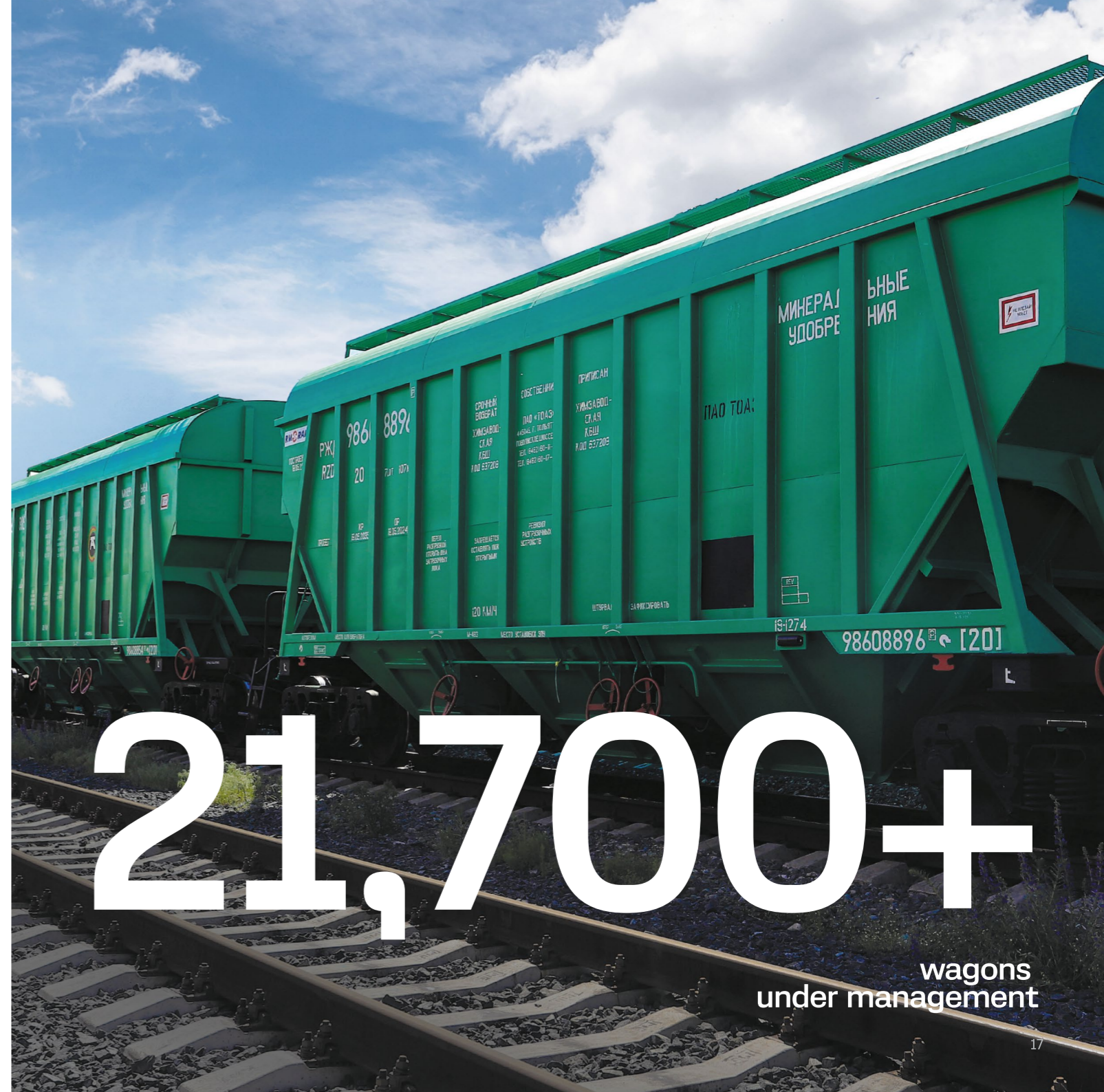
### Own and partner warehouses

Product storage facilities in key sales regions around the world



### Transshipment terminals

Fertiliser transshipment and export facilities



# 21,700+

wagons  
under management

- Sales

A wide network  
of distribution partners  
and product storages



Target markets:

