



Joint Stock Company
"Navoiyazot"

Sustainability Report for 2024

**Environmental and social responsibility
is the foundation of progress**

TABLE OF CONTENTS

**Address of the Chairman
of the Board** **3**

Key events for 2024 **5**

**Key performance
indicators of the company
for 2024** **7**

1 **About the Company** **8**

Company Profile 9

History of development 11

Development strategy 12

About the Report **13**

2 **Managing the Company** **14**

Corporate governance 15

ESG-management 22

Interaction with stakeholders 23

Contribution to United Nations
Sustainable Development Goals 26

Internal and external audit 27

Quality management 27

Anti-corruption 27

Feedback mechanisms 32

3 **Our People** **34**

Approach to management 35

Working with personnel 35

Personnel training and development 40

Youth policy 41

Social support 42

Diversity and Inclusion 45

4 **Environmental protection** **48**

Environmental management system 49

Climate change 52

Emissions to atmosphere 58

Energy management 59

Waste management 62

Water Resources Management 64

Product quality and safety 66

5 **Occupational health
and safety** **67**

Approach to Occupational Health
and Safety Management 68

Improving safety culture and training
in occupational health and safety
issues 69

Injury prevention 70

Emergency preparedness 72

6 **Support for local
communities** **73**

Approach to management 74

Charity and sponsorship 74

Development of regions of presence 75

7 **Appendices** **77**

Appendix 1.
GRI/ SASB Content Index 78

Appendix 2. Additional information 86

Appendix 3. Glossary 87

Appendix 4. Contact information 88

ADDRESS OF THE CHAIRMAN OF THE BOARD

GRI 2-22



SAMADOV Farrukh Khamzaevich
Chairman of the Board
of JSC "Navoiyazot"

« *This report reflects the path of transformation and sustainable growth on which our company is moving with full commitment to the principles of modernization, technological innovation and international integration.*

DEAR SHAREHOLDERS, PARTNERS AND COLLEAGUES!

I present to your attention the Sustainability Report of Joint Stock Company “Navoiyazot” for the year 2024. This report reflects the path of transformation and sustainable growth on which our company is moving with full commitment to the principles of modernization, technological innovation and international integration.

JSC «Navoiyazot» is one of the flagships of the Uzbekistan’s chemical industry, and in the context of global economic challenges, we continue to show stable production indicators, successfully implement large-scale investment projects and develop new export markets, including towards the European Union. In 2024, JSC “Navoiyazot” exported 450.6 thousand tonnes of products, which was about 15% of the total sales volume. The total export revenue amounted to \$100,243 thousand. The main export products were urea, ammonium nitrate and PVC and deliveries were made to more

than 15 countries, including Sweden, Romania, Latvia, Lithuania, Turkey and Kazakhstan.

In 2024, the production volume of the main products of JSC “Navoiyazot” reached 3,040.9 thousand tonnes, which was the result of consistent modernization, diversification and increased efficiency of production processes. In order to create import-substituting manufacturing using local raw materials and supplies, 8 projects with a total value of 2,021.7 billion soums were included in JSC “Navoiyazot” in accordance with the localization programme for 2024. According to the outcomes of the year, the actual production volume under these projects totaled to 2,354.5 billion soums, of which products worth 2,212.6 billion soums were sold to customers. The defined plan was thus fulfilled by 116.5 %.

In particular, significant outcomes have been achieved for the main types of localized products:

- Caustic soda:
with a plan of 50 thousand tons,
56.1 thousand tons
were produced actually (112.2%);
- Polyvinyl chloride (PVC):
with a plan of 50 thousand tons,
50.3 thousand tons
were produced (100.6%);
- Sodium cyanide solution:
with a plan of 51 thousand tons,
54.1 thousand tons
were produced (106.1%);
- Methanol grade "A":
with a plan of 18 thousand tons,
23.5 thousand tons
were produced (130.6%);
- Sulfuric acid:
with a plan of 33 thousand tons,
38.5 thousand tons
were produced (116.7%);
- Calcium nitrate, thiourea and polyacrylamide gel also showed overfulfillment of plans with a significant increase in volumes and revenue.



The projects implemented in recent years, such as the construction of ammonia and urea, polyvinyl chloride, caustic soda and methanol production complexes, have not only enabled to significantly increase production volumes, but also to fulfill the highest environmental and energy efficiency requirements. We are particularly proud of the fact that the ammonia and urea production complex was built in cooperation with world's leading global companies - Mitsubishi Heavy Industries Ltd, Mitsubishi Corporation, Haldor Topsoe, Saipem and Uhde. This has enabled us to introduce advanced technologies recognized by world leaders in sustainable chemistry. For example, if we compare the total energy intensity of the old first-stage ammonia production (13.2 Gcal per 1 ton of ammonia) with the new production (8.2 Gcal per 1 ton of ammonia), we can see a significant reduction in specific energy consumption. As a result, we have significantly reduced our greenhouse gas emissions into the atmosphere in 2024, which confirms our commitment to environmental responsibility and the green transition.

We fully support the strategic course of the President of the Republic of Uzbekistan on industrial renewal of the regions and increasing export potential. The head of state noted at the launch ceremony of PVC complex in December 2019 that such projects were drivers of regional economic growth and employment.

JSC "Navoiyazot" works actively to reduce its carbon footprint, digitalize production processes and improve energy efficiency. The company monitors closely the development of state regulation in the field of climate policy, monitors greenhouse gas emissions and is ready to ensure full compliance with new requirements. The "green" transition is not seen as a challenge, but as an opportunity to strengthen our position in international markets, especially taking into account the requirements of CBAM and WTO climate agenda.

JSC "Navoiyazot" participates actively in the implementation of corporate social responsibility. We support educational and scientific initiatives, assist veterans, vulnerable segments of the population and contribute to the development of regional infrastructure. In 2024, approximately 50 billion soums were allocated for charity and sponsorship programs.

On behalf of the Board, I extend my heartfelt gratitude to our shareholders, partners, and both international and domestic investors for their trust and fruitful collaboration. A special note of appreciation goes to the entire staff of JSC "Navoiyazot" for their unwavering dedication and belief in our shared mission.

Human capital is the cornerstone of the company's success.
With a workforce

of over **8,000**
qualified specialists,

each individual plays a vital role in driving the enterprise forward. We implement modern training programs, foster opportunities for career advancement, and prioritize the wellbeing of our employees. The support of the Government of the Republic of Uzbekistan, the Ministry of Investment, Industry and Trade, and other state institutions is instrumental in realizing our long-term strategic strategy.



In 2025, the company will continue its modernization efforts, expand production capacity, strengthen its presence in international markets, and consistently advance **ESG initiatives**. We will actively adopt best practices in sustainable development, aiming to minimize our environmental and social impact while laying a strong foundation for the future.

As we enter 2025, we do so with a clear strategic vision, bold new goals, and a steadfast commitment to quality, sustainability, and innovation.



KEY EVENTS FOR 2024

FEBRUARY



As part of the Investment Forum, representatives of **JSC "Navoiyazot"** visited **Shanghai** to explore the operations of Chinese enterprises and discuss prospects for cooperation in the chemical industry.



JSC "Navoiyazot" received Beibut Atamkulov, Ambassador Extraordinary and Plenipotentiary of the Republic of Kazakhstan in Uzbekistan.

MARCH



The company's employees became prize winners of the Republican contest **"The Most Active Woman Innovator"**, showcasing **22 innovative developments** in energy saving, environmental solutions, import substitution and production process optimization.

APRIL



Feruz Daniyarova, Occupational Health and Safety Engineer and Technologist, was awarded a **second-degree diploma** in the **"Best Young Occupational Health and Safety Specialist"** category of the Republican Contest for Best Organization of Public Control over Occupational Health and Safety, organized by the Republican Council of the Trade Union of Chemical and Pharmaceutical Industry Workers and dedicated to the World Day for Safety and Health at Work.

MAY



As part of the Tashkent International Investment Forum, an agreement was signed with the Chinese company Sinoma Energy to construct a **300 MW** solar photovoltaic power plant.

JUNE



Gas rescue team member **Jakhongir Latipov** won **first place** at an international martial arts tournament.

The delegation, led by **the President of Tatarstan, Rustam Minnikhanov**, familiarized themselves with the enterprise's operations and the working conditions of its employees.



JULY



JSC "Navoiyazot" was recognized as a model organization for its implementation of state **youth policy**.

The enterprise's medical and sanitary unit has been equipped with modern X-ray technology, significantly enhancing diagnostic accuracy and improving the quality of patient care.

KEY EVENTS FOR 2024

AUGUST



Representatives of Chinese companies visited the production complexes of **JSC "Navoiyazot"**, assessed the quality of export-oriented products and offered recommendations for improving efficiency.



Kamoliddin Asatov, Deputy Head of the Polyvinyl Chloride, Caustic Soda, and Methanol Production Complex, was awarded **the Shukhrat Medal** by the Decree of the President of the Republic of Uzbekistan in recognition of his contribution to the development of the enterprise.

OCTOBER



The Chairman of the Board and specialists of **JSC "Navoiyazot"** visited Poland to study foreign experience at the air separation plant built by **Linde**.

JSC "Navoiyazot" has received its first ever credit rating from Fitch Ratings. The company has earned a long-term credit rating of **"BB-"** with a **"Stable"** outlook, which aligns with the sovereign credit rating of Uzbekistan.



SEPTEMBER



The delegation from the **Polish Assembly of Lublin Voivodeship** visited the enterprise, familiarized themselves with its operations and discussed plans for implementing major investment projects and expanding mutually beneficial cooperation.

NOVEMBER



Farukh Samadov, Chairman of the Board of **JSC "Navoiyazot"**, was awarded a **third degree** diploma at the national contest **"Best Social Partner"**.

To mark its **60th anniversary**, the company hosted a series of celebratory events, including a ceremonial gathering, a scientific conference, an award presentation, and a festive concert.



DECEMBER



In celebration of the anniversary, a book was presented, highlighting the enterprise's history and key achievements.

German specialists visited **JSC "Navoiyazot"** to exchange expertise and discuss the implementation of energy-saving technologies.

KEY PERFORMANCE INDICATORS OF THE COMPANY FOR 2024

SASB RT-CH-000.A

2023

3,933.752

Environmental protection costs, million soums

2024

7,699.747

Environmental protection costs, million soums

2022

4,326.40

Volume of pollutant emissions into the atmosphere, tons*

2023

4,837.04

Volume of pollutant emissions into the atmosphere, tons*

2024

4,812.03

Volume of pollutant emissions into the atmosphere, tons

2022

32,612.77

Volume of water taken, Megaliters

2023

31,364.315

Volume of water taken, Megaliters

2024

21,706.08

Volume of water taken, Megaliters

2024

750.930

Ammonia, thousand tons

2024

579.919

Urea, thousand tons

2024

655.003

Nitric acid, thousand tons

2024

288.886

Other products, thousand tons

2024

766.254

Ammonium nitrate, thousand tons

2024

3,040.922

Total, thousand tons

2022

8,714

Headcount, people

2023

8,611

Headcount, people

2024

8,494

Headcount, people

2022

4.8

Staff turnover, %

2023

3.4

Staff turnover, %

2024

4

Staff turnover, %

2022

899.83

Training Expenses, million soums

2023

542.7

Training Expenses, million soums

2024

727.83

Training Expenses, million soums

2022

8,714

Number of people covered by the occupational health and safety management system of the Company that has undergone an internal audit and external audit

2023

8,611

Number of people covered by the occupational health and safety management system of the Company that has undergone an internal audit and external audit

2024

8,494

Number of people covered by the occupational health and safety management system of the Company that has undergone an internal audit and external audit

*The data for 2022 and 2023 differs from the information provided in SR for 2023, as the current report takes into account a more complete list of pollutants.

About the Company

- 9 Company Profile
- 11 History of development
- 12 Development strategyc
- 12 Economic effectiveness



ABOUT THE COMPANY

GRI 2-1

Company Profile

JSC "Navoiyazot" is a joint-stock company registered and operating under the legislation of the Republic of Uzbekistan. The head office is located in the city of Navoi. Production activities are carried out in the city of Navoi and Kanimekh district of Navoi region.

JSC "Navoiyazot" is one of the leading and dynamically developing multi-industry companies of the chemical industry of Uzbekistan. It produces chemical products at four main facilities:

- production of mineral fertilizers;
- production of chemical reagents;
- production of small-tonnage chemicals;
- production of polyvinyl chloride (hereinafter referred to as PVC).



The company also has departments that supply the main production facilities with fuel and energy resources, automobile and rail transport, and a workshop for repair and restoration works.

The company manufactures a wide range of chemical products, including nitric acid, ammonia, urea, ammonium nitrate, acetylene, acetaldehyde, acetic acid, hydrocyanic acid, ammonium sulfate, acrylonitrile, thiourea, ammonium thiocyanate, ammonium chloride, caustic soda, chlorine, hydrochloric acid, PVC, methanol and other products. Among them, urea, ammonium nitrate, PVC, hydrochloric acid and liquid chlorine accounted for the largest share of exports in 2024.

JSC "Navoiyazot" used to be part of JSC "Uzkimyosanoat", which produced over 30% of all chemical products in Uzbekistan. On March 1, 2023, the Company left JSC "Uzkimyosanoat" and the Strategic Reforms Agency under the President of the Republic of Uzbekistan became its sole shareholder. Since August 18, 2023, the Ministry of Economy and Finance of the Republic of Uzbekistan has been the sole shareholder of JSC "Navoiyazot".

In 2024, the production of main products of JSC "Navoiyazot" amounted to

3,040.9 thousand tonnes

and the revenue from sale of the Company's products reached

5,816.974 billion soums

The Company's units carry out a complete production cycle. New technologies are mastered, automated production and management systems are introduced, the existing facilities are modernized, and new production facilities are built.

Supply chain and sales markets

GRI 2-6

The production processes of JSC "Navoiyazot" are ensured by a comprehensive system of resource supplies. JSC "Uz-GasTrade" supplies natural gas for raw material, technological and fuel needs, while the electricity is purchased from JSC "NIES". The steam for technological needs is generated at the company's own boilers and waste heat boilers; in case of thermal energy shortage, it is supplemented by JSC "NIES". Thermal energy for sanitary and domestic needs and heating also comes from JSC "NIES". The industrial water for technological cycles and feeding is supplied from the networks of JSC "Navoi SuvTaminoti". By ensuring a continuous supply with all necessary resources, such as gas, electricity, steam and water to the company, JSC "Navoiyazot" maintains uninterrupted production of chemical products, which are then sold on the domestic and foreign markets.

The products are sold on the domestic market through exchange trading of JSC "UZEX" and the cooperation portal, and are also exported through "Uzkimeimpex" LLC to the CIS countries, the Baltics, Eastern Europe, the Middle East and Asia. Consumers of JSC «Navoiyazot» products are distributors, traders and industrial enterprises from the agro-industrial (ammonium nitrate, urea, ammonium sulfate), mining and metallurgy (sodium cyanide, thiourea, sulfuric and nitric acids, methanol), chemical, energy and other sectors, using chemical products for the further production of fertilizers, polymers, industrial reagents and other goods.

The company cooperates with joint ventures and partners, including JV "Continaz" LLC, FE" Air Products Central Asia Group" LLC and JV "Chemistry International" LLC, within the framework of projects on modernization, maintenance and development of production capacities.



Our mission



We have been established to harness the energy of natural resources for the benefit of humanity, driving long-term economic growth and social stability in the regions where the Company operates, to foster prosperity and progress, safeguard a favorable environment and rational use of natural resources, ensure stable and long-term business growth, to be a reliable supplier of mineral fertilizers, chemical reagents and low-tonnage chemical products.

Our values



In their daily work, employees are guided by the Company's core corporate values, which serve as a guide for achieving excellence. The main values are highly qualified specialists, continuous growth of qualifications and professionalism, operational efficiency, social protection of employees and team stability. Additionally, the Company actively upholds the principles of sustainable development – striving to minimize the negative impact on the environment and promoting social progress – thereby making its contribution to the future more significant and responsible.

Our goals



JSC "Navoiyazot" is committed to creating new value, maintaining strong profitability and business stability, and delivering high returns to shareholders through Company's asset growth and consistent dividend payments, and fulfilling shareholders' expectations for 2024 in terms of achieving financial and strategic indicators. To realize these goals, JSC "Navoiyazot" will leverage all available opportunities, among others, focusing on cost reduction, operational efficiency, product and service quality enhancement, and the adoption of advanced technologies.



HISTORY OF DEVELOPMENT

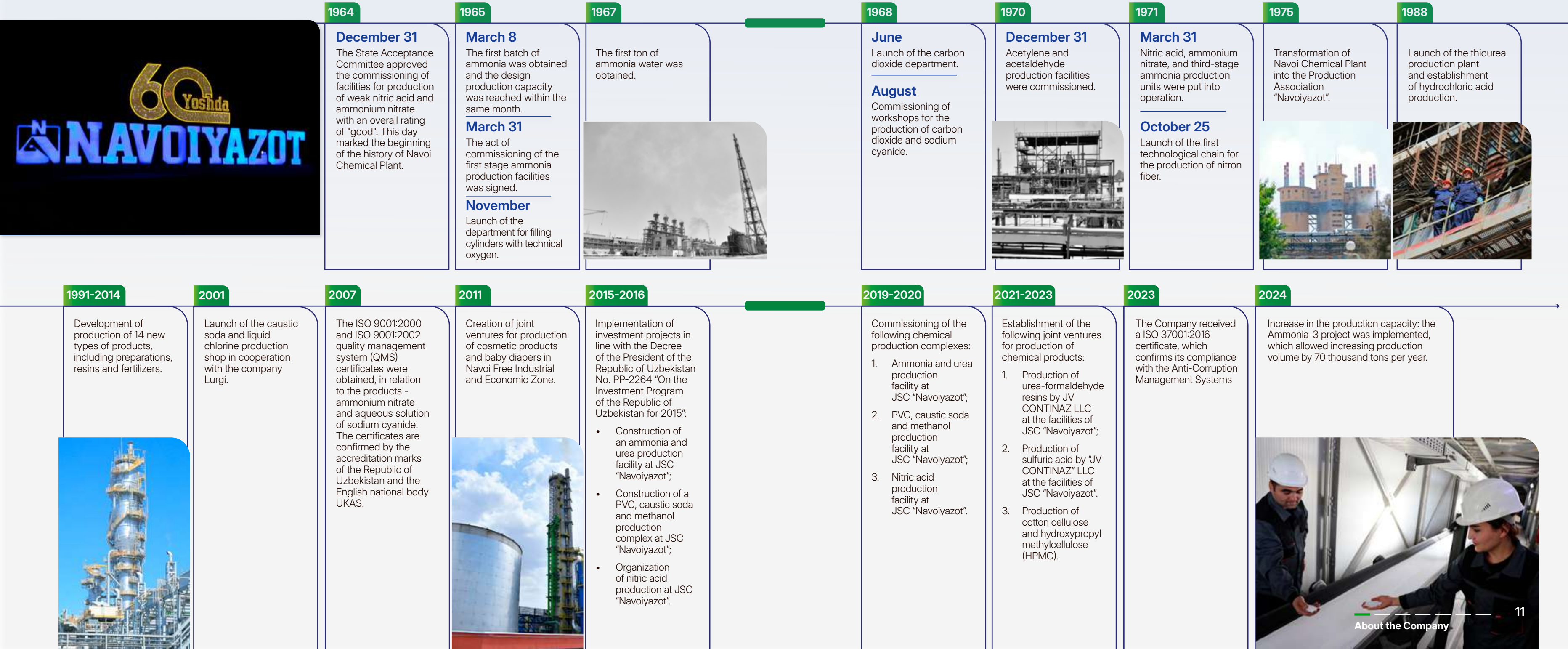
GRI 2-1

More than **ten leading design organizations** from the USSR and Czechoslovakia took part in the large-scale design of the Navoi Chemical Plant. The State Institute of Nitrogen Industry (SINI) served as the general designer.

In **1964**, the plant was officially commissioned, initiating the production of ammonium nitrate and weak nitric acid. Three months later, the first batch of ammonia was produced and by **1968**, facilities dedicated to the production of organic chemicals were launched.

Today **JSC “Navoiyazot”** is an enterprise with a fully production cycle, actively implementing advanced technologies and automated control systems. The company modernizes existing complexes, builds new production facilities and implements innovative approaches.

Having reached a new stage of development, the enterprise confidently navigates market conditions, showcasing a high level of technical equipment, progressive technologies and innovative solutions. A close-knit team of highly qualified specialists and engineers positions **JSC “Navoiyazot”** as an example for other enterprises and a source of pride for independent Uzbekistan.



Development strategy

Pursuant to the Decree of the President of the Republic of Uzbekistan “On Measures for Further Reforming and Increasing Investment Attractiveness of the Chemical Industry”, JSC “Navoiyazot” aligns its operations with the national strategy for chemical industry development 2030. **The enterprise’s strategic goals include:**



To achieve these objectives, the Company actively implements investment projects focused on long-term modernization of technologies and renewal of production processes. These initiatives play a vital role in enhancing product competitiveness in both the domestic and international markets by improving quality and reducing costs.

By adhering to high standards of environmental and industrial safety and effectively addressing social issues, the enterprise fulfills its mission: to deliver maximum benefit to society, drive transformations that improve life through continuous growth, sustainable development and a responsible attitude to the environment.

Economic effectiveness

GRI 201-1, SASB RT-CH-410a.1

According to 2024 results, JSC “Navoiyazot” recorded revenues totaling

5,816.97 billion soums,
reflecting growth compared to the previous year. Net revenue from sales rose by 21.7% compared to 2023. The distributed economic value of the Company reached

6,307.64 billion soums.
Notably, expenditures for labor remuneration and social payments to employees increased to

602.96 billion soums.
The Accounting Department and the Forecasting, along with the Economic Analysis Department are responsible for calculating and monitoring economic performance indicators.



In 2024, products designed with efficiency in use accounted for 0.02% of the Company’s total revenue. Examples of such products include polyacrylamide gel (PAA gel) and ferric chloride (FeCl₃), both utilized in water treatment processes. These products contribute to reduced water and reagent consumption, enhanced water purity, minimized equipment corrosion, and the reuse of purified water, thereby helping to lower the overall environmental impact.