- Russia and CIS
- India
- China
- South-East Asia
- Africa
- Latin America
- USA

# 100+

distribution sites



03/10

**Production  
Assets**

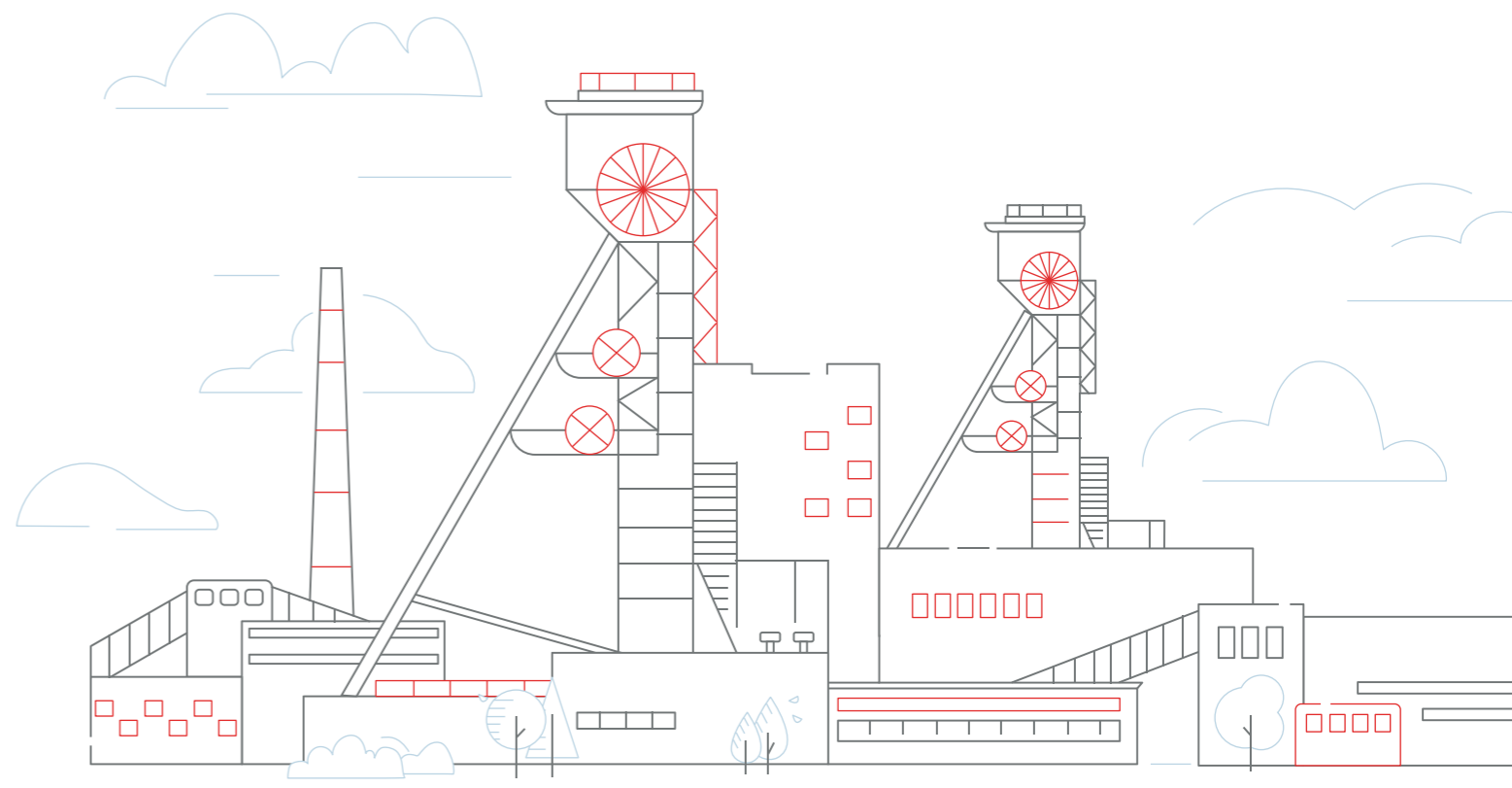
- Production Assets

# URALKALI

**Main products:**

- Potassium chloride
- Halite
- Carnallite

 Berezniki, Solikamsk,  
Perm Region

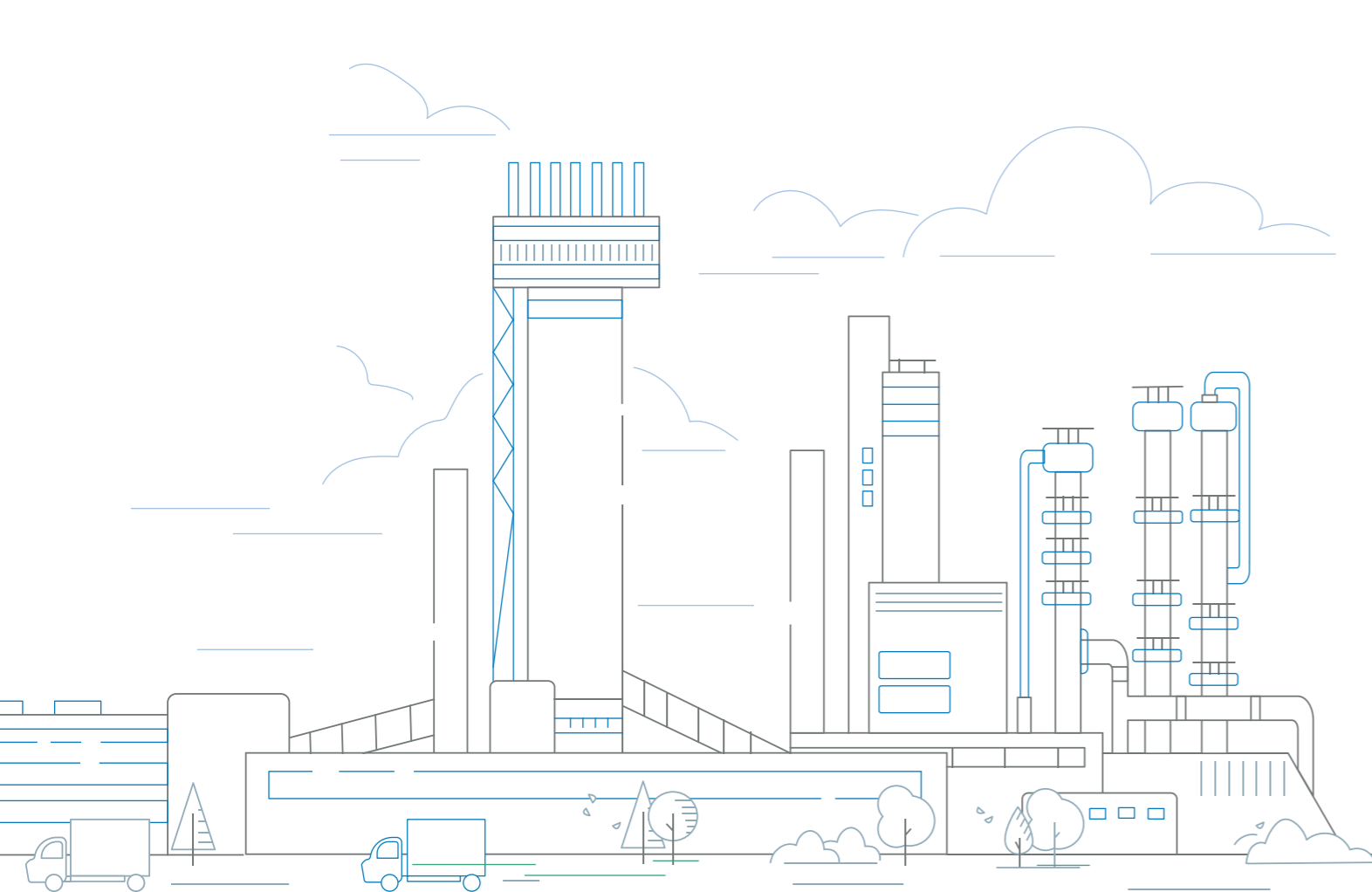


# TOAZ

## Main products:

- Urea
- Ammonia
- Urea formaldehyde concentrate