Created and distributed direct economic value, billion soums*

Indicator	2022	2023	2024
1. Created Direct Economic Value	6,943.21	5,755.91	6,388.74
Income (revenue)	5,306.37	4,779.07	5,816.97
Income from financial investments	1,497.47	536.49	527.84
Income from sale of tangible assets	120.30	68.52	28.80
Other revenues	19.07	371.82	15.13
2. Distributed Economic Value	5,690.07	5,727.52	6,307.64
Operating Expenses	3,554.62	3,412.21	4,603.57
Wages, other Payments and Benefits to Employees	424.25	468.07	602.96
Including wages	407.76	449.24	580.33
Including other payments and benefits to employees	16.49	18.83	22.63
Payments to Capital Providers	1,675.97	1,969.84	1,270.28
Including paid dividends**	466.70	319.94	288.78
Including financial costs	1,675.97	1,969.84	1,270.28
Other expenses	-	-	-
Payments to the state	398.88	324.83	384.31
Including income tax	77.11	74.20	43.39
Investments in Local Communities	60.60	20.64	49.48
3. Retained Economic Value	1,253.14	28.39	81.10

* Financial indicators are taken from the approved financial statements, which were prepared in accordance with NAS.
** Distributed dividends are separately reflected in the statements of changes in equity and cash flows and are allocated in accordance with the Law of the Republic of Uzbekistan No. 886 dated 25.12.2023.

ABOUT THE REPORT

GRI 2-1, 2-2, 2-3, 2-5, 2-6

Joint Stock Company “Navoiyazot” (hereinafter referred to as JSC “Navoiyazot”, or Navoiyazot, or Company) presents the Sustainability Report for 2024 (hereinafter referred to as the Report), prepared in alignment with ESG principles, the Global Reporting Initiative (GRI) Standards and the Sustainability Accounting Standards Board (SASB) Industry Standards. The Report covers the period from January 1 to December 31, 2024 and reflects the Company’s commitment to strategies aimed at long-term conservation of natural resources, increasing social responsibility and strengthening the principles of corporate governance.

The Report highlights the key achievements of JSC “Navoiyazot” across the environmental, economic, and social pillars of sustainable development. It places particular emphasis on measures aimed at reducing greenhouse gas emissions, promoting the efficient use of natural resources, and ensuring safe and dignified working conditions for employees. Additionally, the Report outlines the Company’s engagement with local communities and stakeholders.

In 2024, JSC “Navoiyazot” initiated the preparation of its **first ESG report** in compliance with Decree of the President of the Republic of Uzbekistan No. UP-37, dated **February 21, 2024**, titled **“On the State Program for Implementation of the Uzbekistan-2030 Strategy in the Year of Supporting Youth and Business.”** This decree aims to enhance openness and strengthen corporate governance in state owned enterprises. In line with its provisions, large companies in which the state holds a **50% or greater share** are required to publish annual reports on corporate social responsibility (CSR) and environmental, social, and governance (ESG) performance.

The adoption of the Decree served as an important catalyst for JSC “Navoiyazot” to develop a dedicated **ESG report**, underscoring the Company’s commitment to transparency, sustainable development, and social responsibility.

The scope of the Report encompasses all branches and production facilities within the Company’s organizational structure. While the current edition of the Report has not undergone external assurance, JSC “Navoiyazot” intends to implement independent limited assurance in the following years.



Materiality determining process

GRI 3-1

To develop the Report, JSC “Navoiyazot” conducted a comprehensive materiality assessment. In identifying material topics, the Company adhered to the guidelines set forth in the GRI Standards (GRI 3: Material Topics 2021), the SASB Industry Standards, and leading international ESG ratings, including Sustainalytics and S&P Global Corporate Sustainability Assessment (CSA) for the chemical sector. The assessment process comprised the following key stages.

Procedure for determining material topics

Stage 1.

External context analysis

- Analysis of material topics of the largest peer companies in the chemical industry,
- Analysis of global sustainable development trends
- Analysis of sustainable development trends in the Republic of Uzbekistan.



Stage 2.

Analysis of ESG criteria of non-financial reporting standards and ratings

- Analysis of international non-financial reporting standards (GRI Standards and SASB standards for the chemical industry),
- Analysis of topics assessed by leading global ESG rating agencies for the chemical industry (S&P Global CSA, MSCI).



Stage 3.

Topic ranking

- Evaluation and alignment of material topics based on the analysis of external context and ESG criteria



Stage 4.

Approval of the list of material topics

- Coordination and approval of the final list of material topics

GRI 3-2

As a result of the assessment,

10 material topics

were identified that were essential for JSC “Navoiyazot”

E

(Environmental)

- Climate change
- Emissions into atmosphere
- Energy management
- Waste management
- Water management

S

(Social)

- Human resource management
- Diversity and equal opportunities
- Local communities
- Occupational health and safety

G

(Managerial and Economic)

- Transparency and anti-corruption policy

Managing the Company

- 15 Corporate governance
- 22 ESG-management
- 23 Interaction with stakeholders
- 26 Contribution to United Nations Sustainable Development Goals
- 27 Internal and external audit
- 27 Quality management
- 27 Anti-corruption
- 32 Feedback mechanisms



MANAGING THE COMPANY

Corporate governance

Corporate governance structure

GRI 2-9, 2-12

The governance of JSC “Navoiyazot” is conducted in full compliance with the legislation of the Republic of Uzbekistan and the Company’s internal regulatory framework, including its Charter and associated provisions. As of January 1, 2024, the Company’s management system adheres to the Corporate Governance Rules for state owned enterprises, following the decision of the Sole Shareholder dated February 12, 2023. These rules, approved by the Order No. 145 of the State Assets Management Agency of the Republic of Uzbekistan on June 23, 2023, reinforce the Company’s commitment to integrity and transparency of business conduct.

The Company has **Corporate Governance Code** (hereinafter referred to as the Code), which serves as a guide for joint-stock companies, providing recommendations, the implementation of which is carried out on a voluntary basis. The basis of the Code is the legislative rules of the Republic of Uzbekistan and aligned with internationally recognized principles of corporate governance.

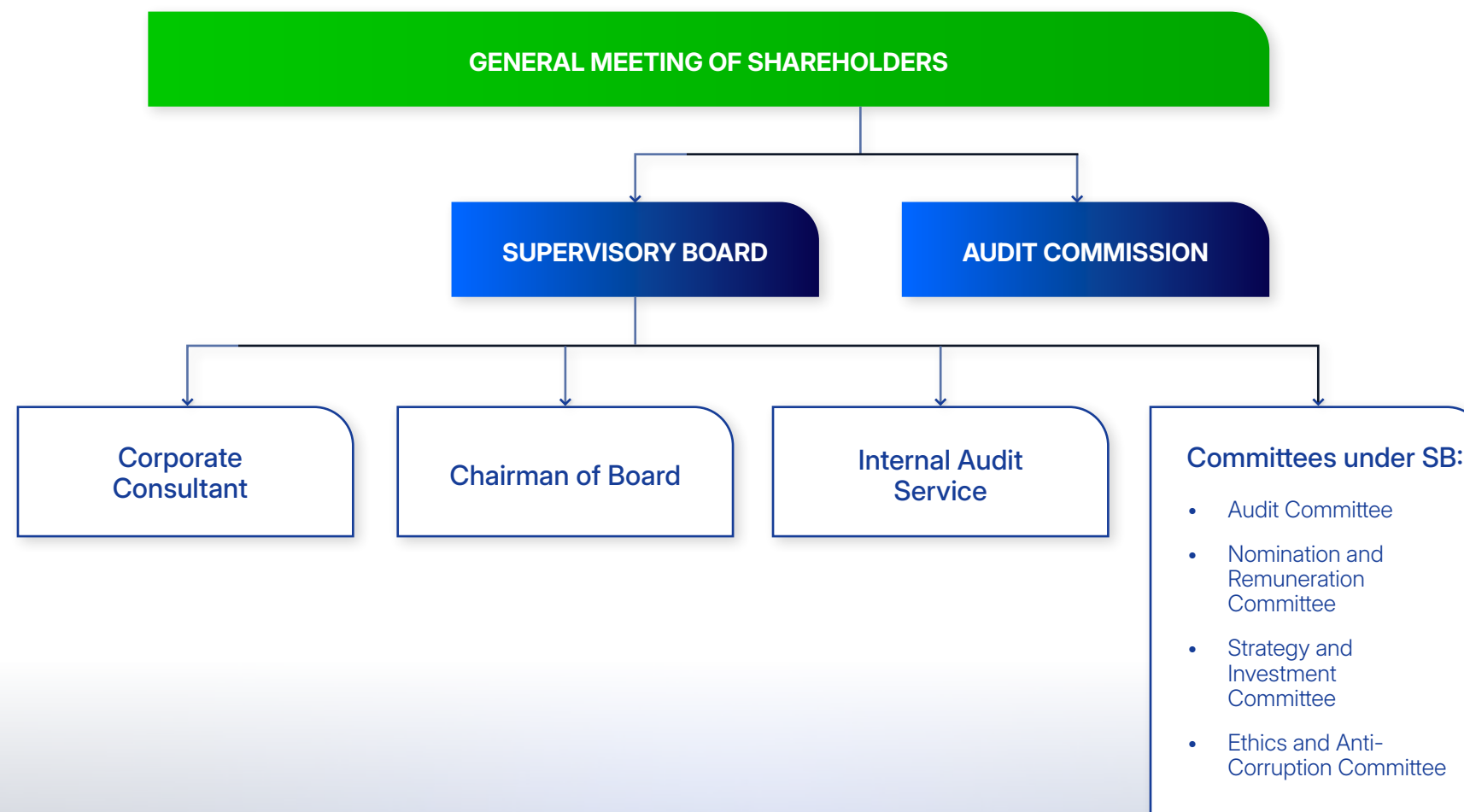


The Code defines corporate governance as a system of relationships among the Management Board, Supervisory Board, shareholders, workforce representatives, and other stakeholders, including creditors.

Its **primary objective** is to balance the interests of all parties to ensure the effective operation of **JSC “Navoiyazot”**, drive the modernization and technological renewal of production facilities, and enhance the competitiveness of the Company’s products and their export to foreign markets.

The Code comprises a set of recommendations across key areas designed to support the effective functioning of the Company’s management bodies.

Organizational Structure of JSC “Navoiyazot”



General meeting of shareholders

GRI 2-12, 2-14

The supreme governing body of JSC “Navoiyazot” is the General Meeting of Shareholders, whose activities are governed by the Regulation on the General Meeting of Shareholders. This Regulation is based on the Law of the Republic of Uzbekistan on Joint-Stock Companies and Protection of Shareholders’ Rights. Since 2023, the sole shareholder of JSC “Navoiyazot” has been the Ministry of Economy and Finance of the Republic of Uzbekistan. The Regulation incorporates recent legislative updates, the requirements of the Decree of the President of the Republic of Uzbekistan No. UP-101, dated April 8, 2022, and it defines the status and operational procedures of the General Meeting of Shareholders, including the procedure for convening both Annual and Extraordinary meetings.

The supreme corporate governance body and senior management play a pivotal role in developing, approving and updating the statements of purpose, values, mission, as well as strategies, policies and objectives related to sustainable development of the organization. By setting the overall direction of the Company, they ensure that the organization’s activities align with the principles of sustainable development and oversee the implementation of these principles at all levels of the organization.

The supreme corporate governance body is usually responsible for reviewing and approving the sustainability report, including material topics. The draft report prepared by the executive body is submitted to the supervisory board for review and approval.

The Annual General Meeting of Shareholders is held at least once a year, no later than six months after the end of the financial year, while the Extraordinary General Meeting of Shareholders is convened as needed. The Annual General Meeting of Shareholders considers and approves the annual report, financial outcomes, profit distribution, auditor and audit commission reports, and the Supervisory Board’s report on compliance with corporate governance standards. The agenda also includes the election of members to the Supervisory Board and Audit Commission, the appointment of members of the Counting Commission, and decisions regarding the extension or termination of contracts with the Company’s management.

This corporate governance structure is designed to promote transparency, foster active shareholder engagement, and support the achievement of the strategic sustainability objectives.

The General Meeting of Shareholders of JSC “Navoiyazot” performs key management functions and makes decisions on issues related to the organization and development of the Company. The competence includes:

- Amending the Charter and approving its new version, which ensures alignment with internal and external regulatory requirements.
- Determining the composition of the Supervisory Board and its members, and their election and early termination of powers. This helps maintain the effective work of the management bodies.
- Approving the annual report, financial statements and profit distribution, which promotes transparency and information openness to shareholders and stakeholders.
- Resolving issues related to increasing or decreasing the Company's Authorized Fund, issuing corporate bonds and own shares, as well as reorganizing or liquidating the Company.
- Defining the policy on major transactions and interested-party transactions, which helps manage financial risks and the interests of all shareholders.
- Approving the Company's annual business plan and hearing reports from the Supervisory Board and the Audit Commission, including on compliance with legal requirements.

These actions and decisions of the General Meeting of Shareholders serve as a basis for the strategic management of the Company and ensuring sustainable development, promoting transparent corporate governance in line with international standards and best practices in the field of sustainable development.

In 2024, the sole shareholder of the company was the Ministry of Economy and Finance of the Republic of Uzbekistan. During the reporting year,

6 decisions were issued by the sole shareholder

on the approval of the company's organizational structure, electing a new supervisory board, terminating the powers of one of the board members, determining the remuneration for independent board members, approving financial statements and distributing profits for 2023, and transferring selected facilities to the balance sheet of the local government.

In accordance with the Resolution of the Cabinet of Ministers of the Republic of Uzbekistan dated 2024 No. 172 "On Approval of Key Performance Indicators (KPI) of the Activities of Ministries, Departments and Business Associations in Energy, Ecology, Geology and Mining Sectors for 2024", and in compliance with the instructions of the Cabinet of Ministers of the Republic of Uzbekistan and the State Assets Management Agency of the Republic of Uzbekistan, JSC "Navoiyazot" ensures timely disclosure of information regarding the composition and changes in its management and supervisory bodies on the official platform kpi.davaktiv.uz.

In addition, the Company submits on quarterly basis the reporting on implementation of key performance indicators (KPI) in the activities of the Chairman of the Board and his/her deputies to the following electronic systems:

- ijro.gov.uz - for monitoring the implementation of government directives.
- samaradorlik.uz - for assessing the effectiveness of governing bodies.

This ensures a high level of transparency, compliance with national regulatory requirements and strengthens the corporate governance system in the Company.



Supervisory Board

GRI 2-10, 2-12, 2-14, 2-17

The Supervisory Board exercises general management of the Company's activities, except for matters reserved by law and the Company's Charter for the exclusive competence of the General Meeting of Shareholders, coordinates activities of the Management Board, the Company's internal control bodies, collegial bodies created in the Company, and, when necessary, engages experts to organize the Company's development plans and monitor the achievement of the goals outlined therein. Training for Supervisory Board members in the field of sustainable development is conducted based on a decision made by the General Meeting of Shareholders of the Company.

The Supervisory Board of JSC "Navoiyazot" plays a key role in ensuring strategic management and supervision. It is entrusted with a broad range of responsibilities aimed at advancing the Company's objectives, protecting shareholder interests and observing the corporate governance principles. The main functions of the Supervisory Board include:



- **Setting strategic directions:** The Supervisory Board approves the Company's priority areas of activity, regularly hears the Management Board's report on implementation of the strategy.
- **Organizing and holding shareholders' meetings:** The Supervisory Board organizes the convening of the Annual and Extraordinary General Meetings of Shareholders, prepares their agenda, approves the date and place of holding, and the date of forming the register of shareholders for notification of meetings.
- **Monitoring internal audit and audit checks:** includes the creation of an internal audit service, the appointment of its employees and regular hearing of reports. The Supervisory Board also makes decisions on conducting audit checks, approves the audit organization and the maximum amount of payment for its services.
- **Preparation and approval of business plans:** The Supervisory Board reviews and approves the Company's annual business plan, monitors its implementation, and evaluates the implementation of the production program.
- **Management and control of major transactions and transactions with affiliates:** includes approval of major transactions and transactions with affiliates in accordance with legislation.

- **Creation and liquidation of subsidiaries, branches and representative offices:** The Supervisory Board makes decisions on creation or termination of Company's subsidiaries, dependent business entities, branches and representative offices.
- **Managing assets and overseeing investment activity:** The Supervisory Board oversees the acquisition or construction of new real estate, the acquisition of shares in other business entities, as well as the disposal of property and investments in the authorized capital.
- **Consideration and approval of socially significant initiatives:** The Supervisory Board approves the policy and procedure for providing charitable, sponsorship or gratuitous assistance within the framework established by the General Meeting of Shareholders and legislation.
- **Ensuring transparency and corporate governance:** As part of its competence, the Supervisory Board is granted access to the documents and records of the Management Board to ensure effective oversight and the proper execution of its duties, and observes the use of information exclusively for official purposes.

The number of members of the Supervisory Board is determined by the General Meeting of Shareholders, the Charter, and cannot be less than the number established by law and can be changed by decision of the General Meeting of Shareholders of the Company. Members of the Supervisory Board of JSC "Navoiyazot" are elected by the General Meeting of Shareholders following the procedures outlined in the legislation and the Charter of the Company for a term of three years.

In accordance with the legislation of the Republic of Uzbekistan, the Company uses a two-tier management system, in which shareholders elect the Supervisory Board consisting only of non-executive directors, while the Management Board consists of executive directors. As a result, no executive directors serve on the Supervisory Board and only the members of the Company's Management Board can hold executive director positions.

The meetings of the Company's Supervisory Board are convened as needed for prompt consideration of issues and decision-making. The convening of a meeting may be initiated by the Chairman of the Supervisory Board on the following grounds:

- On his own initiative;
- At the request of any member of the Supervisory Board;
- At the request of the Audit Commission;
- At the request of the Chairman of the Management Board..

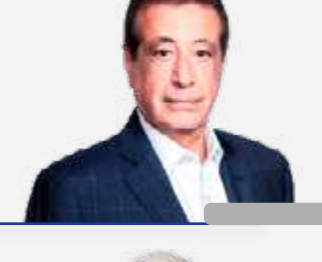
In 2024, the Supervisory Board of JSC “Navoiyazot” considered issues related to changing the composition of the board and executive body, approving business plans for 2023 and 2024, profit distribution, financial and economic performance and audit results for 2023, concluding major transactions, implementing investment projects (solar power plant, expansion of cyanide salt production), transferring property, allocating sponsorship support, amending the Charter and internal documents of the company.

In total,
2 meetings
of the Supervisory Board
were held during the reporting period.

To enhance the efficiency of sustainable development management, the Company has mechanisms for consulting the Supervisory Board with government authorities, regulators, shareholders, and responsible representatives of the Company. The reviews of outcomes of these processes are conducted in person or online during meetings of the Supervisory Board. The inspections are conducted on quarterly basis at the meetings of the Supervisory Board.



Composition of the Supervisory Board in 2024

GRI 2-11	 MUKHAMEDJANOV Timur Rasulovich Position Chairman, Supervisory Board
	 SAFAROV Shokhrukh Abdugafforovich Position Head, Department of Tax and Customs Policy and Revenue Forecasting, Ministry of Economy and Finance of the Republic of Uzbekistan
	 NASRITDINKHOJAEV Omonullo Zabikhullaevich Position First Deputy Minister, Ministry of Mining and Geology of the Republic of Uzbekistan
	 MUKHTAROV Ulugbek Khakimovich Position Deputy Director, Reconstruction and Development Fund of the Republic of Uzbekistan
	 WAHID TAWTIK Position Independent Member
	 ALDITAS SAULIUS Position Independent Member

Assessment of activities of the Supervisory Board

- GRI 2-18
- The activities of the members of the Supervisory Board are assessed annually based on their performance during the reporting period. The assessment is conducted by shareholders at the General Meeting of Shareholders and involves the following stages:
- Review of the annual report of each member of the Supervisory Board.
 - Summing up the results of the assessment of their activities.

- Based on the results of the assessment of the activities of the members of the Board of Directors, the General Meeting of shareholders makes appropriate decisions, including possible changes in the composition of the Supervisory Board.
- The annual report of a member of the Supervisory Board contains:
- Information on participation in the functioning of the Supervisory Board;
 - A list of issues raised and presented by the member during Supervisory Board meetings, and decisions taken on them and their contribution to the Company's operations;
 - An assessment of the impact of the implemented proposals of the Supervisory Board member on improving the Company's operations;
 - Conclusions and proposals aimed at Company's development.

This process enhances **the transparency and efficiency** of the Supervisory Board and supports the effective implementation of the Company's strategic objectives.



Committees and their activities

Regulations on the Audit Committee

The Audit Committee serves as a consultative and advisory body created to assist in the effective performance of the functions of the Supervisory Board of JSC “Navoiyazot” in terms of overseeing the Company's financial and economic activities. The activities of the Audit Committee are carried out in accordance with the competence defined by the Regulation on the Audit Committee. The Committee does not function as a management body and is not authorized to act on behalf of the Supervisory Board.

The followings are the main functions of the Audit Committee:

- Supervision of the formation of the Company's accounting (financial) statements;
- Oversight of the reliability and efficiency of the internal control and risk management systems;
- Ensuring the independence and objectivity of the internal audit function;
- Supervision of the external audit and the selection of the external auditor;
- Oversight of effectiveness of the system for preventing integrity violations by employees and third parties.

The Audit Committee also oversees the management of strategic and operational risks, including the development of policies and procedures, determination of the risk appetite, monitoring of the risk register, assessment and mitigation of financial, operational, environmental, ESG, and compliance risks, analysis and elimination of risk causes, engagement with management, and promotion of a risk management culture.

The Audit Committee is created and dissolved by decision of the Company's Supervisory Board, which retains the authority to terminate the powers of any member of the Committee or re-elect its composition at any time. The Committee is composed of at least three members, all of whom are selected from among the Supervisory Board, with a majority required to be independent. The members of the Committee are elected at a meeting of the Supervisory Board and hold their positions until the election of a new composition of the Supervisory Board at the Company's General Meeting of Shareholders.

Regulations on the Nomination and Remuneration Committee

The Nomination and Remuneration Committee is a collegial advisory body of the Supervisory Board of JSC “Navoiyazot” and its purpose is to address matters and prepare recommendations to the Supervisory Board on the matters within its competence in the areas of personnel and social policy, and the remuneration policy of the Company's management. The Nomination and Remuneration Committee is fully accountable to the Supervisory Board and acts within the powers granted to it by the Supervisory Board, in accordance with the Regulation on the Nomination and Remuneration Committee.

In carrying out its activities, the Nomination and Remuneration Committee is guided by the legislation of the Republic of Uzbekistan, the Company Charter, the Regulations "On the Supervisory Board of JSC “Navoiyazot”, decisions of the Supervisory Board, the Regulations on the Nomination and Remuneration Committee and other internal documents of the Company approved by the General Meeting of Shareholders and the Supervisory Board, as well as decisions of the Nomination and Remuneration Committee.