 Togliatti,  
Samara Region

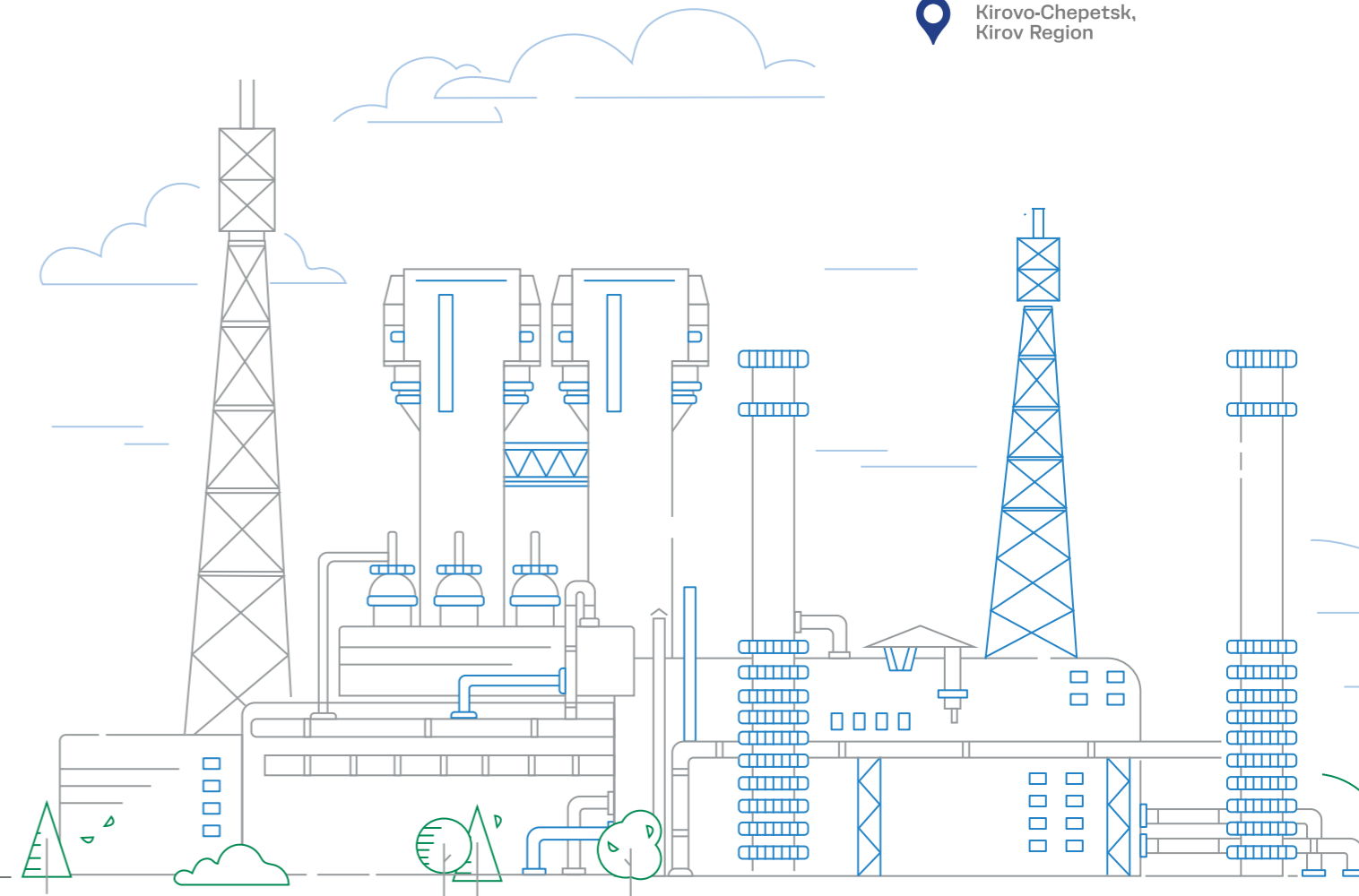


# KCKK

## Main products:

- Ammonium nitrate
- Improved nitrogen fertilisers
- Complex fertilisers
- Calcium nitrate
- Ammonia
- Liquid micronutrients