The primary objective of the Nomination and Remuneration Committee is to develop, evaluate, and present recommendations to the Supervisory Board on matters related to:



- Personnel appointments in the management and control bodies and key managers of the Company's divisions;
- Personnel planning, professional composition and effective work of the Management Board, attracting qualified specialists to the management of the Company and establishing appropriate incentives for their successful performance;
- The system of motivation and remuneration of the Company's employees, the formation of an effective and transparent practice of remuneration of the Company's management;
- Other matters falling within the Supervisory Board's authority related to the appointment and remuneration of the Company's personnel.

The Nomination and Remuneration Committee is formed from among members of the Supervisory Board and should include at least three members. The majority of the members of the Committee must be independent members of the Supervisory Board.

The members of the Nomination and Remuneration Committee are elected at a meeting of the Supervisory Board from among its current members and hold their positions until the election of a new Supervisory Board at the General Meeting of Shareholders. The decision to elect members of the Committee is made by a simple majority of votes from the total number of members of the Supervisory Board.

Regulations on the Strategy and Investment Committee

The Strategy and Investment Committee is fully accountable to the Supervisory Board and operates within the powers granted to it by the Supervisory Board, in accordance with the Regulations on the Strategy and Investment Committee.

In its activities, the Strategy and Investment Committee is guided by the legislation of the Republic of Uzbekistan, the Charter, the Regulation "On the Supervisory Board of JSC "Navoiyazot", decisions of the Supervisory Board, the Regulation on the Strategy and Investment Committee and other internal documents approved by the General Meeting of Shareholders and the Supervisory Board.

In accordance with the Regulation on the Strategy and Investment Committee, the primary objective of the Committee is to develop, evaluate and submit recommendations to the Supervisory Board on matters related to:

- Determining the strategic and priority areas of the Company's operations;
- Monitoring the Company's procurement and investment activities;
- Assessing the effectiveness of prospective investment projects and their contribution to enhancing the Company's shareholder value;
- Other issues within the competence of the Supervisory Board.

In accordance with its objectives, the Strategy and Investment Committee performs the following tasks:

- Preliminary review and preparation of recommendations to the Supervisory Board on matters of strategic planning and investment policy, long-term plans, core activity programs, annual and long-term business plans of the Company, as well as reports on their implementation;
- Evaluating the effectiveness of collaboration between the structural divisions of the Company responsible for strategic planning and investment management, with the Supervisory Board and preparation of recommendations based on the assessment outcomes.;
- Assessment of the effectiveness of the Company's activities in the long term and formulating recommendations for the Supervisory Board on adjusting the strategy and development directions taking into account market trends, performance of the Company and its competitors, and other factors.

The Strategy and Investment Committee operates in collaboration with the Management Board and authorized specialized divisions of the Company. The procedure for receiving information from the Company by the Strategy and Investment Committee is established by the Regulation on the Strategy and Investment Committee.

Anti-Corruption and Ethics Committee

The Anti-Corruption and Ethics Committee operates under the Supervisory Board of the Company for the purposes of promoting transparency in corporate governance and upholding compliance with ethical standards and combating corruption in the activities of JSC "Navoiyazot". It is created on the basis of the decision of the Supervisory Board (**minutes No. 218 dated October 3, 2024**).



The Committee operates in accordance with the legislation of the Republic of Uzbekistan, including the Laws "On Combating Corruption" and "On the Protection of Joint-Stock Companies and Shareholders' Rights", as well as internal regulatory documents of the company and the Charter of JSC "Navoiyazot".

The Committee operates on a permanent basis, its members are elected from among the Supervisory Board members, with at least one independent member. The Committee functions in the format of regular meetings, with the possibility of holding extraordinary meetings in the event violations are identified.

The main tasks of the Committee are:

- Development and implementation of internal policies, programs and measures to prevent corruption;
- Monitoring compliance with anti-corruption legislation and ethical standards among officials and employees of the Company;
- Assessing and minimizing corruption risks;
- Raising legal awareness and creating a culture of intolerance to corruption in the organization;
- Ensuring transparency of the company's operations and proper disclosure of information;
- Preparing opinions and recommendations on anti-corruption matters for consideration by the Supervisory Board;
- Monitoring employee adherence to the Company's code of conduct and ethical standards

The Anti-Corruption and Ethics Committee plays a vital role in enhancing the sustainability and transparency of corporate governance. The decisions taken by the Committee are binding on the executive bodies of the Company, and their implementation overseen under the leadership of the Committee's Chairman.



Development of corporate governance

In 2024, as part of the ongoing reforms in corporate governance, JSC “Navoiyazot” undertook a number of structural changes aimed at increasing transparency, accountability and management efficiency. In accordance with the Resolution of the President of the Republic of Uzbekistan dated April 19, 2024 No. PP-163, Corporate Secretariat has been established in the structure of the enterprise, which is accountable directly to the Supervisory Board. Although the regulation on the corporate secretariat is under development, the execution of its core functions has already commenced, including:

- Participation in the preparation and examination of documents on corporate governance issues;
- Development of recommendations for improving the structure of management bodies;
- Introduction of updated corporate governance rules and the Code of Ethics;
- Digitalization of the Supervisory Board's workflow using information and communication technologies (ICT), including remote registration of minutes and electronic voting.

These actions help strengthen the principles of sustainable development, including transparency, digitalization of processes and compliance with ethical standards in management.

Remuneration of members of the Supervisory Board

GRI 2-19, 2-20

Members of the Supervisory Board may receive remuneration and compensation for fulfilling their duties, with the amount determined by the decision of the General Meeting of Shareholders. The key criteria for remuneration include participation in Supervisory Board meetings, voting on agenda items, fulfillment of assigned tasks, performance of additional duties such as chairmanship, as well as contribution to improving the corporate governance of the Company. Remuneration is paid monthly based on quarterly performance, but is not accrued to members who have failed to participate in more than 75% of meetings without good reason.

Expenses incurred by members of the Supervisory Board in the course of fulfilling their duties (for example, transportation and accommodation expenses) are reimbursed upon provision of supporting documents, within the limits established by the legislation of the Republic of Uzbekistan and the internal documents of the Company.

Stakeholder opinions – including those of shareholders – on matters of remuneration of senior management and other employees are considered within the framework of the current corporate governance system. This system provides for the existence of feedback and oversight mechanisms, including through the Nomination and Remuneration Committee, as well as during the annual general meetings of shareholders.

In accordance with the Resolution of the Cabinet of Ministers dated July 31, 2024, members of the Supervisory Board do not receive remuneration for the performance of their duties; and the payment is made only to the independent members of the Supervisory Board.



Management Board

GRI 2-13, 2-28

The Management Board of JSC “Navoiyazot” operates in accordance with the Charter, formulating strategic and operational decisions that can then be submitted for approval to the Supervisory Board or the General Meeting of Shareholders. As an executive body, the Management Board comprises eight members: the Chairman, First Deputy Chairmen and Deputy Chairmen. All members are elected by the Supervisory Board through an open and transparent competitive selection process, enabling the recruitment of highly qualified specialists to the team in areas as production, marketing, finance, personnel management, projects and strategic planning.

The Chairman of the Management Board of the Company holds overall responsibility for managing the organization's impact on the economy, environment and society. The oversight of economic matters is delegated to the Deputy Chairman of the Management Board for Economics and Finance. The Head of the Department of Occupational Health, Safety and Environmental Protection is responsible for managing the environmental and social impact.

The reporting on the management of impact on the economy, environment and society is submitted to the supreme corporate governance body in writing and is reviewed at Supervisory Board meetings quarterly.

For the purpose of improving the management's capacity and integrate best international practices, foreign specialists can also participate in the selection for Management Board positions. This approach facilitates the implementation of advanced management approaches and increases the effectiveness of the Management Board.

To ensure quorum and facilitate objective decision-making, the Board meetings are deemed valid when attended by more than 50% of the members. This procedure allows for timely and comprehensive consideration of matters requiring decision.

The members of the Management Board are appointed for a term of three years. To enhance the transparency and accountability of the Company, the Chairman is subject to term limits: he cannot hold this position for more than two consecutive terms.

Thus, the **structure and activities of the Management Board** are designed to maintain effective management of the Company, ensure continuity of management and introduce sustainable practices into the Company's strategic and operational processes.



Powers of the Chairman of the Board

The Chairman of the Management Board holds broad powers enabling him to manage the Company's operations effectively and represent the Company's interests at all levels. The Chairman may act on behalf of the Company without a power of attorney and represents it in relations with other organizations, participates in negotiations and enters transactions on behalf of the Company. Additionally, the Chairman of the Management Board coordinates the work of all divisions, makes key decisions and carries out general management of strategic and operational matters, which allows the Company to pursue its goals and interests in the market. The Chairman of the Management Board of JSC “Navoiyazot” also serves as the Head of the Navoi regional branch of the Judo Federation of Uzbekistan. In support of socially significant initiatives, the company provides sponsorship assistance to the Federation.

The key powers of the Chairman of the Board include the followings:

- Independent management of the operational, production, financial and commercial activities of the Company;
- Entering into agreements and contracts, including labor contracts, and delegation of the right to sign labor contracts;
- Issuance of orders and instructions that are mandatory for all employees, and application of disciplinary measures in case of violations of labor discipline;
- Management of the Company's bank accounts and disposal of property within the limits set by the Charter;
- Coordination of preparation and holding of the General Meeting of Shareholders, including organizational and informational activities;
- Approval of the staffing schedule, organizational structure and the list of persons authorized to sign banking documents.

The Chairman is also authorized to delegate certain matters to the heads of structural divisions and approve regulations on the structural divisions of the Company. These powers are aimed at ensuring effective management and transparent interaction at all levels of the corporate structure.

Composition of the Management Board as of December 31, 2024



SAMADOV Farrukh Khamzaevich

Position
Acting Chairman of the Board

Date of birth
May 1, 1986

Education

- Bachelor's, Master's degree, Tashkent Financial Institute

Place of work and positions held in organizations over the past five years

- **2019–2022** - Head, Department of Finance, Treasury Operations and Procurement of “Uzkimyo sanoat” JSC
- **2022–2023** - Acting Director, Kyzylkum Phosphorite Complex Limited Liability Company of “Uzkimyo sanoat” JSC
- **since 2023** - Acting Chairman, Board of Navoiyazot Joint Stock Company.



MIRZAEV
Alisher
Berdinazarovich

Date of birth
April 11, 1974

Position
First Deputy Chairman, Board for Production, Localization and Expansion of Cooperation Ties in Industry and Information Technology

Education

- 2003 - Navoi State Mining Institute

Place of work and positions held in organizations over the past five years

- **2022–2024** - Head, Production Coordination Department of JSC “Navoiyazot”
- **since 2024** - Acting First Deputy Chairman, Management Board for Production, Localization, Expansion of Cooperation in the Areas of Industry and Information Technology of JSC “Navoiyazot”



JALILOV
Dilshodjon
Dilmurodovich

Date of birth
April 1, 1978

Position
Deputy Chairman, Management Board for Economics and Finance of JSC “Navoiyazot” - Member of the Management Board

Education

- 1999 - Navoi State Pedagogical Institute
- 2004 - Tashkent Financial Institute

Place of work and positions held in organizations over the past five years

- **2017–2020** - Deputy Manager, Main Department of the Central Bank of the Republic of Uzbekistan in Navoi Region;
- **2020–2022** - Manager, Navoi branch of Asaka Bank JSCB;
- **since 2022** - Deputy Chairman, Management Board for Economics and Finance, JSC “Navoiyazot”.



JURAKULOV
Bakhtiyor
Shermatovich

Date of birth
March 31, 1979

Position
Deputy Chairman of the Board for Marketing, Sales and Purchasing

Education

- Navoi State Mining Institute

Place of work and positions held in organizations over the past five years

- **2019–2024** - Head, Representative Office of Kyzylkum Phosphorite Complex LLC.
- **since 2024** - Deputy Chairman, Board for Marketing, Sales and Procurement of JSC “Navoiyazot”.



TURDIEV
Umar
Tilavovich

Date of birth
March 26, 1965

Position
Deputy Chairman of the Management Board for Capital Construction and Social Issues of JSC “Navoiyazot” - Member of the Management Board

Education

- Tashkent Institute of National Economy, Academy of State and Social Construction under the President of the Republic of Uzbekistan

Place of work and positions held in organizations over the past five years

- **2014–2020** - Deputy General Director for General and Personnel Issues, Deputy General Director for General Issues and Coordination of Production Activities of Plants of COCA-COLA Ichimligi Uzbekistan LTD LLC;
- **since 2020** - Deputy Chairman of the Management Board for Capital Construction and Social Issues of JSC “Navoiyazot”.



SUYAROV
Nazirjon
Saidullaevich

Date of birth
July 21, 1974

Position
Deputy Chairman, Management Board for Investments of JSC “Navoiyazot” - Member of the Management Board

Education

- Navoi State Mining Institute

Place of work and positions held in organizations over the past five years

- **2016–2019** - Process Engineer, Project Manager for “Construction of Ammonia and Urea Production”, Directorate of Investment Projects under Construction;
- **2019–2020** - Acting Deputy Chairman, Management Board - Director for Prospective Development and Investments of JSC “Navoiyazot”;
- **since 2020** - Deputy Chairman, Management Board for Investments of JSC “Navoiyazot”.



SHONONOV
Akhmatillo
Rakhmatilloevich

Date of birth
February 15, 1987

Position
Deputy Chairman, Management Board for Logistics of JSC “Navoiyazot”- Member of the Management Board

Education

- Tashkent Institute of Railway Engineers

Place of work and positions held in organizations over the past five years

- **2019–2021** - Acting Deputy Head, Department of Transport and Operation of Bukhara Regional Railway Junction of JSC “Uzbekistan Temir Yollari”
- **since 2021** - Deputy Chairman, Board for Logistics of JSC “Navoiyazot”

Assessment of the Board's activities

GRI 2-20

- The performance of the Management Board members of JSC “Navoiyazot” is assessed in line with the followings:
- Resolution of the Cabinet of Ministers of the Republic of Uzbekistan dated July 28, 2015 No. 207 “On Implementation of Criteria for Assessing Performance of Joint-stock Companies and other Business State Owned Entities.”
 - Decree of the President of the Republic of Uzbekistan dated March 13, 2024 No. PF-9.

- Resolution of the Cabinet of Ministers dated March 30, 2024 No. 172/30.
- Resolution of the Cabinet of Ministers dated March 30, 2024 No. 172/30.

The primary objective of the Regulations is to promote transparency, objectivity and effectiveness of management. To achieve this, the company employs a system of key performance indicators (KPI), covering both financial and non-financial aspects.



- Basic provisions and assessment criteria:**
- Financial stability: profit, profitability, liquidity, cost reduction.
 - Operational efficiency: fulfillment of production plans, export growth, localization.
 - Innovation: implementation of ERP system, digitalization, technological upgrade.
 - Ecology and sustainable development: energy efficiency, emission reduction, waste management.
 - Social responsibility: labor protection, employee benefits, medical care, children's recreation.

In 2024, individual KPIs were approved for each member of the Management Board. Their implementation was analyzed quarterly by the Supervisory Board and disclosed on the **Samaradorlik.uz** and **ljro.gov.uz** platforms.

This system enables objective assessment of performance, supports strategic focus on achieving goals by 2035 and ensures adherence to shareholders’ expectations as outlined in the Company’s approved Roadmap.

Remuneration of the members of the Management Board

GRI 2-19

The principles of remuneration and payment of the Board members are aimed at creating a stimulating and fair system that supports sustainable development and long-term goals of the organization. The approach to remuneration is based on unified standards and commitment to the principles of fairness and transparency, which helps attract and retain qualified personnel.

The key elements of the remuneration system are the followings:

- **Uniform and fair conditions:**
Salary levels are established based on job responsibilities and skill levels, ensuring equitable compensation for the work performed.
- **Support for sustainable results:**
The system provides for remuneration for achieving key indicators and forecasts, contributing to increased efficiency and sustainable development of the company.
- **Proportional payments and social support:**
Includes social benefits such as assistance for medical treatment, retirement support, and payments for significant life events of employees such as marriage or the birth of a child. These social benefits emphasize the company's socially responsible attitude towards its employees.

No bonuses were awarded to the members of the Management Board

in **2024**

In 2024, the Company initiated efforts to expand the role of internal audit in assessing non-financial risks, including climate and ESG factors. The internal audit function is being developed in alignment with best international practices and comply with the International Standards for the Professional Practice of Internal Auditing (IIA). The independence of the service is confirmed by its accountability to the Audit Committee, while unrestricted access to all levels of management and documentation enables robust oversight. This helps strengthen the internal control system, increase shareholder confidence and improve the Company's ESG rating.

ESG-management

GRI 2-22, 2-24

The company has identified key areas and taken steps to integrate ESG principles into business operations, striving to comply with the best international standards and increase the transparency of its activities. Among the key directions, Navoiyazot highlights:



The Supervisory Board and the Management Board take active part in the management of sustainable development, and directly participate in the development, approval and updating of statements, policies and strategies in the area. The supreme management bodies oversee the implementation of ESG initiatives to ensure integration of sustainable development principles into the Company's strategy.

In 2024, JSC “Navoiyazot” has developed and is implementing a **Roadmap** to meet shareholders' expectations, which includes **11 priority initiatives** for improving the efficiency, sustainability and transparency of the Company's operations. These steps are linked organically to ESG areas and the long-term strategy:



- Development and approval of the Company's Development Strategy 2035;
- Formation of an integrated financial model for strategic planning;
- Development and approval of a target operating model;
- Transition to international financial reporting standards (IFRS);
- Transformation of internal audit functions;
- Introduction of risk management system;
- Implementation of the corporate ERP system;
- Launch of digital projects based on the approved IT architecture;
- Introduction of ESG principles and achieving the sustainable development goals;
- Improving the procurement system and introduction of Forensic audit mechanisms;
- Transformation of the personnel management system and organizational structure.

The integration of these initiatives in the company's strategic management reflects the commitment of JSC “Navoiyazot” to fulfilling shareholder expectations, and aligning with international standards of corporate responsibility, transparency and sustainability.

Sustainability reporting is presented to senior management on a quarterly basis, which enables rapid monitoring of progress and making adjustments as necessary. The approval process is carried out by submitting data in writing to the Supervisory Board for review.

JSC «Navoiyazot» regards transparency, accountability and responsibility as key pillars of sustainable corporate governance. In 2024, the Company introduced a systematic approach to information disclosure and digital reporting aimed at improving the efficiency of strategic and management tasks.

In order to enhance transparency and improve information accessibility for stakeholders, the following measures have been implemented:

- Information on the composition and changes in the management and supervisory bodies of the Company is regularly posted on the specialized portal kpi.davaktiv.uz;
- Quarterly reporting on key performance indicators (KPI) of the Chairman of the Board and his deputies is disclosed on the platform samaradorlik.uz;
- Oversight of execution of state orders and internal tasks is performed through the state system ijro.gov.uz.

The above tools enable:

- Open access to relevant information for stakeholders;
- Compliance with the principles of good and effective management;
- Sustainable interaction with government agencies and shareholders.

The management of JSC “Navoiyazot” confirms its commitment to the principles of openness, accountability and digital transformation of corporate control processes as important prerequisites for the long-term sustainability of the company.

Critical issues and problems concerning sustainable development are communicated to senior management in writing. During the reporting period, no such issues requiring senior management intervention arose.

Interaction with stakeholders

GRI 2-29

JSC “Navoiyazot” is actively strengthening its engagement with stakeholders, which is vital component of its strategic agenda. The company focuses on transparency and openness in its relations, which allows it to respond effectively to the requests and expectations of local communities, as well as other key groups.

The main stakeholders are identified taking into account their influence on the Company's operations and the Company's impact on their interests. This allows JSC “Navoiyazot” to maintain regular dialogue with these groups, which contributes to the creation of long-term and sustainable relations.

The Company **maintains strict compliance with all applicable legal and regulatory requirements**, which is an important element of its corporate responsibility. This approach not only reinforces the stakeholder trust, but also helps prevent possible negative consequences, promoting sustainable development and social responsibility in its activities.



Key stakeholder groups of the Company

Goals of Interaction		Forms of Interaction	Measures and outcomes in 2024
Shareholders	- Ensuring the growth of the Company's value in the long term. - Informing about the Company's development strategy. - Improving the quality of corporate governance. - Maintaining the level of liquidity and prices of the Company's shares. - Improving efficiency and profitability.	- Conferences for investors. - Individual meetings with investors. - Work with analysts, carried out on a permanent basis. - Annual General Meetings of Shareholders and mandatory reporting of the Company. - Corporate website. - Development and control of KPIs, transformation of business processes.	- Since the sole shareholder of JSC “Navoiyazot” is the Ministry of Economy and Finance of the Republic of Uzbekistan, there was no general meeting of shareholders. In 2024, 6 decisions of the sole shareholder were made. - Development of a strategy until 2035, approval of a new organizational structure, transition to IFRS. - In accordance with the established KPIs, an increase in production volumes of 110.7% was achieved in 2024. Export revenue amounted to 100.2 million USD, the volume of localized products - 2.35 trillion soums.
Investors and financial institutions (IFC, ADB, etc.)	- Increased trust and transparency. - Support for sustainable development. - Compliance with international requirements.	- ESG reporting. - Participation in specialized forums. - External assessment and ratings.	- ESG strategy is implemented. - TCFD recommendations are implemented. - Investor expectations roadmap is implemented.
Government agencies/ regulators	- Assistance to the socio-economic development of the regions of presence. - Compliance with legislation. - Implementation of state programs and initiatives. - Identification and minimization of corruption risks. - Monitoring compliance with contractual obligations.	- Conducting negotiations, meetings. - Checking compliance with legislation. - Issuing permits and supervising activities. - Providing reports through digital government platforms (E-xat, Soliq, Davlat xaridlari). - Coordination of environmental and investment projects through ministries and khokimiyats. - Participation in state anti-corruption, environmental, innovation and export forums.	- In 2024, disciplinary measures were taken against 10 employees for corruption offenses, of which 5 were dismissed. 8 contracts with business partners were terminated due to corruption violations. - During 2024, the company entered into 1,594 contracts, of which 402 were executed directly. - Participation in national initiatives on sustainable development and decarbonization. - Activities to obtain ratings or approvals for participation in state support or financing. - Conducting an assessment of compliance with corporate governance requirements jointly with the State Asset Management Agency. - All reporting on key performance indicators (KPIs) of the Deputy Chairmen of the Board of JSC “Navoiyazot” is uploaded to samaradorlik.uz platform. All tasks posted in ijro.gov.uz system were completed 100% in accordance with the Company's internal order No. 1,524 dated 08.08.2024. Quarterly reporting on the implementation of KPIs is submitted to ijro.gov.uz and samaradorlik.uz.
Employees and Trade Unions	- Creating conditions for professional career growth and social well-being of the Company's employees. - Safety at workplace. - Improving the remuneration system. - Improving staff motivation. - Social support for current and retired employees. - Efficient use of labor resources. - Improving the qualifications of employees and their involvement in the company's transformation processes.	- Meetings of employees with the management of enterprises. - Internal communication channels. - Public hearings. - Collective agreements and interaction with trade unions. - Conducting research of employees engagement. - Conducting training programs on ISO 31000, ESG principles, and the use of new IT systems.	- In 2024, the Company implemented 441 events on social partnership and trade union activities worth about 465.39 billion soums. - In 2024, 1,005 people, including 291 pensioners, underwent treatment and rehabilitation at the health resort of JSC “Navoiyazot”. - About 47.3 billion soums were allocated for the implementation of labor protection measures provided for by the collective agreement in 2024. - The total amount of payments to employees who suffered from industrial injuries and occupational diseases amounted to 201.6 million soums. 54 non-working pensioners were provided with financial support for a total of 23.4 million soums. - In connection with the inclusion on the Honorary Board of JSC “Navoiyazot”, 59 employees received payments in the amount of 258.9 million soums. 358.8 million soums were allocated for holding sports events and rewarding the winners. - ERP system was implemented. - Women's support programs were implemented, the company's 60th anniversary was organized, and internal employee training programs were conducted. 12 employees were trained in accordance with ISO 31000:2018 standard in accordance with the approved roadmap (yo'l xaritasi).