 Kirovo-Chepetsk,  
Kirov Region



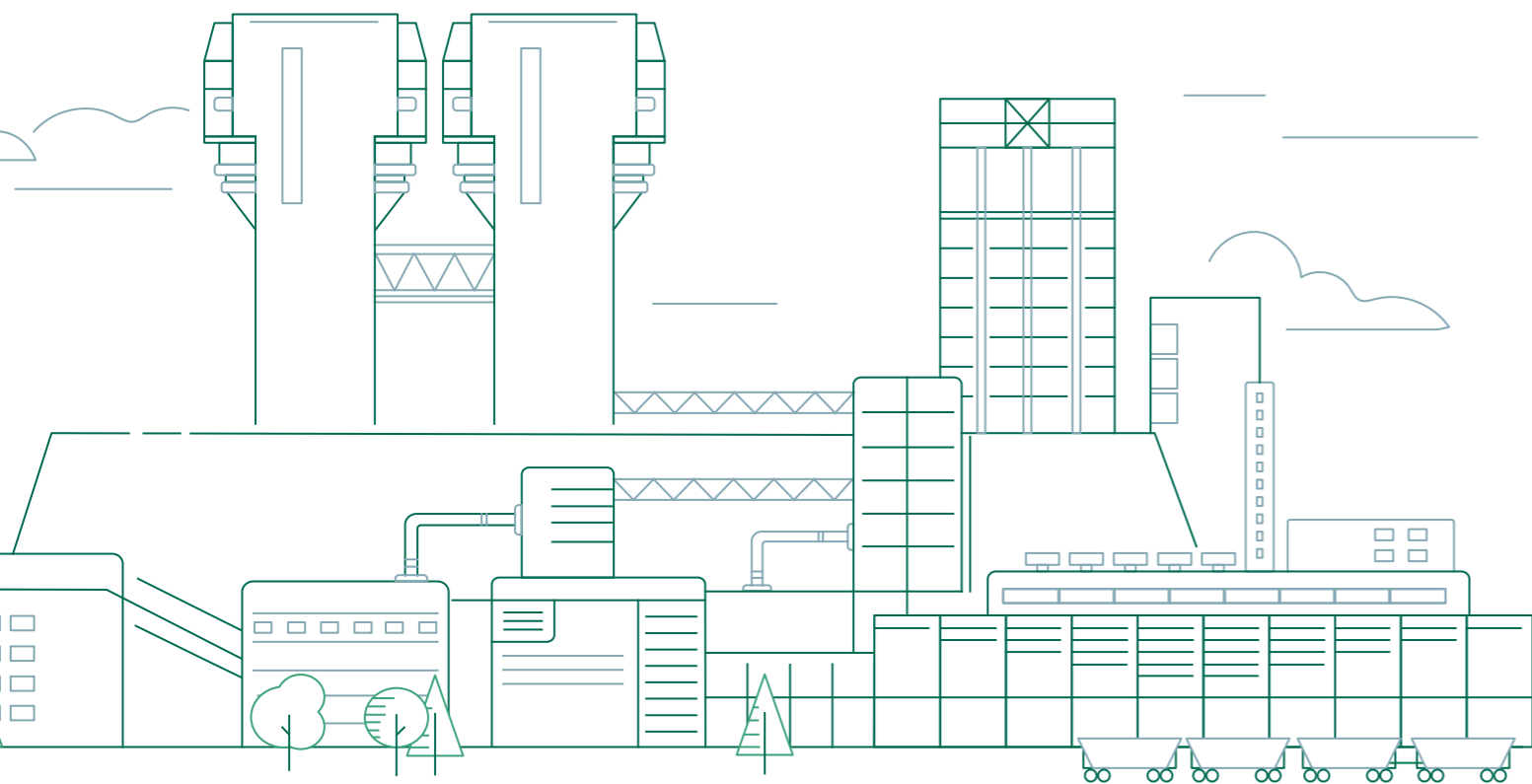
# AZOT

## Main products:

- Ammonium nitrate
- Ammonia
- Urea
- Potassium nitrate
- Nitric acid
- Nitrite-nitrate salts