Key stakeholder groups of the Company

Goals of Interaction		Forms of Interaction	Measures and outcomes in 2024
Consumers, Suppliersand Contractors	• Providing guarantees and consumer confidence in the high quality and safety of products. • Expanding sales markets and product range. • Compliance with contract terms. • Increasing the reliability and safety of technological processes and equipment. • Implementation of best practices and advanced technologies.	• Interaction on products and quality assurance issues. • Meetings and negotiations. • Signing contracts and agreements. • Company website. • Company reporting. • Conducting tenders for services and supplies (including ESG, ERP, Forensic and other projects).	• In 2024, 16 tenders were announced, as a result of which contracts worth 3.7 billion soums were concluded.
Local communities	• Stability of the socio-economic situation in the regions of presence. • Assistance to socially vulnerable groups of the population. • Charity. • Reducing the level of environmental impact. • Implementing the Company's strategy taking into account the interests of local communities in the regions of presence. • Ensuring environmental safety, creating jobs and social support.	• Conducting meetings with local community representatives. • Website and social media. • Publishing press releases and information messages. • Support for charitable organizations and assistance campaigns for vulnerable groups of the population.	• During the reporting period, the Company allocated 49 billion soums for sponsorship events. • In 2024, JSC “Navoiyazot” implemented successfully 34 planned events in the field of cultural, educational, physical culture and health work, which indicated a high level of the company's involvement in social initiatives. Various cultural events, contests and competitions were organized for the company's employees, in which both employees and young people participated actively. 2 billion 387 million 656 thousand soums were allocated from the trade union funds to encourage participants. • Providing vouchers to employees and supporting the development of regional infrastructure.
Mass media	• Formation of positive image of the Company. • Strengthening reputation in business circles. • Increasing openness and transparency.	• Press releases. • Interviews and comments from top officials of the Company. • Website and social networks. • Company reporting. • Press conferences and interviews with management.	• In 2024, JSC “Navoiyazot” received 131 appeals via Hotline, including: - 109 applications via the Virtual Reception; - 22 appeals from individuals directly. • Key events and activities of the enterprise were covered regularly on the official website of the Company, in the Telegram channel and in the newspaper "Navoi Kime-gari" in the reporting period. In addition, in 2024, 139 materials on the activities of JSC "Navoiyazot" were posted on national and local TV channels, radio stations, as well as in print and online publications. • Publications in the Republican journal "Economic Bulletin of Uzbekistan", coverage of the 60th anniversary of the Company.
Rating agencies	• Assessment of the level of corporate governance, sustainability and transparency of the company's activities in order to improve efficiency and minimize risks.	• Conducting ESG assessments, regular exchange of analytical information and monitoring results with stakeholders.	• Independent ESG assessment was obtained, key performance indicators (KPIs) were introduced and risk profile was developed, which contributed to improved governance and increased transparency.
Rating agencies International partners and donors	• Joint projects, "green" technologies.	• Roundtables, visits, agreements.	• An agreement has been reached with Sinoma Energy Conservation International Investment Co., Ltd (China) on the implementation of a 300 MW solar power plant. As a result of the implementation of this project, 60 new jobs will be created and 265 thousand tons of CO₂ emissions will be prevented per year. • In addition, cooperation with Linde-Navoi has been expanded within the framework of organizing the construction of an Air Separation unit based on JSC “Navoiyazot”.
Auditors and Certifying Bodies	• Compliance with ISO, GRI, REACH standards.	• Audits, inspections, certification.	• ISO Confirmation of Conformity, External Assessment of Corporate Governance.
Scientific and Educational Institutions	• Personnel training, innovation, research.	• Internships, forums, training.	• Internship in khokimiyats, training of employees, participation in forums.

Contribution to United Nations Sustainable Development Goals

JSC «Navoiyazot» acknowledges the importance of all **17 Sustainable Development Goals (SDGs)** adopted by the UN General Assembly in 2015 and actively strives to integrate them into its operational activities. In accordance with the industry's specifics and the Company's mission, the Company has identified **eight priority SDGs**, to which it can make the greatest contribution.

To achieve these goals, the Company has developed a set of actions aimed at their implementation. Key aspects of sustainable development corresponding to these priorities were also identified. Such a focused approach allows JSC “Navoiyazot” to strengthen its market position, while actively promoting social progress and environmental sustainability.

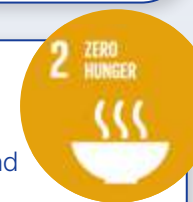


- **14 families** who lost their breadwinner were paid financial assistance in the amount of **27.75 million soums**.
- **57 workers** with industrial disabilities and occupational diseases were provided with compensation payments in the amount of **173.9 million soums**.
- **54 non-employed pensioners** were provided with financial assistance in the amount of **23.4 million soums**.



Task 1.3.

- In 2024, **JSC “Navoiyazot”** implemented a number of measures to support vulnerable categories of employees and their family members, helping improve their nutrition and overall health:
- **28 women** raising disabled children under **16 received targeted** financial assistance in the amount of **45.9 million soums**.
- **1,540 children of employees** underwent rehabilitation and received adequate nutrition at **Oftobjon** summer health camp.



Task 2.1
Task 2.4

- In 2024, **226 employees** were hired, including **59 women**.
- **20%** of women are employed in managerial positions in the Company, while **42%** are in line positions.



Task 5.5

- In 2024, **9 actions** were implemented to protect water resources for a total of **333 million soums**.
- Work was completed to reduce hazardous emissions and maintain ventilation systems and gas cleaning devices.



Task 6.3

- As a result of implementing **14 energy efficiency measures**, the Company saved electricity totaling **284 million kWh**.
- In 2024, **JSC “Navoiyazot”** implemented two projects to install solar power plants with a total capacity of **5,685 kW**, aimed at reducing dependence on external energy sources and reducing greenhouse gas emissions.



Task 7.2
Task 7.3

- In 2024, JSC “Navoiyazot” allocated more than **24 billion soums** for the purchase of dairy products and other therapeutic and preventive nutrition for workers employed in harmful and difficult working conditions.
- Activities were carried out within the framework of the collective agreement on labor protection in the amount of **47.3 billion soums**.
- The company conducted medical examination of **5,150 employees**.
- In honor of being included on the Honorary Board of JSC “Navoiyazot”, **59 employees** received incentive payments in the amount of **258.99 million soums**.
- In 2024, the company implemented major projects in the field of sustainable development and employment: HPMC and cellulose production was commissioned with attraction of **8 million USD** in investment and the creation of **100 jobs**, and an agreement was signed to build a solar power plant worth **260 million USD** with the creation of another **60 jobs**. Additional work was carried out at **6 social facilities** in Navoi and Khorezm regions for a total of **651.2 million soums**.



Task 8.5
Task 8.8

- In 2024, the Company implemented **40 environmental protection actions** totaling **7.7 billion soums**.
- In 2024, **1,704.60 tonnes** of waste was disposed of.
- In 2024, **6 measures** were implemented pertaining to industrial and household waste amounting to **280 million soums**.



Task 12.2

- Earlier, an international consulting company conducted a comprehensive climate risk assessment for JSC “Navoiyazot”, and analyzed the impact of climate change and transition to a low-carbon economy on the company's operations.
- **In 2025, it is planned to develop a climate strategy for the company, taking into account the disclosure of information on the assessment of risks and opportunities in accordance with the requirements of the international standard IFRS S2.** Physical and transition risks associated with climate change, as well as the company's capabilities, will be updated.
- The company quantifies greenhouse gas emissions of Scope 1 and Scope 2. The total volume of greenhouse gas emissions amounted to **1.4 million tons** of CO₂-eq in 2024.



Task 13.2

Internal and external audit

Internal audit

The Internal Audit Service is a structural unit of the Company responsible for implementation of internal control functions. It has been created pursuant to the Regulation on Internal Audit Service, approved by the decision of the Supervisory Board of JSC “Navoiyazot” and it is accountable to the Audit Committee under the Supervisory Board.

The main functions of the service include:

- Submission to the Supervisory Board of accurate information and recommendations for improving the efficiency of the Company's operations based on the audit results.
- Preparation of proposals for consideration by the Management Board to eliminate identified deficiencies and monitor their elimination.
- Ensuring protection of the rights and legitimate interests of all shareholders, including minority shareholders.

The service operates in full compliance with regulatory requirements, and its employees have the necessary experience in accounting, auditing, financial or tax control (at least two years out of the last ten) and have the necessary qualifications: audit certificates or higher economic education recognized in Uzbekistan. Certification of employees is carried out in accordance with the established procedure by national professional associations of auditors and the Ministry of Finance.

The Company's **Internal Audit Service complies with the established standards.**

Although the service comprises three employees, only two specialists were actively engaged during the reporting period. The head of the service, as well as one of the auditors, have the necessary professional certificates, which confirms their high level of qualification. Annual planning of the service's activities, along with the preparation of the cost estimate, is conducted by the head of the service and approved by the Supervisory Board.

Professional competency within the service is maintained through regular advanced training of employees at licensed educational institutions. Also, employees undergo annual certification conducted by the Supervisory Board, which contributes to the effective and compliant work of the service.

External audit

To confirm the reliability of the financial statements for the reporting year, JSC “Navoiyazot” engaged an independent audit organization, KPMG Audit LLC, to conduct an audit in accordance with International Financial Reporting Standards (IFRS), and TTT-Audit LLC to verify the compliance of the financial statements with the National Accounting Standards of the Republic of Uzbekistan.

Audits are conducted annually and cover financial statements and operational processes for the previous year. The selection of an audit company is carried out on the basis of competitive procedures provided for by the legislation of the Republic of Uzbekistan.

Quality management

The company is committed to the continuous improvement of processes and products, ensuring high quality standards at all stages of activity. As part of this commitment, a quality management system has been implemented and maintained in accordance with the international standard ISO 9001.

The principles of ISO 9001 help to:

- Improve operational efficiency and manageability of business processes.
- Ensure compliance of products and services with customer requirements and legislation.
- Implement risk monitoring and management mechanisms.
- Continuously improve internal processes based on data analysis and feedback.

The quality management system is integrated into the corporate governance and contributes to the achievement of the company's strategic goals, ensuring sustainable development and competitiveness.

Anti-corruption

GRI 3-3, 2-23, 2-24

JSC «Navoiyazot» adheres to high moral and social standards in its financial and economic activities, paying special attention to the development, implementation and monitoring of anti-corruption policies and procedures. The Compliance Service, which was established in 2020 in accordance with the Decree of the President of the Republic of Uzbekistan No. UP-6013 and began operating in January 2021, is responsible for control in this area. The Service is engaged in the development, implementation and monitoring of anti-corruption policies and procedures at the enterprise.

Corruption risks are assessed within the framework of the Resolution of the Anti-Corruption Agency of the Republic of Uzbekistan No. 3383 dated 2022. The Company identifies and manages conflicts of interest that may arise among employees or other persons associated with its activities in accordance with the Regulation "On the procedure for managing conflicts of interest in JSC “Navoiyazot”, approved by the Chairman. The Company informs employees and other stakeholders about the implemented anti-corruption policies and measures through the electronic document management (EDM) system, as well as at collective meetings. JSC “Navoiyazot” has developed communication channels for feedback, information about which is posted on social networks and on the official website of the Company. Appeals can be sent anonymously. All received appeals are registered in the established log "Registration of received appeals through communication channels", after which they are transferred to the responsible executor for consideration.

The Company has an Anti-Corruption Policy, which is a set of basic principles and elements of the anti-corruption system, and also includes provisions of international anti-corruption legislation and the legislation of the Republic of Uzbekistan. It is aimed at preventing corruption offenses, defines measures to minimize corruption risks and establishes standards of conduct that are mandatory for all employees.

The policy is developed in accordance with the requirements of the legislation of the Republic of Uzbekistan and taking into account the recommendations of international organizations on anti-corruption activities, as well as on the basis of the best world practices and the international standard ISO 37001:2016 "Anti-corruption management systems - Requirements with guidance for use". As part of the implementation and compliance with the ISO 37001:2016 standard, JSC «Navoiyazot» developed and implemented more than 30 internal regulatory documents.

In January 2023, the Company passed successfully an external certification audit for compliance with the requirements of **ISO 37001:2016 standard** and received the corresponding certificate. In January 2024, the certificate was confirmed during a repeated external audit by the independent company **“CERT International”**.



As part of the implementation of the Policy, the Company **introduces mechanisms to combat corruption** that take into account existing corruption risks, existing experience and available resources.

Objectives of the Company's Anti-Corruption Policy

- achieving radical elimination of corruption;
- increasing legal awareness and legal culture of the Company's employees, forming an intolerant attitude towards corruption;
- confirmation of the Company's commitment to the principle of "zero tolerance" for corruption;
- creation and maintenance of corporate culture of rejection of any corrupt actions;
- reduction of anti-corruption risks by communicating the Company's anti-corruption principles and requirements to the parties to civil contracts and the general public;
- generalization of principles, goals and measures to minimize the risk of the Company and its employees being involved in corrupt activities;
- implementation of measures to prevent corruption in all areas of the Company's activities;
- timely detection of corruption offenses, their elimination, as well as the elimination of the causes and conditions that contribute to their occurrence, ensuring liability for corruption violations.

Key documents on combating corruption

In order to combat corruption effectively and ensure transparency of its activities, JSC "Navoiyazot" complies with a number of legislative and internal regulatory documents.

Legislative acts:

- Law of the Republic of Uzbekistan No. ZRU-419 dated 03.01.2017 "On Combating Corruption".
- Decree of the President of the Republic of Uzbekistan No. UP-5729 dated 05.27.2019 "On Measures to Further Improve the Anti-corruption system in the Republic of Uzbekistan".
- Decree of the President of the Republic of Uzbekistan No. UP-5618 dated 01.09.2019 "On Radical Improvement of the System of Raising Legal Awareness and Legal Culture in Society".
- Decree of the President of the Republic of Uzbekistan No. UP-6013 dated 06.29.2020 "On Additional Measures to Improve the Anti-corruption System in the Republic of Uzbekistan".
- Resolution of the President of the Republic of Uzbekistan No. PP-5177 dated 06.07.2021 "On Additional Measures for Effective Organization of Anti-corruption Activities".
- Resolution of the President of the Republic of Uzbekistan No. PP-5171 dated 02.07.2021 "On Additional Measures to Ensure Transparency and Improve the Efficiency of Public Procurement".
- Resolution of the Anti-Corruption Agency of the Republic of Uzbekistan, the Ministry of Justice of the Republic of Uzbekistan, No. 3383 dated 31.08.2022 "On Approval of the Methodology for Identifying and Assessing Corruption Risks in Activities of Government Bodies and Administration, Including their Local Divisions of Institutions, Organizations with over 50 Percent State Ownership".

Internal regulatory documents:

- Order on Approval of Documents of Anti-Corruption Management System.
- Regulation on Compliance Management.
- Terms of references of compliance management specialists (production, financial, control).
- Terms of references of the Anti-monopoly Compliance Service.
- Anti-corruption Policy of JSC "Navoiyazot".
- Code of Professional Ethics.
- Regulation on Professional Ethics Commission.
- Policy on Giving and Receiving Gifts, Organizing and Attending Business Events.
- Procedure for Identifying and Assessing Corruption risks.
- Regulations on Reception and Processing of Messages through Communication Channels.
- Policy of Implementing Charitable and Sponsorship Activities.
- Internal Audit Policy.
- Regulation on Conflict of Interest Management.
- Procedure for Interaction with Law Enforcement Agencies.
- Procedure for Monitoring and Controlling Compliance with Anti-corruption Procedures.
- Procedure for Reporting Violations of Law.
- Review of Criteria and Indicators for Assessing Performance.
- Regulation on Reporting on anti-corruption Issues.
- Procedure for financial control.
- Regulation on Internal Audit Based on ISO 37001:2016 Standards.
- Regulation on Confidential Paper Work.
- Regulation on the internal control system.
- Instructions for checking candidates for job.

These documents provide a comprehensive approach to managing anti-corruption processes and facilitate compliance of JSC "Navoiyazot" with high standards of business ethics and transparency.



The Company's anti-corruption initiatives are aimed at:

- Prevention of corruption;
- Identification, elimination and investigation of corruption;
- Minimization and/or elimination of the consequences of corruption.

The Company's compliance (anti-corruption) control service has direct and prompt access to the Supervisory Board.

GRI 205-1

In 2024, JSC "Navoiyazot" conducted an internal audit of the anti-corruption management system for compliance with the requirements of the international standard ISO 37001:2016. The audit covered 16 structural divisions, including production, supply, transport, personnel and management functions. As part of the audit, potential corruption risks were assessed, including in relation to familiarization of employees with the anti-corruption policy, the relevance of internal documentation, the procedure for briefing and maintaining logs. 21 non-conformities were found, concerning both formal control and organizational aspects that could affect the vulnerability of the system to corruption. These results formed the basis for corrective actions and further strengthening of the system.

In 2024, JSC "Navoiyazot" implemented 46 events to prevent and combat corruption, including:

- Conducting round tables and preventive events with the participation of key divisions of the Company to form intolerant attitude towards corruption.
- Using a Telegram bot, the official website of the Company and internal publications to inform employees about regulations and activities in the field of combating corruption.
- Regarding the issue of conflict of interest, 6 real and 18 potential cases were identified, which were considered by the Ethics and Moral Commission.



- In 2024, meetings of employees with representatives of the compliance control service were held in key production units and service workshops, including PVC, ammonia, organic synthesis production units, as well as in medical and transport services.

The purpose of the conducted events is to increase the legal literacy of personnel and to form an anti-corruption worldview.

All company employees were provided training on anti-corruption practices.



Employees who received training in anti-corruption practices as part of their preparation for internal audit (ISO 37001)

GRI 205-2

Indicator	2022	2023	2024
Senior Management (Top Management)	2	2	2
Middle Management	10	7	7
Specialists	10	13	13

Number of employees informed about existing anti-corruption policies and methods

Indicator	2022	2023	2024
Senior managers (topmanagement)	6	6	6
Middle managers	598	597	495
Specialists	936	941	944
Production personnel	7,174	7,067	7,049

Number of departments assessed for corruption risks

GRI 205-1

Indicator	2022	2023	2024
Total number of divisions assessed for corruption-related risks, units	104	104	104
Total Company divisions, units	104	104	104
Share of divisions assessed for corruption-related risks, %	100	100	100

All business partners entering into contractual relations with JSC “Navoiyazot” are informed about the Company's anti-corruption policies and methods of combating corruption.

The Company has Regulation on the procedure for the operation of the "helpline" and "hotline" for considering appeals from individuals and legal entities, for the effective reception and recording of appeals. These lines operate in accordance with the legislation of the Republic of Uzbekistan and are designed to increase transparency and efficiency in handling appeals.

In 2024, JSC “Navoiyazot” conducted comprehensive assessment of corruption-related risks in accordance with internal regulations and the requirements of ISO 37001:2016. The analysis covered key business processes, including public procurement, contracting and personnel management. The purpose of the assessment was to identify risk areas and implement preventive measures to minimize corruption.

Main results of the assessment:



Procurement and tenders:

During the reporting period,

16 tenders were announced, as a result of which contracts worth

3.7 billion soums

were signed. Tendering processes were subject to strict oversight to prevent potential abuses.



Contract management:

In 2024, the Company signed

1,594 contracts, of which 402 were signed directly.

Particular attention was devoted to checking contracts for corruption risks, with a focus on monitoring compliance with procedures and standards.



Charity and representation costs:

In line with the “Policy in the Field of Charity and Sponsorship Activities”, the Company carried out events worth

20.64 billion soums.

Expenses for representation costs expenses amounted to

835.32 million soums,

of which 800.84 million soums

were spent on receiving guests. Additional sponsorship expenses in excess of the approved business plan were not incurred, which confirmed compliance with financial discipline.



Personnel related risks:

In 2024, JSC “Navoiyazot” hired

226 employees, while employment contracts with 343 individuals were terminated.

Among those, 57 employees were dismissed due to staff reductions, 226 dismissed by mutual agreement and 18 resigned at their own request. In the course of the internal audit, 1,628 cases of violations of labor discipline and internal regulations were identified, for which employees were subjected to disciplinary punishment.

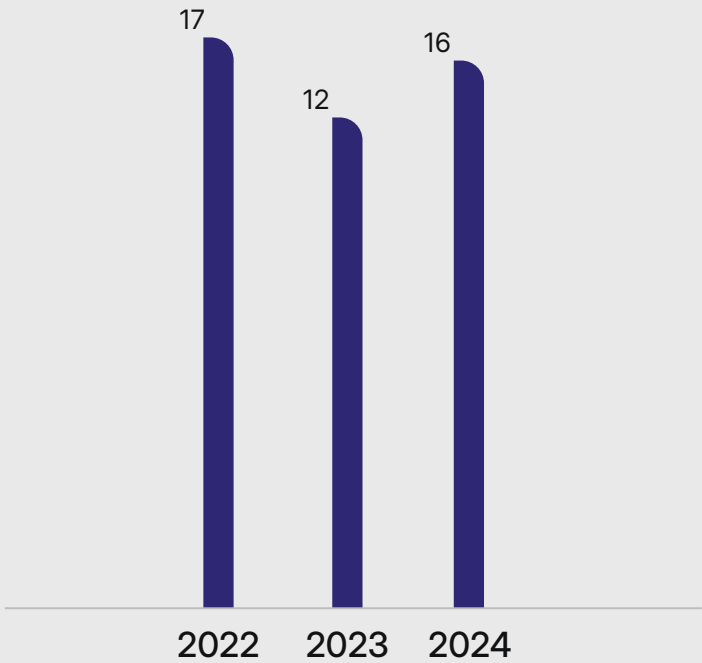
Confirmed corruption cases and response measures

GRI 205-3

During the reporting period, **16 cases of corruption** were confirmed at JSC “Navoiyazot”, reflecting violations at the level of contract execution, compliance with the labor rights of employees and management responsibility.