Berezniki,  
Perm Region



# PMU

## Main products:

- Urea
- Ammonia



Perm,  
Perm Region

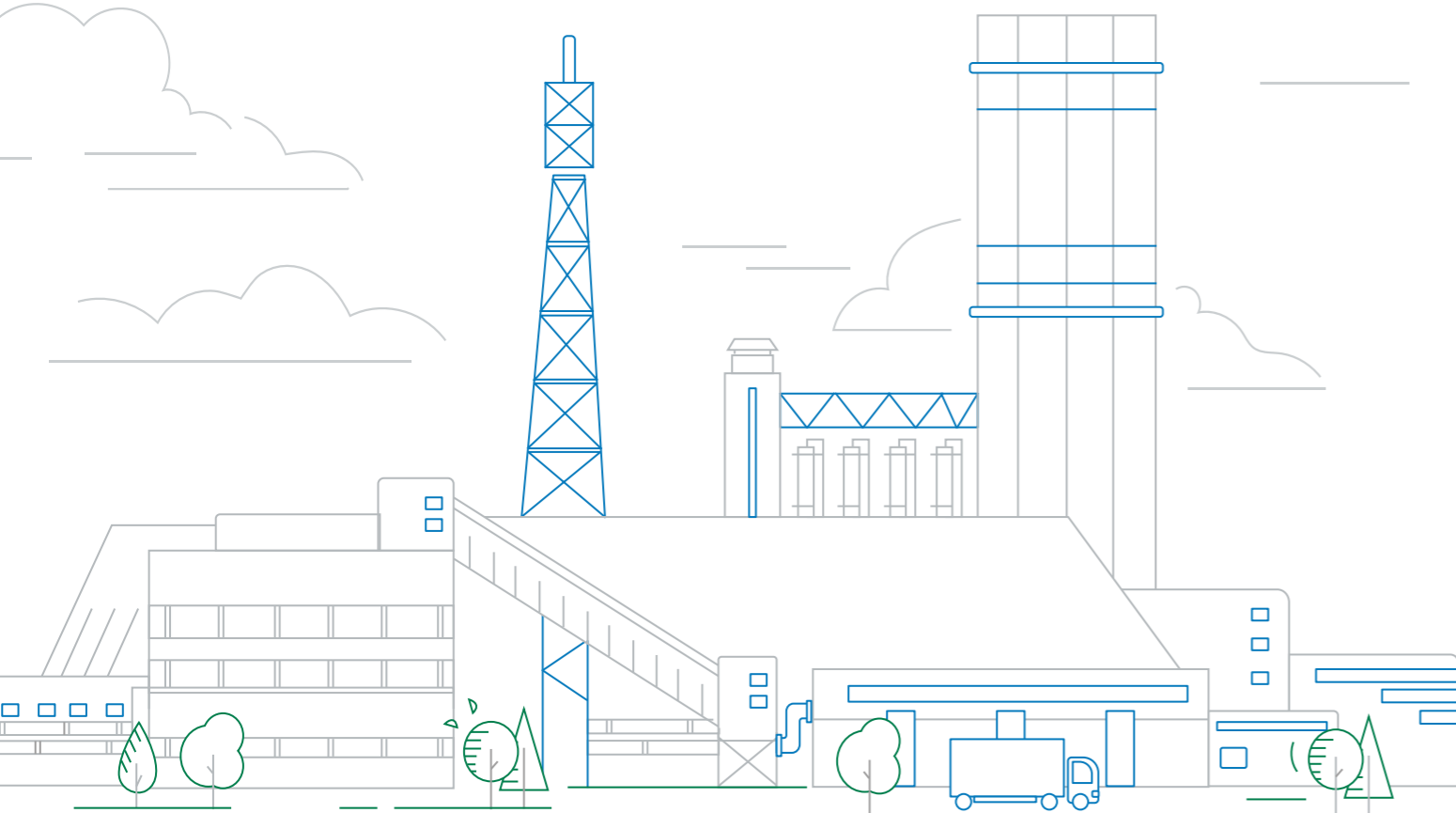


# VMU

## Main products:

- Complex fertilisers
- Water-soluble fertilisers
- Biomodified fertilisers
- Phosphoric acid
- Sulphuric acid