Confirmed cases of corruption

GRI 205-3



In response to the detected violations, disciplinary measures were taken to prevent recurrence of incidents. The most serious cases were referred to the prosecutor's office and the courts for further investigation. The company intends to strengthen internal controls to minimize corruption risks and improve the transparency of processes.

Organization's anti-corruption indicators

Indicator	2022	2023	2024
Total number of cases of dismissal or punishment of employees for corrupt actions	7	3	10
Total number of confirmed cases of non-renewal or termination of contracts with business partners due to corruption related violations.	24	2	8
Number of public court cases related to corruption and initiated against the organization or its employees during the reporting period.	5	3	4

Compliance with law

GRI 2-27, 206-1

In the reporting year 2024, no significant cases of non-compliance with laws and regulations were identified, and no fines were applied to the company. Since the main activity of the enterprise is related to the production of chemical products, its impact on the atmosphere and water resources is carried out within the limits established by law.

In the reporting period, coordination audit was carried out by the authorized body in the field of environmental protection. Based on its results, the Company calculated compensation payments in the amount of

1.1 billion soums
and paid in the same reporting year.

Control over compliance with environmental legislation and environmental compliance is carried out by the Department of Environmental Protection and Rational Use of Natural Resources.



Expenditures for environmental actions

GRI 2-27

Indicator	2022	2023	2024
Expenditures for environmental actions, thousand soums	2,482,850	3,933,752	7,699,746



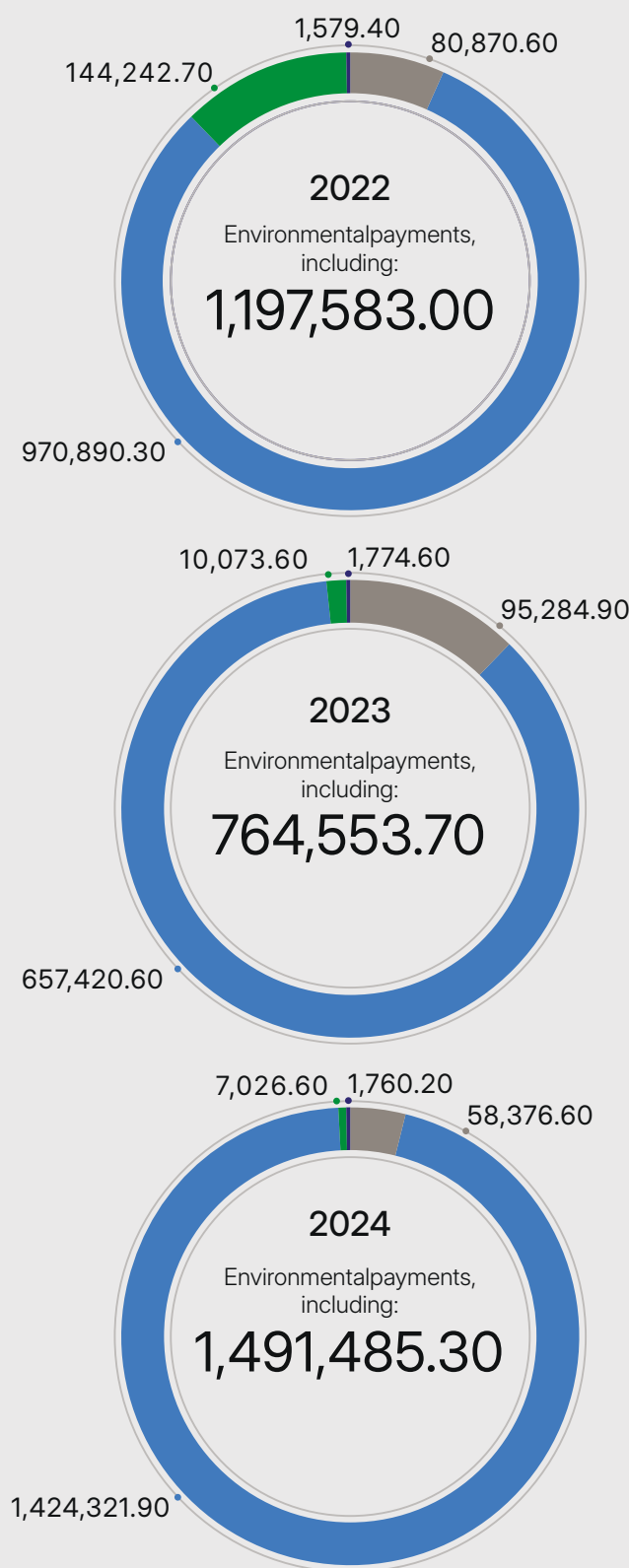
In 2024 and 2025, JSC “Navoiyazot” was involved in proceedings in the inter-district economic court on claims by the Consumer Rights Protection Committee on the alleged unjustified receipt of income within the framework of antimonopoly regulation. As a result, the court imposed a fine on JSC “Navoiyazot” in the amount of 20,494,304.6 thousand soums, the reason for which was the untimely placement of products on the exchange. Despite the notification of the Committee about the company carrying out the relevant procedures, the court's decision was not in favor of the company. The company continues to improve internal procedures to ensure compliance with antimonopoly legislation and minimize the risks of such violations.

From 2022 to 2024, a consistent upward trend was observed in funding for environmental actions.

In 2022, expenditures totaled 2,482,850 thousand soums, rising to 3,933,752 thousand soums in 2023, and reaching 7,699,746 thousand soums in 2024.

Between 2022 and 2024, the structure and volume of the Company's environmental payments varied in response to the scale of environmental impact and changes in applicable legislation. Payments related to emissions and mobile pollution sources remained relatively stable, without significant fluctuations, reflecting the consistent nature of production processes in this area.

Environmental payments, thousand soums



Mobile sources
 Discharges
 Waste disposal
 Emissions

JSC "Navoiyazot" builds an internal control system that meets national and international requirements in order to ensure transparency, efficiency, sustainable development and compliance with standards.



Internal Audit Service.

The Internal Audit Service is an independent structural unit, accountable to the Audit Committee under the Supervisory Board. The activities of the service are regulated by the Regulation on the Internal Audit Service, approved by the decision of the Supervisory Board.

The main tasks of the internal audit service are:

- Monitoring compliance with internal control and risk management procedures;
- Conducting independent audits and submitting reports to the Supervisory Board;
- Preparing recommendations to eliminate violations and deficiencies;
- Improving the efficiency of the company and protecting the interests of shareholders.

The service staff consists of 3 people, in fact, 2 specialists worked during the reporting period. The manager and one of the employees have the necessary audit certificates and higher economic education.

In 2024, the focus was on:

- Enhancing the functions of the service in line with International Internal Auditing Standards (IIA);
- Ensuring the service's access to all levels of management and documentation;
- Regular staff training and their annual certification.



Internal audit in the area of integrated management systems (IMS).

JSC "Navoiyazot" maintains and develops a management system that incorporates the following international standards:

- ISO 9001 – Quality Management System.
- ISO 14001 – Environmental management.
- ISO 45001 – Occupational health and safety.
- ISO 50001 – Energy management.

As part of these management systems, internal audits are conducted annually with the participation of qualified internal auditors. During these audits:

- compliance with the requirements of standards is assessed.
- risks and opportunities in operational processes are analyzed.
- corrective actions and proposals for improvement are formed.

Internal audit according to ISO 37001 (Anti-bribery management).

Since 2024, the company has had an anti-corruption management system in accordance with ISO 37001. Internal audit of the anti-corruption policy and procedures is carried out in order to:

- identify corruption risks;
- assess compliance with the regulatory framework;
- monitor the effectiveness of anti-corruption measures;
- ensure compliance with ethical standards at all levels of management.

External audit.

To confirm the reliability of the financial statements for 2024:

- The audit according to IFRS was conducted by the international company LLC KPMG Audit;
- The audit according to national accounting standards was conducted by the audit company LLC Buxgalteriya Service Audit.

Both organizations were selected on a competitive basis. The audits included an analysis of financial and operational data and did not reveal any significant violations. The findings were presented to the Supervisory Board and disclosed in accordance with the established procedure.

Conflict of interests

GRI 2-15

Conflict of interests is a situation in which the personal interests of employees may conflict with the interests of the Company, which may affect their objectivity and honesty in decision-making. **The Company's goal** is to minimize the risks associated with conflicts of interest, as well as to ensure transparency and trust in business practices. For this purpose, conflict of interest management mechanisms have been developed, aimed at the timely identification, prevention and resolution of situations that may affect the Company's activities and its reputation.

Approach to conflicts of interests management



In accordance with the Regulation on Conflicts of Interests Management, JSC "Navoiyazot" has established the main types of conflicts of interests, approaches to their resolution, as well as the duties and responsibilities of employees. Regardless of position and official powers, all employees of the Company are required to comply with the standards and requirements set out in this document.

The key principles for managing conflicts of interest include:

- **Preventive measures and prioritizing public interests.** Employees are obliged to put the rights, freedoms and legitimate interests of citizens and the state above their personal interests, making decisions based on transparency, honesty and impartiality.
- **Disclosure of conflicts of interest.** Each employee is obliged to disclose promptly on potential or actual conflicts of interest, which allows the Company to take immediate actions to resolve them.
- **Maintaining a corporate culture of zero tolerance for conflicts of interest.** The Company upholds a culture of transparency, which prohibits the persecution of individuals who report a conflict of interest. Persons who disclose such situations are protected from negative consequences for their actions.
- **Honest and impartial approach to conflict resolution.** All cases of conflicts of interest are considered impartially, based on collective decisions and an objective assessment.

If an employee promptly discloses a conflict of interest, demonstrates a willingness to prioritize the Company's interests over personal interests, and commits to acting in accordance with established rules, this cannot be considered grounds for dismissal. This approach is aimed at creating a fair environment where honest interaction and compliance with high ethical standards are the basis of corporate culture.

Feedback mechanisms

GRI 2-16, 2-25, 2-26

JSC "Navoiyazot" provides citizens and legal entities with convenient channels for obtaining information and submitting requests through a feedback system, including a hotline, virtual reception, e-mail and personal receptions of managers. This system operates in accordance with the internal Regulations on Consideration of Appeals from Individuals and Legal Entities, approved by the Chairman of the Board and agreed with the Company's Trade Union Committee, and the legislation of the Republic of Uzbekistan.

The system has been created for the purpose of improving the transparency and efficiency of interaction with applicants, timely consideration of appeals and prompt resolution of emerging issues. All requests are recorded in the unified information system, categorized by subject and transferred to the responsible departments for consideration within the established timeframes.

JSC "Navoiyazot" handles complaints and claims under the Integrated Management System, built on the procedures that comply with international standards ISO 9001, ISO 14001 and ISO 45001. Requests and appeals sent to the Trade Union Committee are considered in accordance with the Regulations on Handling Appeals from Individuals and Legal Entities by Trade Unions, approved by the Resolution of the Presidium of the Uzbekistan's Trade Unions Federation.

The Company's interacts with stakeholders based on the principles of transparency and active communication. The Company responds to emerging issues by meetings, round tables, public reports and press releases, participation in open events, and official communication channels (website and social networks). Moreover, the organization cooperates with government agencies, trade unions and public associations in implementing actions to protect the environment, industrial safety and social support for workers, which contributes to the timely resolution of issues and prevention of recurrence of negative impacts.

Effectiveness of grievance mechanisms

The Company ensures effective complaint management by registering all appeals in the IMS, analyzing them, implementing corrective actions and subsequently verifying the absence of recurring cases. For instance, in 2024, following the complaints regarding packaging quality for deliveries to Latvia and Kazakhstan, the requirements for packaging materials were strengthened. Consequently the number of complaints reduced. After incidents with product leaks at Karakalpakia and Karauzyak stations, the company modernized logistics processes, which prevented recurrence. Efficiency is evidenced by the absence of similar complaints, written feedback from consumers and the outcomes of internal and external audits.

Putting the hotline of JSC "Navoiyazot" into operation involves several key elements.



Communication channels provide convenience for citizens:

the appeals are received by phone, e-mail and other available means, and the information about them is disclosed in the public domain.

The hotline operating mode is set in accordance with the approved schedule on business days; outside working hours, the applicant can leave a message, which will be reviewed on the first business day after its receipt.

Registration of appeals appeals is mandatory for all received messages - the applicant's data, the essence of the request, the date and time of its receipt are recorded. The procedure for processing appeals is regulated by the Law of the Republic of Uzbekistan "On appeals from individuals and legal entities": responses are provided no later than fifteen to fifteen days for appeals that do not require additional study, and up to one month for applications that require verification or study.

Oversight of execution is ensured by responsible managers, who ensure full review of the appeal and provision of response to the applicant.

Data confidentiality is guaranteed in accordance with applicable law, which ensures the protection of applicants' personal information.

In 2024, **131 appeals** were received through the Hotline and Virtual Reception, of which:

• **109 requests**

were received through the Virtual Reception;

• **22 appeals**

were sent directly by individuals.

In 2024, the number of calls to the Hotline decreased from 300 in 2023 to 131. The reduction is due to introduction of a centralized and structured approach to personnel recruitment: vacancies are published officially, and candidates are screened through questionnaires by the Human Resources Department. The majority of the remaining requests concerned the provision of financial assistance. Moreover, no employment issues were received through the virtual People's Reception Offices, which further underscores the effectiveness of the new communication and HR mechanisms. The received appeals were reviewed by officials, the Chairman of the Board, the Chairman of the Trade Union Committee and members of the Board of JSC "Navoiyazot". As part of the analysis and processing of appeals in 2024, the following actions were taken: 26 requests were approved, and clarifications were provided on 105 requests. Not a single appeal was rejected, forwarded to authorized organizations and left unresolved by the end of the year.

To ensure transparency, the Company regularly discloses information on the outcomes of reviewing appeals through official communication channels. In 2024, such information was posted on the corporate website, in the Telegram channel and in **Navoiy kimyogari newspaper, where the total number of publications amounted to 139.**



Responsible supply chain

GRI 3-3, 204-1

The Company adheres to the principles of transparency and responsibility in supply chain management, follows internal regulatory documents, including the Procedure for Working with Counterparties and Partners, the Procedure for Verifying Counterparties, the Regulations on Execution and Fulfillment of Contracts, and the Regulations on Functioning of the Procurement Commission.

In 2024, the Company signed **1,594 contracts**, of which **402 were executed directly**. Even though the company imports certain goods and raw materials, the bulk of supplies and services (more than 91%) are provided by suppliers registered in the Republic of Uzbekistan.



The suppliers are elected and evaluated through the state platform [etender.uzex.uz](#), which ensures a high level of standardization and transparency of the process. All criteria and rules on selection of suppliers are developed by the designated performers specializing in procurement, agreed upon with each member of the procurement commission and finally approved by the commission's chairman. This guarantees equal conditions for all bidders and increases confidence in the procurement process.

The supply department manages the procurement processes at JSC "Navoiyazot". The procurement activities are governed by the Law of the Republic of Uzbekistan ZRU-684 "On Public Procurement" and the Resolution of the President of the Republic of Uzbekistan No. PP-3953. The unit responsible for managing the subject matter: Marketing, Sales and Procurement Department.

JSC "Navoiyazot" defines local suppliers and local content as purchases made within the Republic of Uzbekistan. The methodology for calculating the share of local content is based on the ratio of the volume of purchases from domestic suppliers to the total volume of purchases, including imported supplies.

Because JSC "Navoiyazot" uses the state exchange platforms for procurement, such as [xarid.uzex.uz](#), [spot.uz](#), [newcoperation.uz](#) and others, pursuant to the legislation of the Republic of Uzbekistan, the Company after signing a contract may not introduce additional requirements for suppliers, including environmental requirements, outside the terms of the contract. Therefore, a preliminary assessment of suppliers in terms of environmental criteria is not carried out, and there are no internal procedures in place for such an assessment.

Total quantity and amount of purchases from local suppliers

GRI 204-1

Indicator	Unit of measurement	2023	2024
Total number of contracts for purchases from local suppliers	Unit	1,495	1,594
Share of purchases from local suppliers	%	85	91



Our People

- 35 Approach to management
- 35 Working with personnel
- 40 Personnel training and development
- 41 Youth policy
- 42 Social support
- 45 Diversity and Inclusion



OUR PEOPLE

Approach to management

GRI 3-3, 2-23, 408-1, SASB RT-CH-530a.1

JSC “Navoiyazot” regards employee well-being as an integral part of sustainable development. The company actively enhances its HR practices to meet team expectations, safeguard employee rights, and foster opportunities for career growth and professional development. These efforts not only promote employee satisfaction but also contribute to improved operational efficiency across the organization.

The social and personnel policy of JSC Navoiyazot is based on the Personnel Policy and the Collective Agreement signed between the Company and its employees. The Collective Agreement was developed on the basis of the industry agreement of JSC “Uzkimyosanoat” and the National Council of the Trade Union of Chemical and Pharmaceutical Industry Workers. It applies to 100% of the staff, underscoring the Company’s commitment to safeguarding employees’ social rights and promoting the well-being of every team member.

JSC “Navoiyazot” strictly adheres to the national legislation and international standards in the field of human rights protection. In accordance with Article 412 of the Labor Code of the Republic of Uzbekistan, the enterprise strictly prohibits the employment

of individuals under the age of 18 and any form of forced or compulsory labor.

The Company has developed and is implementing a **Human Rights Policy** that outlines its commitments to preventing discrimination, exploitation, and any involuntary involvement of workers in labor activities. **No instances of forced labor were identified during the reporting period.**

Working with personnel

GRI 2-7

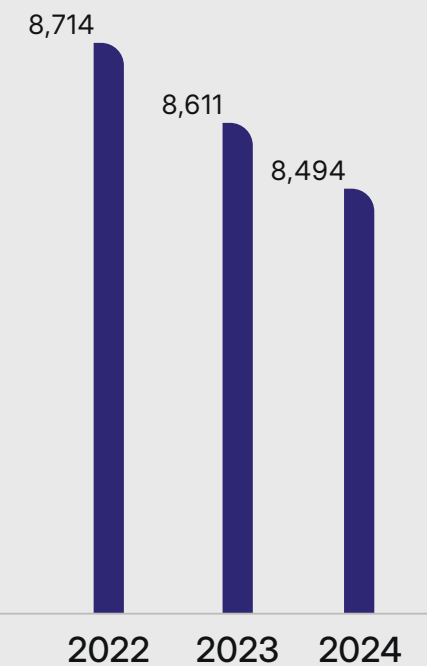


As of December 31, 2024, the total number of employees of JSC “Navoiyazot” amounted to

8,494 people.

Headcount at the end of the year

GRI 2-7



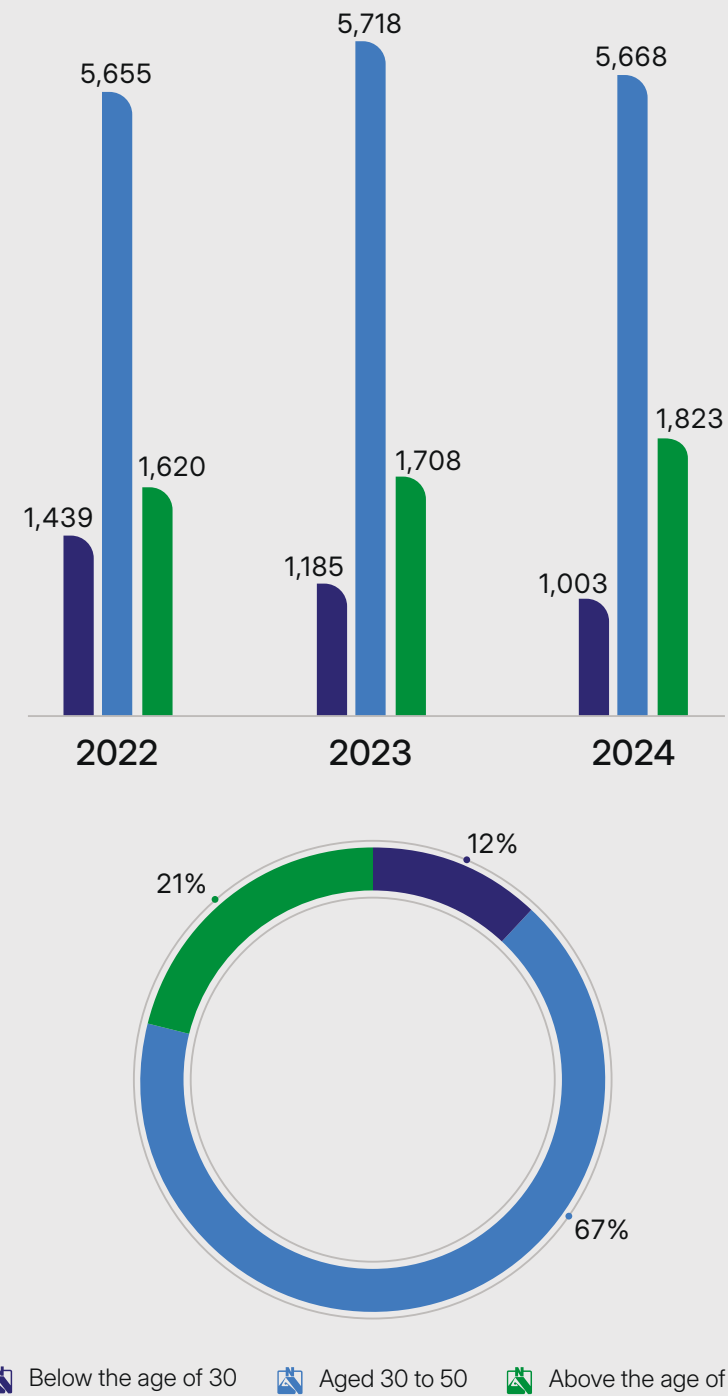
The majority of employees of JSC “Navoiyazot” work full-time, while the number of part-time employees in 2024 amounted to 123 people. Part-time employment refers to performing work duties on reduced working hours, whereas full-time employment involves working full-time.

JSC “Navoiyazot” builds a human resources management system in compliance with the legislation of the Republic of Uzbekistan on labor resources, labor protection, as well as internal regulatory documents, including:

- Regulations and instructions of JSC “Uzkimyosanoat”;
- Directives of the Municipalities of Navoi region and the city of Navoi;
- Orders and instructions of the Chairman of the Board of JSC “Navoiyazot”;
- Orders of the Head of HR Department;
- Current Collective Agreement and internal labor regulations for employees;
- Charter and regulations of JSC “Navoiyazot”, including the HR Policy, Human Rights Policy, Regulations on Personnel Rotation in JSC “Navoiyazot”, Regulations on Permanent Commission of JSC “Navoiyazot” for Improving System of Selection and Recommendation of Candidates for Positions, Formation of Effective Personnel Reserve, and HR strategy;
- Instructions and reference materials on HR related works, such as Labor and Rights of Enterprise Employees, and Planning and Organizing the Functioning of HR Department”;
- Comprehensive Economic and Social Development Plan of JSC “Navoiyazot”.

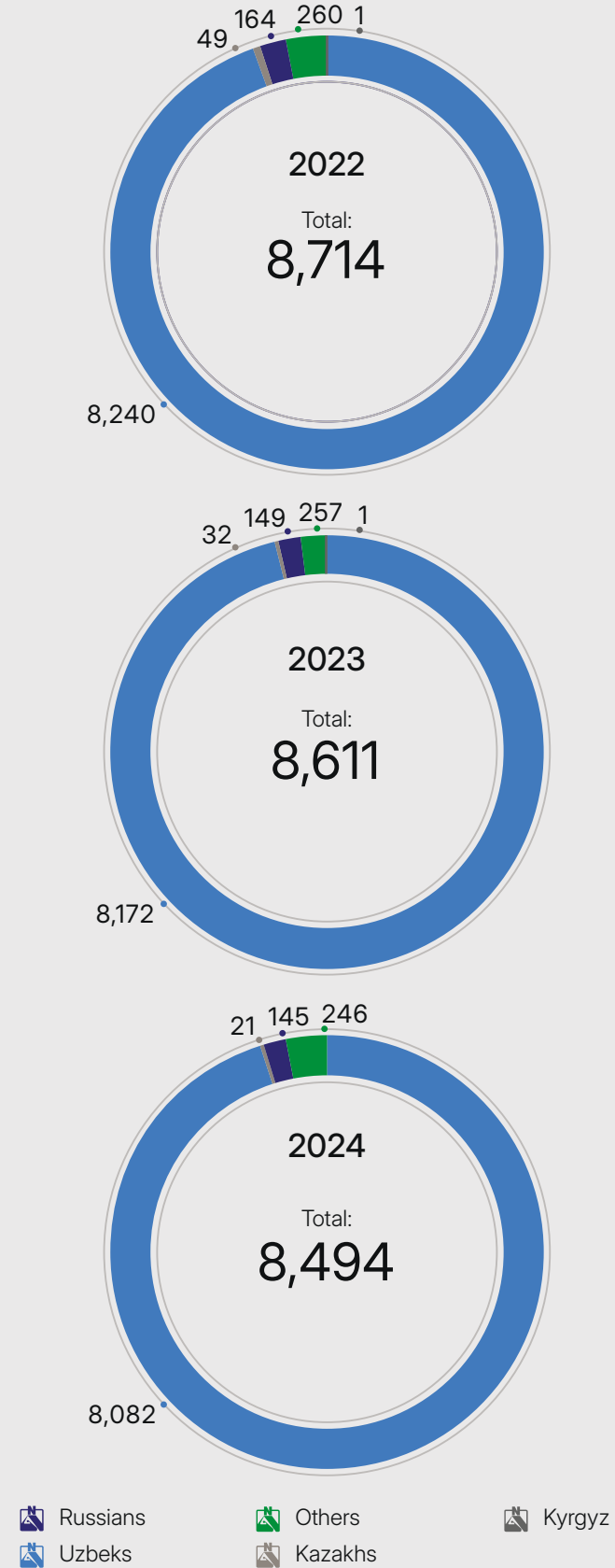


Number of employees by age groups, people



The ethnic composition of JSC “Navoiyazot” personnel remains stable, with predominance of personnel of Uzbek ethnicity. The share of representatives of other ethnic groups is insignificant and does not change significantly in dynamics.

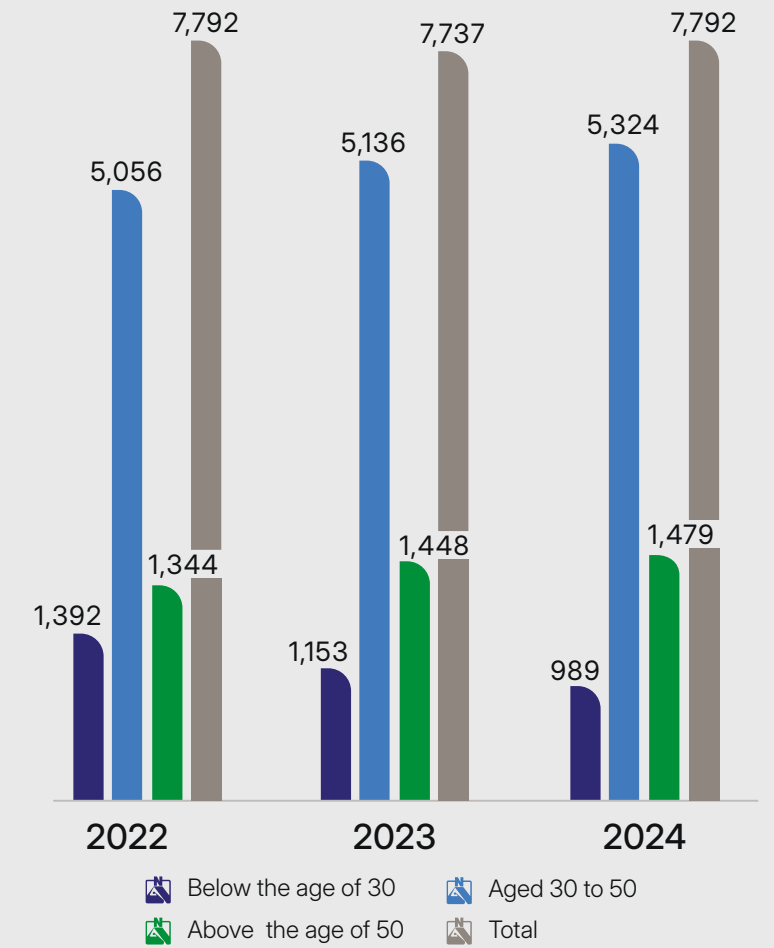
Number of employees by ethnic groups, people



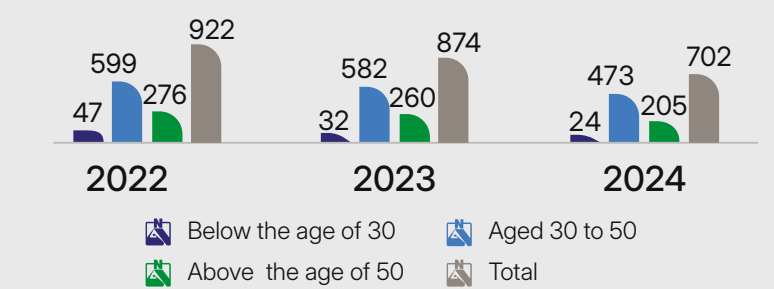
Number of employees by age and job groups, people

GRI 405-1

Line



Managerial



The majority of employees of JSC “Navoiyazot” fall within the 30–50 age range. Men comprise approximately 60% of the total workforce, reflecting the nature of the chemical industry-particularly the specific demands of production processes and existing regulatory restrictions on the participation of women in certain types of work.



As of the end of 2024,

310 individuals of retirement age

were employed at the Company.

The management of diversity and equal opportunity issues, and monitoring the implementation of relevant corporate principles is done by the Corporate Relations Department, the Human Resources Department and the Wages and Labor Motivation Department.

In addition to full-time staff, the Company's engages non-staff employees, whose work activities are overseen by the organization. The most common types of such employees include:

- Doctors of the healthcare unit working part-time (half time) and providing medical services to employees;
- Qualified specialists engaged under labor agreements to perform specialized tasks;
- Employees of rented warehouses of finished goods, including loaders, which provide logistics and movement of goods within the warehouses.

The functions performed by the above mentioned categories of employees are similar to the ones of full-time employees in terms of conditions and requirements, and they are under the managerial oversight of the Company within their functional duties.

During the reporting period, there were **no significant changes** in the **total number of employees, including non-staff employees**.



Actual number of non-staff employees, people

GRI 2-8

Indicator	2022	2023	2024
Total number of non-staff employees at the end of the reporting period	43	45	42
Others (under employment agreement)	41	54	26
Total	84	99	68

The data is based on the actual state at the end of the reporting period, without using average values or alternative calculation methods.

Recruitment

GRI 401-1, 402-1, 408-1, 409-1

The personnel management functions are delegated to the Human Resources Department. The department is responsible for realizing the company's human capital potential: selection and hiring employees, workplace adaptation, training and assessment, support in career growth, and dismissal. In collaboration with the heads of structural divisions, personnel management makes decisions on staffing vacancies, employee promotion, transfer, and participates in labor dispute settlement. The labor matters are governed by the Labor Code of the Republic of Uzbekistan, Rules of Internal Labor Procedures, the current Collective Agreement and the internal regulations of the company.

Recruitment of personnel at JSC “Navoiyazot” is carried out in accordance with HR Policy of the Company and the Regulations on Competitive Selection.



The Company's HR Policy is aimed at ensuring the implementation of the rights and obligations of the parties to labor relations, rational use of human resources and increasing labor productivity. Particular attention is paid to transparency and non-discriminatory approach to the selection and hiring of personnel, development of motivation system, training and advanced training of employees. Important tasks also include stabilization of the personnel composition in key divisions and the formation of sustainable corporate culture. Recruitment of personnel is carried out in accordance with HR Policy and the Regulation on Competitive Selection, while the company attracts specialists who share its values and strategic priorities. **The recruitment process goes through the following stages:**

1. Publication of the announcement of selection;
2. Receipt of candidate's documents and their verification (in terms of completeness, accuracy and compliance with qualification requirements);
3. Conducting tests, interviews and (or) practical examinations for applicants;
4. Announcement of the selection results.

Adaptation programs are envisaged for each new employee, which aim for the fastest possible integration into the workforce and ensuring the fastest possible application of their skills. Also, new employees of the enterprise who do not have production skills undergo vocational and technical training corresponding to the entry-level qualification requirements for the specialty. Training is organized on the basis of individual programs and the course method in the training center of the enterprise, which allows each employee to master effectively basic professional skills.

In 2022, 2023 and 2024, **no cases of forced labor**, use of the worst forms of child labor or discrimination in the labor sphere were identified. No statements or complaints were received from workers on these issues. The trade union committee carries out ongoing monitoring in accordance with the requirements of national legislation and conventions of the **International Labor Organization**.

Assessment of effectiveness of personnel management

The effectiveness of the personnel management system is confirmed by internal audits and the results of external certification audits within the framework of international standards (ISO 9001, ISO 14001, ISO 45001, ISO 50001, ISO 37001). According to the results of the latest audits, no critical non-conformities or significant recommendations were identified.

Another distinctive feature of the recruitment system in the Company is the use of rotation practices: when hiring, preference is given to "internal" candidates. The Regulations on Personnel Rotation at JSC "Navoiyazot" is the main document governing the rotation process at the Company.



In the reporting year, JSC "Navoiyazot" hired a total of

226 individuals,

the majority of whom were men under the age of 50. As the Company is based in the city of Navoi, its entire workforce is concentrated within this region. The proportion of women in the overall employee structure rose

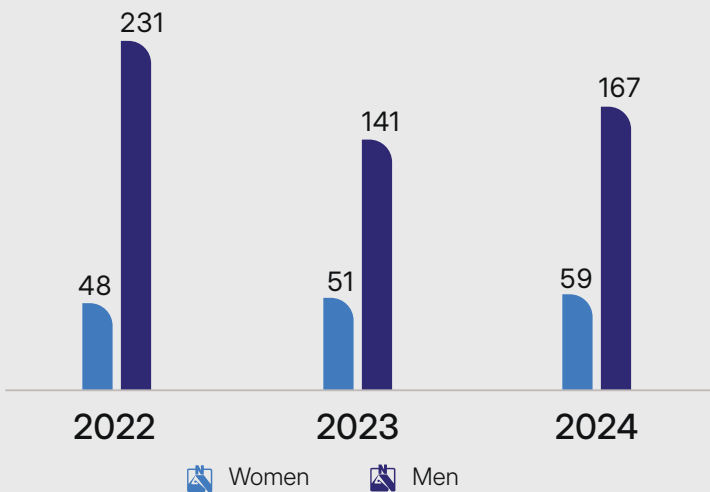
from **17.2%** in 2022 to **26.6%** in 2023, and remained stable in 2024 at **26.1%,**

reflecting a sustained positive trend in female workforce participation.

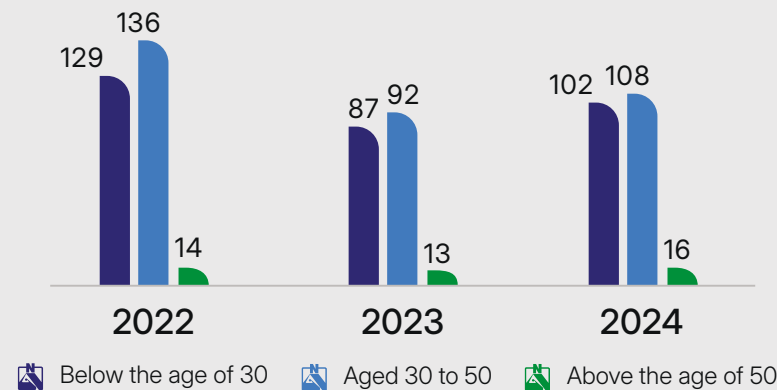
Number of hired employees by gender and age groups, people

GRI 401-1

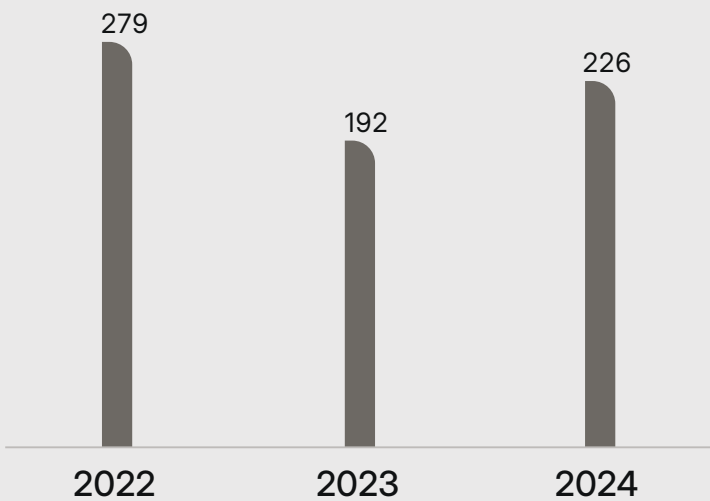
By gender



By age



Total



In 2024, employment contracts were terminated with

343 employees.

The primary reasons for termination included:

- Employer's initiative – **81 cases;**
- Staff reduction – **57 cases;**
- Systematic violation of job duties – **24 cases;**
- Mutual agreement between the parties – **22 cases;**
- Voluntary resignation – **18 cases.**

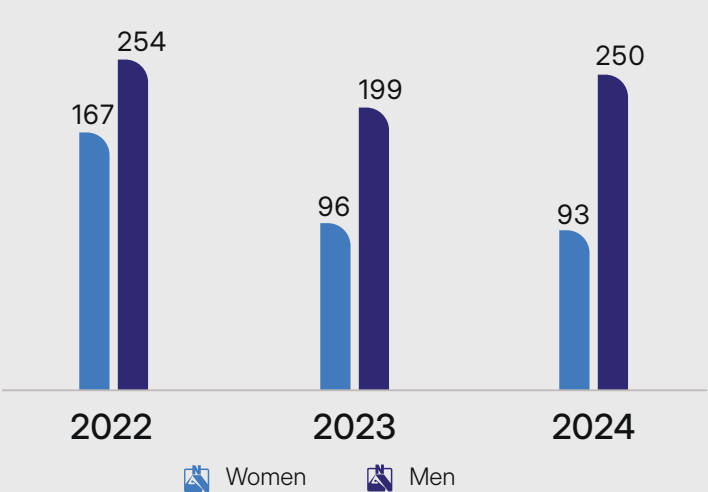
In 2024, the majority (45%) of employees whose employment contracts were terminated involved the categories "Male" and "Over the age of 50". In 2024, the procedure for terminating employment contracts requiring the consent of the trade union committee, was strictly followed, and dismissals were carried out only with the consent of the trade union.



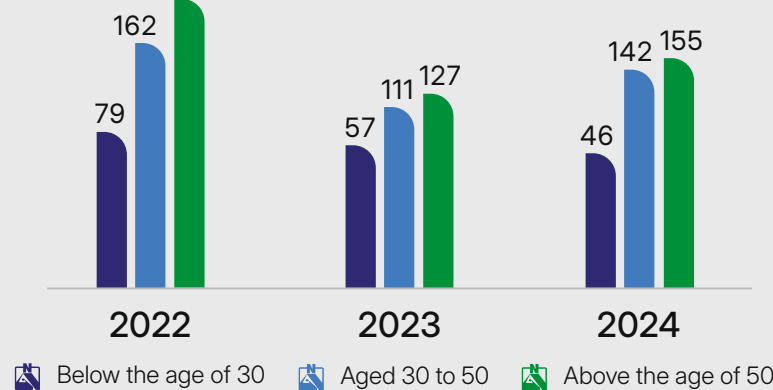
Number of employees whose employment contracts were terminated, by age and gender groups.

GRI 401-1

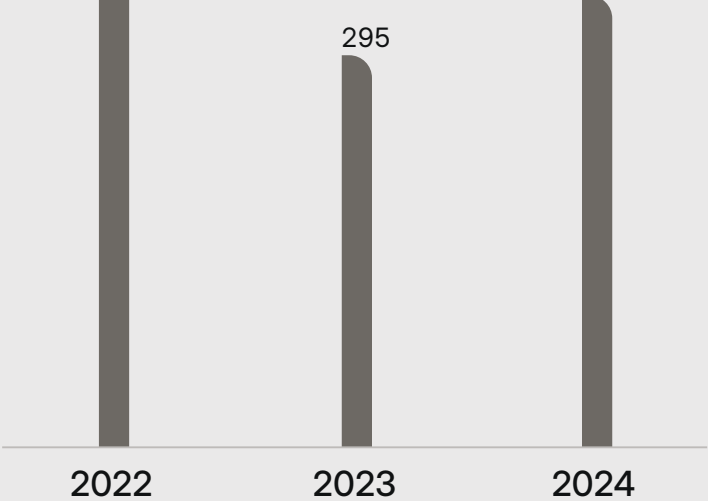
By gender



By age



Total

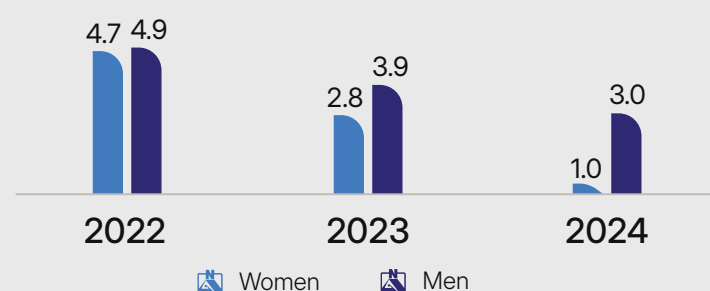


In 2024, the staff turnover rate at JSC “Navoiyazot” stood at **4%**, remaining within the typical fluctuation range observed in recent years. In the event of changes affecting labor relations, the Company acts in accordance with the Labor Legislation of the Republic of Uzbekistan. Specifically, in case of organizational or technological changes, the employer is required to notify employees at least two months in advance, outlining the reasons and potential consequences of such changes.

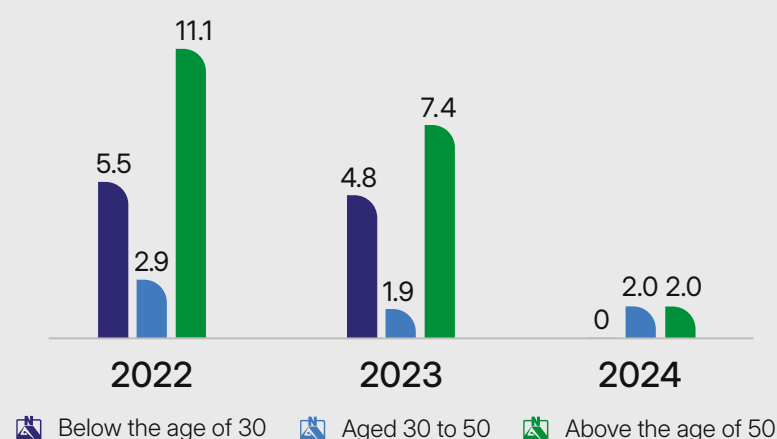
Staff turnover, %

GRI 401-1

By gender



By age



Overall staff turnover



Plans for personnel employment

By 2030, the Company will implement a strategy for the transformation and digitalization of production processes. This initiative includes the introduction of digital solutions and the automation of various operational functions. As the transition to more technologically advanced working methods progresses, a gradual reduction in personnel may occur. Nonetheless, the Company remains committed to the principles of social responsibility: retraining and upskilling programs are being actively implemented to support a smooth transition and ensure the preservation of human capital.



Grievance mechanism

The company has an established procedure for filing and reviewing employee complaints, which is set out in internal documents. The system is aimed at timely identification and resolution of labor disputes, and reducing the number of complaints by taking preventive actions and holding dialogues with the employees.



Employee motivation

The enthusiasm and commitment of each team member to achieving results form the foundation of JSC “Navoiyazot’s” success in the market. The Company uses a unified remuneration system, comprising a base salary determined by a tariff scale, supplemented by allowances that reflect academic degrees and high professional qualifications. The Collective Agreement provides for the following allowances:

- Allowance for combining positions.
- Additional payment for performing the duties of a temporarily absent employee.
- Allowance for increasing the volume of work.
- Additional payment on holidays.
- Additional payment for work at night.
- Allowance for work in special conditions.
- Allowance for being awarded an honorary title pursuant to the legislation of Uzbekistan.
- Allowance for working with military mobilization agencies.
- Allowance for an academic degree.
- Allowance for leading a team.