 Voskresensk,  
Moscow Region



# GEO NPK

## Main products:

- Complex fertilisers

 Chernyakhovsk,  
Kaliningrad Region



04/10

**Products**

- Products

Uralchem Group's product range includes over 100 comprehensive solutions created on the basis of our extensive experience in agriculture and industrial technologies

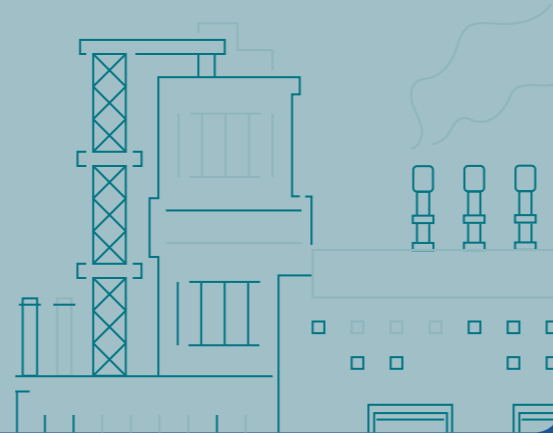
100+  
products



# ● Main Products

## Agricultural products

- Nitrogen fertilisers
- Phosphate fertilisers
- Potassium fertilisers
- Complex NPK/NPKS fertilisers
- Water-soluble fertilisers
- Feed additives



## Industrial chemistry products

- Ammonia
- Urea
- Ammonium and potassium nitrate
- Potassium chloride
- Acids
- Specialty products
- Urea formaldehyde concentrate
- Carnallite
- Halite
- ADBLUE diesel exhaust fluid



# ● Application

## Agricultural products



Open-field fertilisers



Feed additives



Greenhouse fertilisers

## Industrial chemistry products



Construction



Fire-fighting equipment



Woodworking



Petroleum production



Metalworking



Chemicals



Mining



Environmental solutions



Glass-making



05/10

**Services**

## ● Services

Uralchem Group offers a wide range of agricultural services that enable farmers to increase profits and reduce costs

Agro-Support

Agro-Consulting

Agro-Laboratory

Agro-Signal



Our services help crop growers to optimise nutrition of specific crops, adapt promptly to changing conditions, and ensure the highest possible yields

### Agro-Support

- 24/7 consulting
- Data analytics
- Field tests
- Introduction of new agricultural technologies
- Creation of new agricultural services
- Development of customised nutrition programmes



### Agro-Consulting

- Agronomic competence programmes for customers and partners
- Development of customised nutrition programmes
- Creation of new agricultural services
- Training programmes and educational projects



### Agro-Laboratory

- Agrochemical testing of biological components (soils, water, animal feeds, organic and mineral fertilisers)
- Microbiological analysis of biological components
- Accredited equipment for soil and water analysis
- Development of customised nutrition programmes
- Creation of new agricultural services



### Agro-Signal

A major digital platform for agricultural companies. It is currently used in over 60 regions of Russia and also in the CIS across more than 8.5 million hectares of land.

- Improvement of productivity
- Optimisation of inventory utilisation through work planning and IoT sensor-aided monitoring
- Calculation of labour pay-outs based on actual performance
- Real-time monitoring of equipment usage
- Reduced human error and faster accounting
- Real-time monitoring and scouting of plantations

Integration with agency-level digital systems



06/10

**Research  
& Development**

- Research & Development

# A unique infrastructure for the research and development of innovative products.

## R&D infrastructure

High-tech laboratories fitted with modern research and analytical equipment for chemical and microbiological tests

A vegetation trial site

A centre for scaling-up laboratory technologies

These facilities help address a wide range of tasks from idea-shaping to piloting of new products

## Key objectives

01/03

**Technological scouting** of innovative ideas and projects, followed by their integration into the R&D cycle and subsequent introduction to the Group's production processes



02/03

**Development of product solutions and technologies** for agriculture and agricultural chemistry



03/03

**Collaboration** with academic and research institutions, and start-ups



07/10

**Digitalisation**

# ● Digital Transformation

The digital transformation programme of Uralchem Group envisages the creation of a sustainable, flexible, and innovative business model of the future. It is centred around a single digital ecosystem, which transforms operations, increases efficiency, and unlocks new sources of value