In 2024, the average monthly salary at the enterprise was

6,655,289 soums.

The Company has established incentive programs designed to reward employees who perform their duties efficiently and conscientiously. The incentive system comprises two key components:

- Material component, which envisages payment of wages and monetary rewards based on performance;
- Non-material component, which envisages expressions of gratitude, awarding certificates of honor, listing on the Company’s honor board, nominating for a Government award in recognition of significant achievements, publishing profiles of top-performing employee on the Company’s official website, providing opportunities for training and development.



Personnel training and development

GRI 3-3, 404-2

At JSC “Navoiyazot”, personnel development and training are conducted in accordance with internal regulations and a valid license issued by the State Inspectorate for Quality Control in Education of the Cabinet of Ministers.

Regulatory framework

- Regulations on Professional Training of Employees - defines the goals, principles and processes of professional training;
- Regulations on the Procedure for Conducting Continuous Training, Advanced Training, Providing Incentives for Training and Testing the Knowledge of Managers, Specialists and Workers - establishes procedures of organizing employee training, assessing knowledge and motivating employees.

The Personnel Training Division of the Human Resources Department organizes and coordinates the educational programs.



Learning infrastructure

The Company ensures employee training, retraining and advanced training based on the principles of multiplicity of levels, differentiation and continuity. To support this, there are training classes and a training center (License No. KMO 0515), which implement courses for over 120 professions in the chemical and supporting industries (instrumentation and automation fitters, machine operators, electricians, welders, laboratory assistants, etc.). The Company believes that the development of the enterprise is closely associated with professional growth of its employees. Particular emphasis is placed on mastering information technologies, enabling both the Company and its workforce to remain aligned with modern industry standards. Training is delivered both at workplaces and in the format of courses, seminars, conferences and trainings, including programs organized by government agencies, industry partners and foreign enterprises. For female employees, training is provided in professions permitted under applicable labor legislation.

Results of 2024



In 2024,

997 employees were trained, including

776 workers and **221** engineers, technicians and specialists.



The total cost of training amounted to

727.82 million soums.

The key training areas include:

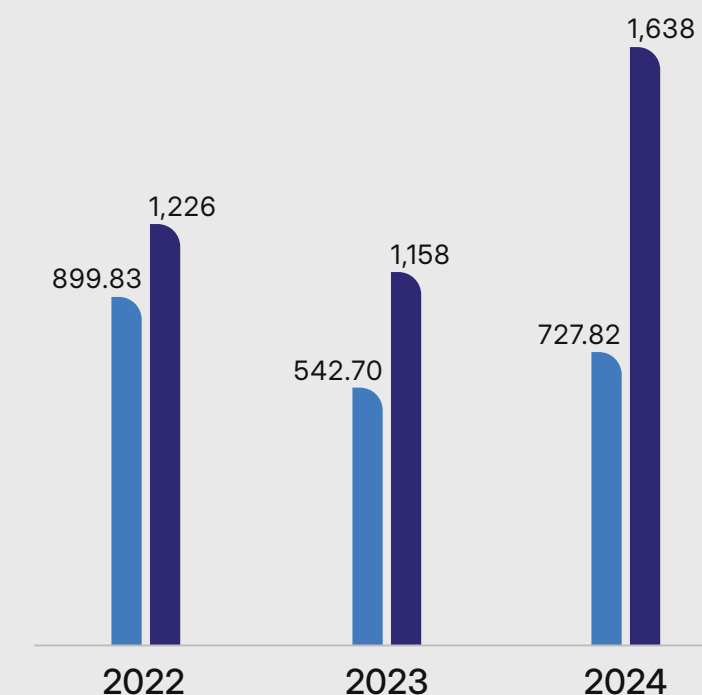
- Advanced training at external training centers for **391** people.
- University education in Uzbekistan, including Mendeleyev University of Chemical Technology of the Russian Federation, **14** people attended.
- Trainings at Navoiyazot's training center for **606** people.

As part of its human capital development strategy, the Company implements initiatives aimed at improving the skills of employees, promoting women to management positions and expanding educational opportunities. In 2024, one of the Company's employees was selected to participate in the state program "RakhbarAyollar Dasturi" (School of Women Leaders) in accordance with the Decree of the President of the Republic of Uzbekistan No. 87-PF dated December 2023. The program is aimed at developing management competencies and women's participation in decision-making. In addition, another employee of the Company won first place in the regional stage of the national competition "YilAeli" in the nomination "Uz KasbiningUstashi" (Master of her craft), demonstrating a high level of professionalism and dedication to the cause.

These measures demonstrate **the Company's commitment to the principles of equal opportunities**, support for education and development of leadership potential among all employees.

Indicators of personnel training and development

GRI 404-2



-  Number of participants in the advanced training program from among the organization's employees
-  Total amount of expenses on employee training, million soums

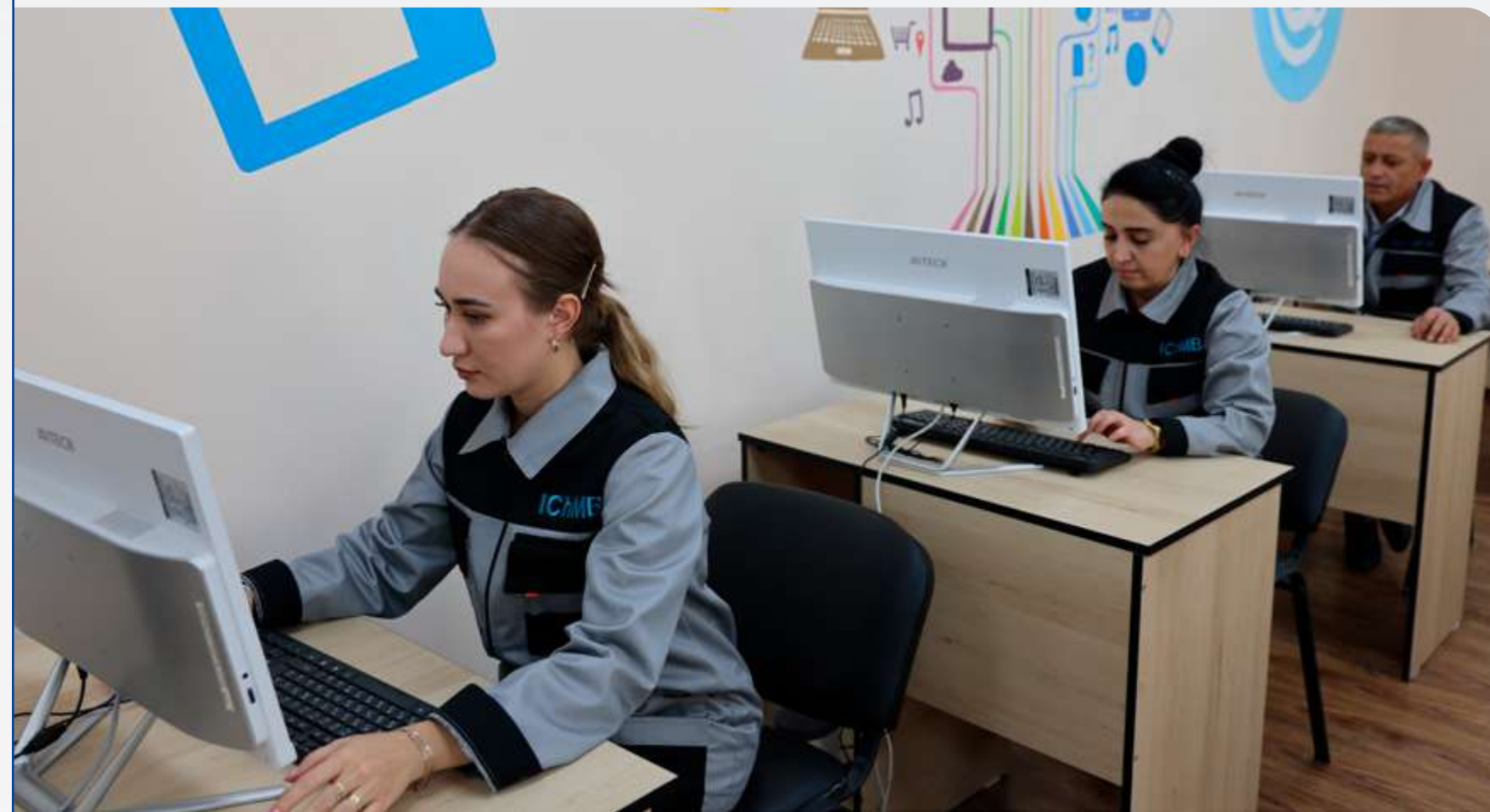


During the reporting year, the Company spent

71,962 hours

on training its employees, which averages

8.47 hours per employee per year.



Number of trained employees by gender and position groups

GRI 404-1

Indicator	Line		Managerial		Total	
	men	women	men	women	men	women
Total number of training hours	45,520.2	17,967.6	5,062.3	3,412.2	50,582.5	21,379.8
Average number of training hours per employee per year	9.81	5.36	12.56	34.82	10.03	6.19



JSC “Navoiyazot” regularly assesses the performance and career potential of its employees. In 2024,

1,125 male and 513 female

employees underwent the assessment. The majority of the assessed employees were managers, represented by men-

53.85%.



Employees who underwent regular performance and career development assessment in 2024

GRI 404-3

Indicator	Line		Managerial		Total	
	men	women	men	women	men	women
Number of employees who received regular performance and career development assessment (performance assessment)	908	466	217	47	1,125	513
Share of employees who received regular performance and career development assessment, %	19.57	13.90	53.85	47.96	22.31	14.87

Youth policy

JSC «Navoiyazot» values fresh perspectives of young specialists, collaborates with specialized educational institutions, organizes targeted events to identify and attract graduates of higher educational institutions with high potential.



In order to attract and recruit young specialists, the Company has developed a special internship program, comprising multiple stages, including candidate selection, training, and professional adaptation. As part of this program, the selection process is carried out in stages. The competition announcement is published on the official pages of the Company, after which applications for participation are accepted online via the Telegram bot. Candidates who pass the initial screening are invited to take a test assessing basic legal and technical knowledge, including the Constitution, civil service legislation, the official language and information technology. To ensure the quality of the selection process, tests are developed by the relevant divisions of the Company and carried out in computer rooms under the coordination of the head of youth work. Candidates who score more than 62% proceed to a final interview with a commission that evaluates their performance. Based on the interview results, an order is issued on internship admission. Those who complete successfully the program are included in the personnel reserve of JSC «Navoiyazot».

The internship is conducted in accordance with the agreement with higher education institutions, which defines the terms, time periods and responsibilities of the parties. Internships range from three months to one year, where interns along with mastering basic professional skills also gain hands-on experience in actual working environment. Each intern is assigned a mentor who supervises and provides support in mastering the specifics of work in the Company. The mentor monitors the implementation of the individual plan and compliance with the work schedule by the interns, and also introduces them to the safety rules and internal standards of the Company.

The internship is carried out in three main stages. The first preparatory stage starts with an introductory meeting where interns are familiarized with the program, its goals, tasks and reporting requirements. At this stage, an intern also develops a personal plan together with the internship supervisor and mentor, who helps them better structure their tasks for the internship period. The second stage is the main stage, where interns complete the tasks set in the program. At this stage, interns have the opportunity to learn more with the Company's operations, its structure and specifics of work, and apply their knowledge in practice. The final stage involves submitting reports and final assessment. Interns submit a final report in the form of presentation, which is assessed and approved by the internship supervisor, mentor and representative of the Youth Affairs Agency.

Graduates who complete successfully their internships are awarded a certificate, which provides a competitive advantage when applying for employment at the Company. The internship program is designed to build a qualified personnel reserve, equipped to perform the Company's tasks at a high professional level.

The Company pursues a policy focused not only on developing the professional competencies and skills of young specialists, but also on fostering a healthy spirit. In collaboration with the trade union, various sports events are held to strengthen the corporate culture and promote healthy lifestyle among employees. Examples of such activities include:

- **“Five Thousand Steps” project** – under this project events are organized every Saturday with participation of enterprise's active youth around the artificial lake in Alisher Navoi Park.
- **“The Best Reader” Competition.**
- **“I Will Be an Entrepreneur”** meeting for young employees together with the bank, the Our Future Foundation, the Chamber of Commerce and Industry and business representatives.
- **The Manager's Cup**, football, volleyball, table tennis and chess tournaments.
- Cultural and sports events in **Oftobjon camp** to develop children's interest in healthy lifestyle.
- Professional skills contests, attended by over **100 young specialists.**

Under the leadership of the trade union, the Company pays financial assistance to young people. In particular, in the reporting period:

- **1,063 young families** received financial assistance totaling **440.7 million soums.**
- **82 employees** were granted assistance related to marriage, amounting to **259.98 million soums.**



During the year,

758 students from higher education institutions and **495** students from secondary specialized educational institutions

completed their industrial training at the enterprise.

14 employees

of the enterprise completed training at national educational institutions without interrupting their work duties.

234.91 million soums

were allocated for this initiative.

Social support

GRI 2-30, 401-2, 401-3

The Company implements a comprehensive social policy that provides employees with a broad array of benefits and compensations, while also organizing initiatives to enhance professional qualifications and foster a strong corporate culture.

Social support is implemented in line with the Collective Agreement of JSC "Navoiyazot" for 2024-2026 and by the National Council of the Trade Union of Chemical and Pharmaceutical Industry Workers. The Trade Union plays a vital role in providing social support to the company's employees. The social support covers all structural divisions and provides for sports, educational and cultural programs that help strengthen team spirit and professional development of each employee.

The key programs include:

- Payments for weddings, births, anniversaries.
- Coverage of education costs, including children's education.
- Financial assistance to non-working pensioners.
- Support for large families and parents of children with disabilities
- Vouchers to sanatoriums, camps, and health centers.
- Organization of cultural events and trainings.

- Protection of employees in cases of labor disputes, as well as protection in case of dismissal.
- Provision of reduced working hours.
- Events dedicated to public holidays of Uzbekistan.
- Coverage of expenses for medical services.
- Payments to people with disabilities of Groups I and II for industrial injuries and occupational diseases, and people with disabilities of Group III.
- Funeral expense compensation in the event of the death of close relatives of an employee.
- Provision of organized transportation services for employees living in the city of Navoi and nearby settlements, including night time transfers.

The collective agreement of JSC "Navoiyazot" applies to the employer and all employees of the enterprise working on the basis of a concluded employment contract, including those hired after the entry into force of this agreement, as well as employees of the trade union committee.

In cases stipulated by the Collective Agreement, some of its clauses also apply to:

- members of the employee's family;
- persons with at least 5 years of work experience in JSC "Navoiyazot" and employment relationships with whom they were terminated due to retirement by age, registered with the pension bureau;
- former employees who received injuries, occupational diseases or other damage to health in connection with the performance of work duties;
- persons with disabilities who depended on the employee who deceased due to disability, occupational disease or other damage to health due to performance of job duties and are entitled to receive compensation.

A special Commission operates at JSC "Navoiyazot", which on a quarterly basis checks adherence to the Collective Agreement. As the Commission's report states,



441 items of the Collective Agreement were implemented in 2024, under which

465.391 billion soums were allocated for the provision of benefits and a number of significant events were held:

- The working hours standards have been adapted: not exceeding 40 hours for normal working conditions, not exceeding 36 hours for unfavorable working conditions and employees with disabilities of Groups I and II.
- In 2024, various cultural and educational events, contests and competitions were held for the company's employees.
- Additional benefits were provided to women in line with the collective agreement.
- **19.5 billion soums** were allocated for Medical and Sanitary Division.





Financial assistance was provided in the following areas:

- Loss of family members: **346 employees - 549.8 million soums.**
- Retired employees no longer working at the Company: **54 people - 23.4 million soums.**
- Funding from the trade union budget: **1,063 employees - 440.7 million soums.**
- Annual leave: **6,828 employees - 2.5 billion soums.**
- Anniversary: **324 employees - 338.73 million soums.**
- Employee recognition board: **59 employees - 258.989 million soums.**
- Compensation for food expenses: on average, **2,677 employees** were entitled to therapeutic and preventive nutrition (TPN) every month, on average, **2,755 employees** were provided with milk coupons every month, **4,276 people** were included in the list of those entitled to a pension on preferential terms (pursuant to the Resolution of the Cabinet of Ministers of the Republic of Uzbekistan No. 2,560 dated 12.05.1994).
- Compensation for food expenses: **5,792 employees - 18.5 billion soums.**
- Additional paid leave for employees working in adverse conditions, and unfavorable natural and climatic zones: **6,939 employees - 51,730.9 million soums.**

Additional payments:

- Persons with work-related disabilities, Groups I and II: **33 people - 126.279 million soums.**
- Persons with disabilities, Group III: **24 people - 47.6 million soums.**
- Families that have lost their breadwinner: **14 families - 27.750 million soums.**
- Before and after childbirth: **387 women - 3.5 billion soums.**
- Additional leaves for women with children: **23 people - 2.912 million soums.**

Treatment and rest courses for employees and their family members:

- Sanatoriums of Uzbekistan: **248 employees - 916.8 million soums**, where **169 people** were funded by the trade union and **79 people** from social insurance.
- Summer camp Oftobjon: **1,540 children** of employees.

Sanatorium-preventorium:

- Treatment course for **1,309 people**, including **1,005 employees**, **291 pensioners** and **13 other citizens.**
- Dental prosthetics: **854 employees - 426.710 million soums.**



Cultural initiatives:

In 2024, various cultural and educational events, contests and competitions were organized for the company's employees that saw active participation from both employees and young specialists. **2.4 billion soums** were allocated from the trade union to encourage them. **358.9 million soums** were spent on organizing sports events and awarding the winners.

In 2024, the **707 female employees** of JSC "Navoiyazot" went on maternity leave. The average duration of maternity leave was **257 days.**

According to the Collective Agreement the Company's management undertakes to satisfy employees' requests for social leave with retention of wages in the following cases:

- Death of close relatives - 3 days;
- Weddings of employees or their children - 3 days;
- Natural disaster - 2 days;
- Housewarming - 1 day;
- Taking the child to the first grade at school - 1 day;
- To the child's father due to child birth - 1 day;
- On the vaccination day against a viral infection - 1 day.

As part of its employee social protection program, JSC "Navoiyazot" provides organized transportation services for employees living in Navoi and nearby settlements (Sputnik, Gulistan, Narpay, etc.). A sufficient number of buses operate daily, including nighttime routes. These services are provided to full-time employees and are aimed at improving the comfort and safety of commuting.

In 2024, about

1.28 billion soums

were allocated to arrange the transport services.



Number of employees who took parental leave

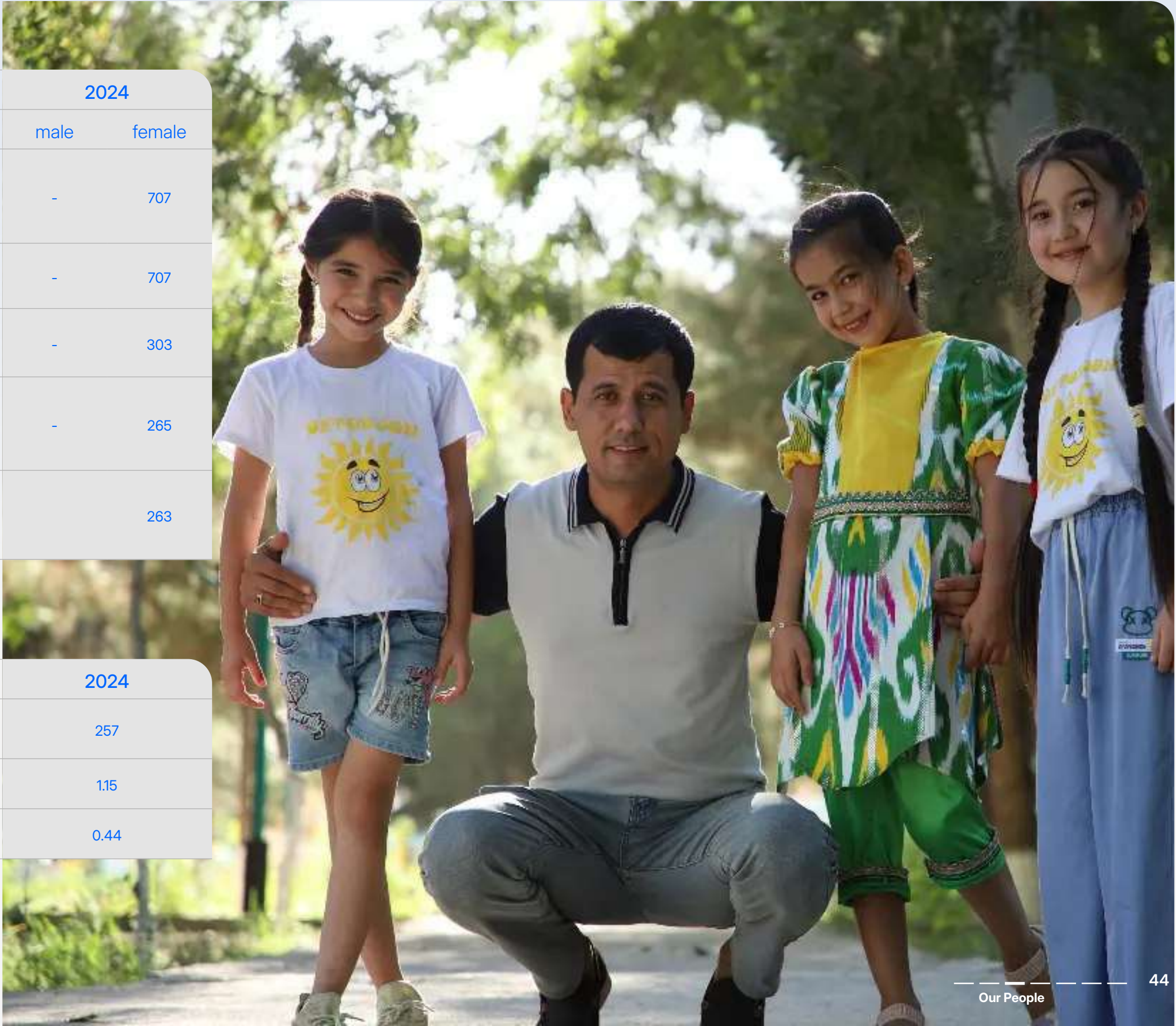
GRI 401-3

Indicator	2022		2023		2024	
	male	female	male	female	male	female
Number of employees entitled to maternity leave or child care leave (pursuant to the Labor Code of the Republic of Uzbekistan)	-	905	-	784	-	707
Number of employees who took maternity leave and parental leave	-	905	-	784	-	707
Number of employees who returned to work after maternity/paternity leave**	-	581	-	597	-	303
Number of employees who returned to work in the previous year after maternity/ paternity leave and continued to work after 12 months	-	324	-	187	-	265
Number of employees who were supposed to return to work after maternity/paternity leave in the reporting year*	-	581	-	597		263

Social indicators for parental leave

GRI 401-3

Indicator	2022	2023	2024
Average duration of parental leave in the reporting year, days	259	268	257
Return rate	1	1	1.15
Retention rate	0.41	0.32	0.44



*The indicator takes into account employees who returned and those whose contracts were terminated, excluding employees who extended maternity/paternity leave in the reporting year.