We are building a single digital ecosystem where modern technology drives growth, innovations, and resilience

## Our priorities

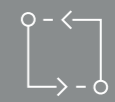
Creation of reliable and scalable IT infrastructure as a basis for digital maturity



Integration of business processes towards a single digital value chain



Digitalisation of management and accounting systems to go from manual to automated decision-making



Testing and scaling-up of digital solutions to ensure the shortest idea-to-product journey



Development and application of artificial intelligence at both plant and corporate levels to evolve from optimisation to innovation



08/10

**Careers  
and Development**

## ● Careers and Development

Uralchem Group is a key employer in the regions where it operates

### #1

In our employees, we encourage initiative, responsibility, commitment, innovations, and teamwork

### #2

We offer rewarding careers with professional growth opportunities

### #3

The Group has ambitious targets that we want to achieve together with talented and energetic professionals who welcome innovations

#### Key activities and projects:

- Development of the talent capacity of the chemical sector
- Advanced technical training and re-orientation
- Vocational skill competitions
- School of internal tutors
- Employee training and development
- Licenced corporate university
- Attraction and retention of young talents
- School of mentors

38,000+

employees in Uralchem Group

09/10

**Sustainable  
Development**

## ● Sustainable Development

Among our key priorities is sustainable development and systemic integration of ESG practices into our day-to-day operations



Uralchem and Uralkali are both implementing their respective ESG strategies, which aim to ensure a systemic approach to the development of sustainable development practices



Togliattiazot has also started an ESG transformation process, and pursues its ESG policy similar to other companies of Uralchem Group



### Environmental protection

1

The Group aims to reduce its adverse environmental impacts and runs a series of activities in resource efficiency, waste management, emission abatement, and biodiversity preservation

### Climate change

2

The Group is continuously improving its carbon management system. Companies of the Group perform annual estimations of their Scope 1-3 greenhouse gas emissions, and calculate the carbon footprint of their products. A range of measures is being implemented to upgrade and increase energy efficiency of operations

**100%** of our fertilisers are tested for heavy metals

**5** of our production sites annually confirm the conformance of their environmental management systems to ISO 14001



Uralchem's products conform to the Mineral Fertilisers with Enhanced Characteristics national certificate



environmental

### Safety

1

Safety is our highest priority. Uralchem has an Occupational Health and Safety Strategy in place, and continuously aims to prevent accidents and technical incidents

**6** of our production sites annually confirm the conformance of their occupational health and safety management systems to ISO 45001

### Agronomic literacy build-up

2

Uralchem Group pursues a comprehensive approach to improving agronomic literacy among farmers and distributors. Our clients receive necessary expert advice on how to apply our products in the most effective and efficient way to achieve the highest soil fertility and minimise the environmental impact

### Community engagement

3

We have established close and mutually beneficial relations with local communities in all of our operating areas, and actively support academic, educational, cultural, sports, and healthcare projects and initiatives



social

### Effectiveness of governing bodies

1

The Group regularly improves internal decision-making mechanisms and increases the effectiveness of governing bodies based on best practices. Uralchem Group also aims for the highest possible transparency of its vertical system of corporate governance, which is based on unified and efficient principles of decision-making and monitoring

### Anti-corruption and ethics

2

Running business ethically and countering corruption are key principles of the Group's activity

### Supply chain

3

It is important that suppliers across our supply chain share our values and follow sustainable development principles. Uralchem, Uralkali, and Togliattiazot each run a formal assessment of their suppliers against ESG criteria



governance

10/10

**Sports**

## ● Sports

We attach particular importance to the development of professional, amateur, mass, and children's sports at regional and federal levels

Key sporting initiatives and projects:



Winter and summer athletic games



Corporate training sessions



Development of infrastructure, construction of gyms and sports grounds



Assistance to regional sports clubs



Sponsorship and charity support of sports federations



Arrangement of contests, master classes, and championships in various athletic disciplines

# 20,000+

employees and their family members take part in various sports projects each year





Because everyone  
in the world needs food

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