**The indicator includes employees who returned to work after maternity leave, childbirth or parental leave, including those who returned to work early, before the end of the established leave period.

Diversity and Inclusion

GRI 3-3, 405-1, 405-2, 406-1

At JSC “Navoiyazot”, the work process is structured based on the principles of inclusion and gender equality. The Company guarantees that the wage levels and amounts of incentives and benefits are determined regardless of gender, age, race and other individual characteristics. The company ensures adherence to the key labor principles set forth in the Conventions of the International Labor Organization (ILO) through their implementation in the collective agreement. The collective agreement for 2024-2026 includes obligations on non-discrimination and equal opportunities in labor relations (clauses 6.40, 12.1, 12.2). Control is carried out by the trade union committee. No violations of the principle of equal pay were identified during the period from 2022 to 2024.

During the reporting period (2022–2024), no employee complaints of discrimination were received. The collective agreement contains obligations of the parties to prevent discrimination, ensure equal payment for the work of equal value, and protection of women's rights.

As part of its strategy, the Company actively promotes inclusion and diversity across all levels of the organizational hierarchy.



The gender structure of the company's workforce remained stable between 2022 and 2024. As of December 31, 2024

3,451 women,

worked at the Company, most of whom hold line positions. In 2024, the share of women among line employees constitutes

42%.

There was also a modest increase in the proportion of women in managerial roles, reaching approximately

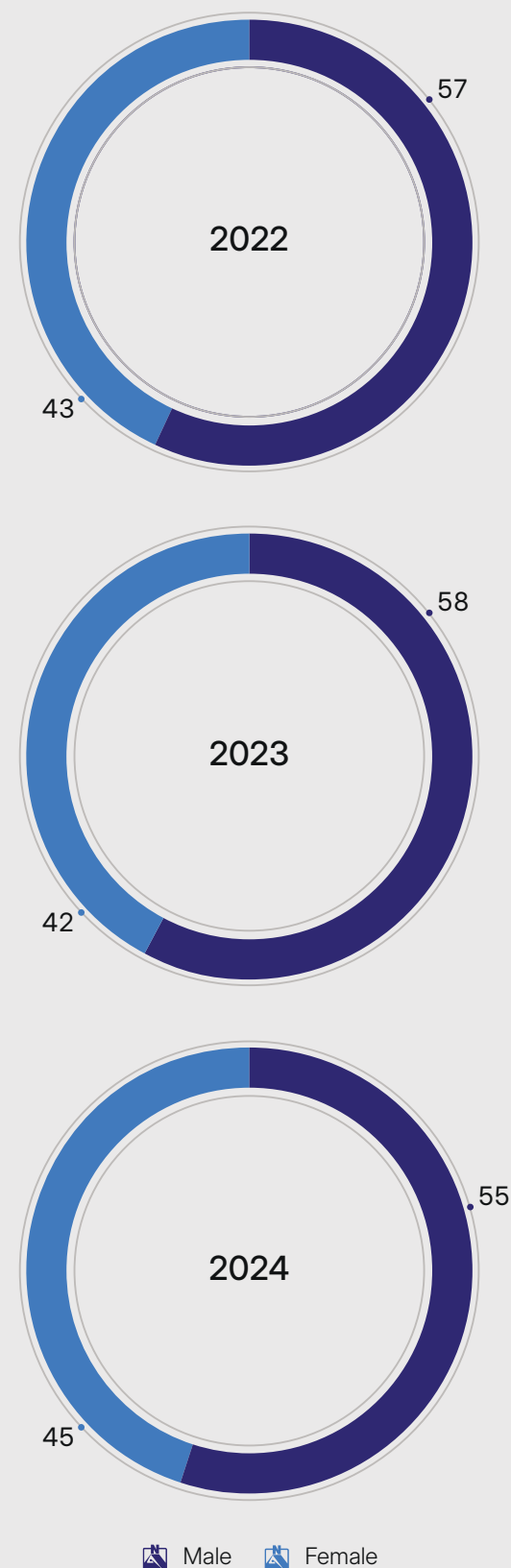
20%.

of the total number of managers.

Gender structure of personnel by positions, %

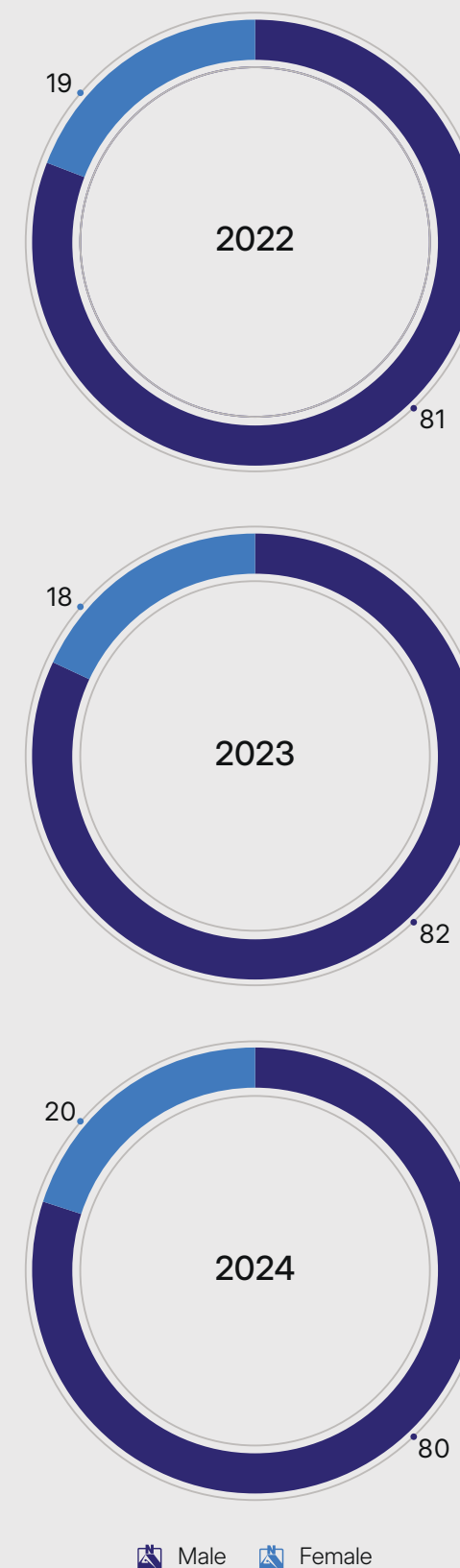
GRI 405-1

Line positions



Male Female

Managerial positions



Male Female

In 2024, the Company continued to monitor the ratio of base salary and total remuneration between male and female employees across key job categories. This analysis was based on data extracted from the 1C information system and local accounting records, including payroll department documentation.

Based on the results of 2024, the analysis of wages and remuneration showed the presence of differences between men and women in all categories of personnel, however, compared to previous periods, there is a positive trend in their reduction.

On average, female managers received 0.88 of the salary level of men, among specialists – 0.85, and in the categories of technical, service and production personnel – 0.82–0.85. A similar situation was observed in terms of remuneration: the most significant gap was recorded among managers (0.24), while among specialists and production personnel the ratio was 0.61–0.76.

The differences are mainly explained by the distribution of positions: men more often occupy key and highly paid positions (finance, production), while women are concentrated in departments with smaller incentive funds (occupational safety, ecology, personnel work).

All detailed values are provided in [Appendix 2](#) to the Report.



Council for Women's Affairs

JSC "Navoiyazot" implements activities aimed at promoting gender balance and protecting women's rights, where the Women's Affairs Council plays a key role. In the reporting year, events were held to prevent various negative actions against women, domestic violence, offenses and crime, as well as on issues of compliance with the culture of clothing among women. In addition, round tables were held on the role of women in society, the conditions created for women by the state and the enterprise, as well as their rights and freedoms in society and the family based on the principles of gender equality.

At the same time, within the framework of the project **"Legal Information Day"** legal explanations are provided on issues related to women. Thus, in the reporting year, psychological trainings were held on issues of family relations, the role of women in raising children, as well as the importance of the psychological state of women for well-being in the family.

In September of the reporting year, the **Khon Atlas** festival was held at all production sites and workshops of the enterprise, during which women of the society came to work in national clothes.

The company organizes regular meetings with women working in society. In particular, it was emphasized that ensuring gender balance, strengthening the role of women in the life of society and the state are priority issues, and that any initiatives aimed at comprehensive support for families and women are supported. In cooperation with **JSC "Uzkimyosanoat"** and the Sanitary and Epidemiological Service of the Republic of Uzbekistan, medical examinations were organized for female employees.

In addition, in the reporting year, there were visiting receptions of the Advisor to the Chairman of the Board of **JSC "Uzkimyosanoat"**, where 5 appeals from female employees of the enterprise were considered.

All appeals were resolved successfully.

In the reporting year, the Company, together with the Trade Union Committee, provided financial assistance to women in the following main areas:

- Medical services for **3,438 employees;**
- Purchase of food products worth **2.070 billion soums** for **3,451 employees;**
- 169 pregnant female employees were transferred to light work, excluding the impact of unfavorable production factors, with the preservation of the average salary in the amount of **1.956 billion soums;**
- 630 female employees underwent health improvement in the sanatorium-preventorium of JSC "Navoiyazot", for which **2.178 billion soums.**

JSC «Navoiyazot» pays special attention to supporting employees from vulnerable groups, implementing initiatives and programs aimed at improving their working conditions and improving their quality of life. In 2024, it is planned to issue food packages to employees with disabilities, single pensioners, low-income families and socially vulnerable categories of the population. Sponsorship support in the form of construction and repair of social infrastructure facilities is also provided.



Multiple children family, single parents and parents of children with special needs

The Company actively supports families with many children and parents of children with special needs and provides them with additional social benefits, which helps them to combine job duties with caring for their children. 28 female employees with children with disability work at the Company. The following benefits are provided: flexible working hours, access to preschool institutions and assistance in organizing summer leisure for children. The Company also provides financial assistance to these employees, helping strengthen their social and financial well-being.

In 2024, as part of its commitment to supporting large families, single parents and parents of children with special needs, the Trade Union provided the following support:



Women with two or more children under the age of 12 or children with disabilities under the age of 16 were granted additional paid leave, which totalled to

48.8 million soums.

Employees with disabilities



The Company employs

28 individuals with disabilities,

most of whom hold line (non-managerial) positions. As part of its support for vulnerable employees, the Company provides the following benefits:

- Remote work options.
- One extra paid leave per month funded from state social insurance funds.
- Reduced working hours for persons with disabilities of Groups 1 and 2.

Number of employees with disabilities by positions

GRI 405-1

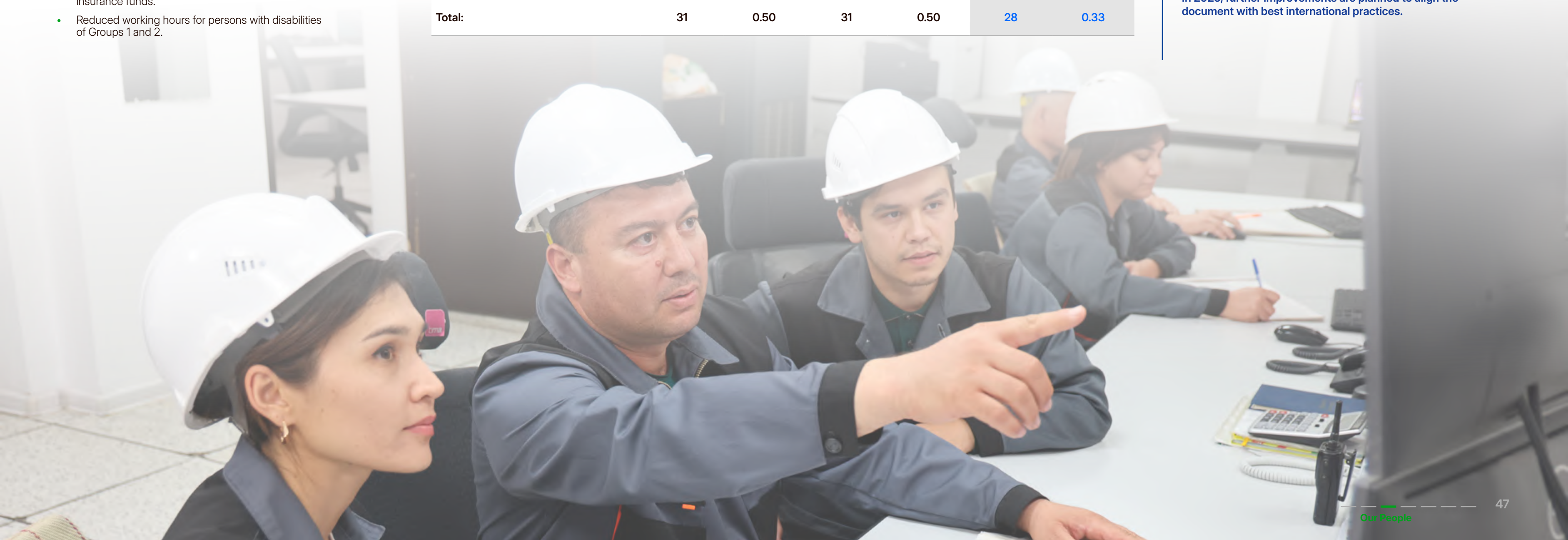
Indicator	2022		2023		2024	
	Persons	%	Persons	%	Persons	%
Line Positions (non-managerial)	30	0.39	30	0.39	27	0.32
Managerial Positions	1	0.11	1	0.11	1	0.01
Total:	31	0.50	31	0.50	28	0.33

JSC “Navoiyazot” actively upholds the principle of equal opportunity in its recruitment practices, ensuring that hiring decisions are based exclusively on candidates’ professional qualifications and experience. By implementing support programs and initiatives, the Company helps employees overcome life’s difficulties and creates an inclusive work environment. **This contributes to social justice and strengthens team spirit.**



In 2024, JSC “Navoiyazot” introduced an internal regulatory document aimed at preventing discrimination, promoting equality, and safeguarding employee rights, including the principles of inclusiveness and social justice in the workplace.

In 2025, further improvements are planned to align the document with best international practices.



Environmental protection

- 49 Environmental management system
- 52 Climate change
- 58 Emissions to atmosphere
- 59 Energy management
- 62 Waste management
- 64 Water Resources Management
- 66 Product quality and safety



ENVIRONMENTAL PROTECTION

Environmental management system

GRI 3-3, SASB RT-CH-530a.1

The management of JSC “Navoiyazot” guides the strategic development of the Company with a strong emphasis on environmental protection and the rational use of natural resources. The Company prioritizes the environmental protection (EP) actions and conducts a systematic work to reduce the environmental impact of its production activity in accordance with the legislation of the Republic of Uzbekistan and the resolutions of the Cabinet of Ministers. The ongoing systematic work of JSC “Navoiyazot” includes the followings:

- Monitoring the emissions into the atmosphere and wastewater discharges by responsible units;
- Monitoring the energy use;
- Engaging external specialists to conduct training for senior and middle management on accounting greenhouse gas emissions and other climate impacts;
- Reflecting the identified environmental risks and TCFD recommendations into the guidelines of JSC “Navoiyazot”;
- Tracking the updates in the regulatory framework.

EMS covers all risks in the field of environmental protection, including their identification, assessment, development and monitoring of measures to reduce them. All procedures and actions are approved by the Chairman of the Management Board. In particular, the working group consisting of the head of IMS department, deputy heads of the department of environmental protection (EP) and rational use of natural resources and the department of occupational health and safety (OHS), and heads of the relevant structural divisions is responsible for application of procedures for identifying environmental risks and their impact on the environment.

As a company with the type of activity referred to the first category of environmental impact, JSC “Navoiyazot” prepared and agreed with the State Committee of the Republic of Uzbekistan on Ecology and Environmental Protection (State Committee on Ecology) a legal document regulating emissions of pollutants into the atmosphere, discharges of wastewater and waste disposal.

JSC «Navoiyazot» has identified all possible activities that potentially impact the environment in the document "Consolidated List of Significant Environmental Aspects of JSC "Navoiyazot". This List is subject to update every 3 years. It assesses the significance of the Company's production production units with detailed aspects of the activities affecting the environment, and the persons responsible for the process. **According to the document, the followings are the key principles of JSC "Navoiyazot" in terms of environmental protection:**

- Rational use of natural and raw materials resources;
- Reduction of emissions into the atmosphere;
- Prevention of release of pollutants with wastewater;
- Development and implementation of actions to minimize and utilize waste;
- Cooperation with the concerned organizations and public on environmental protection and publishing information on environmental activities on the Company's website;
- Paying attention to occupational health, improving the safety level in the organization of labor, preventing the impact of possible natural disasters;
- Preventing and minimizing the impact of the Company's operations on the environment by adopting a comprehensive environmental protection program.

In 2024, under the framework of the environmental management system (EMS), the Chairman of the Management Board approved the following key procedures:

- Identification and assessment of environmental aspects and risks - implementation of the mechanism for identifying significant aspects of activities, forming a register of environmental aspects, assessing risk levels.
- Management of environmental risks and opportunities - risk assessment on a scale of probability and consequences, development of measures for mitigation and control.
- Emergency response - identification of potential emergency scenarios, regulation of actions in case of leaks, emissions, fires; regular exercises.
- Environmental monitoring and measurements - control of emissions, discharges, waste, noise; conducting analysis and corrective actions.
- Internal audit of EMS - audit of compliance with EMS requirements, documenting the results and monitoring corrective actions.
- Assessment of compliance with environmental requirements - monitoring compliance with national and international standards.
- Waste management and environmental certification - classification, waste certification, obtaining environmental certificates.

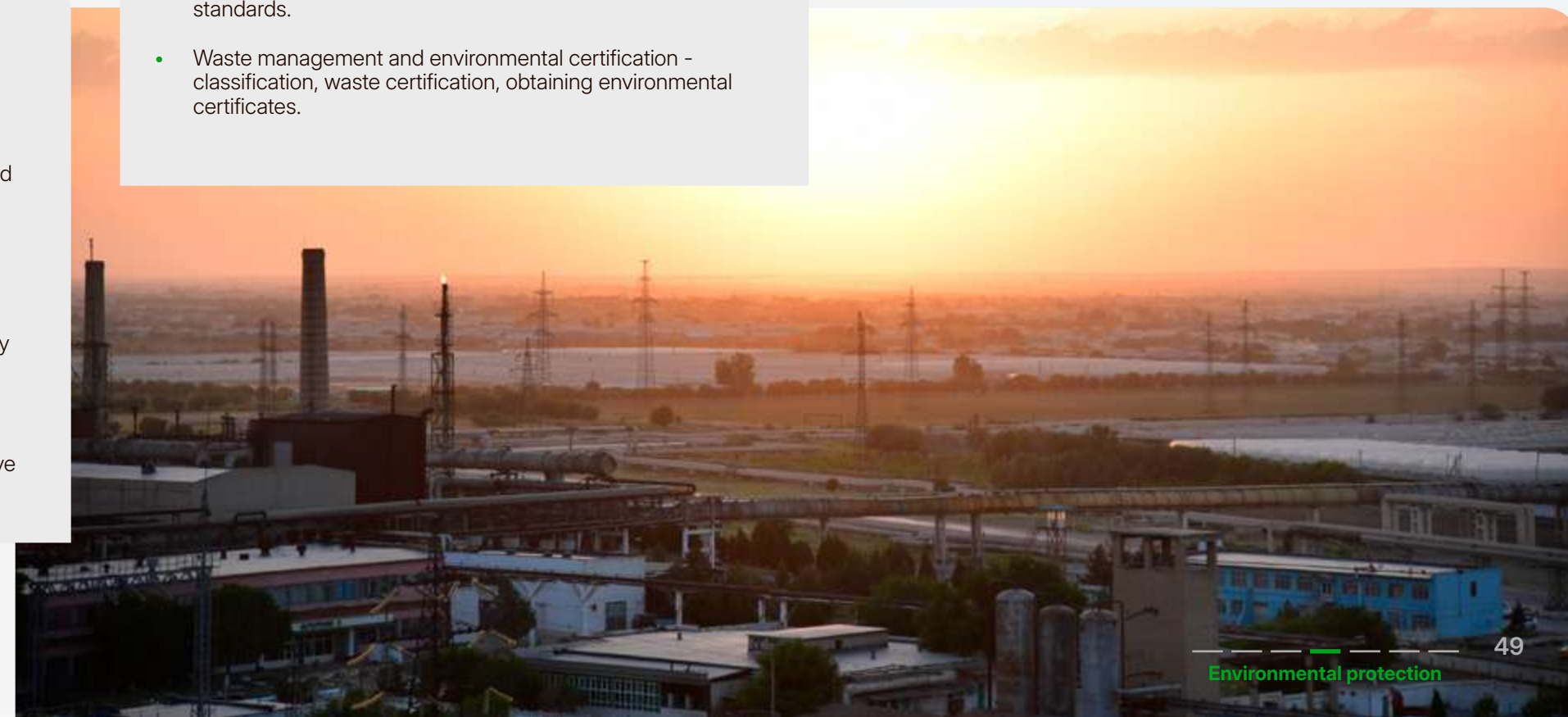
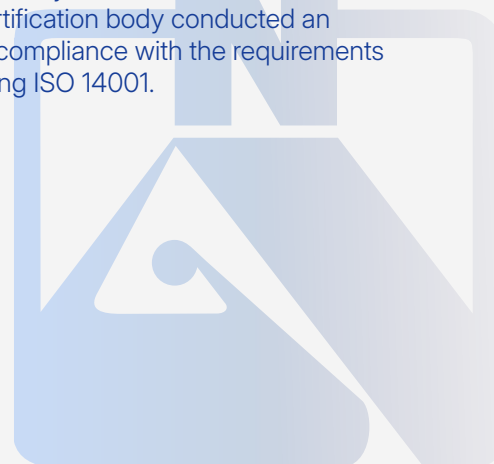


Key measures to reduce environmental risks in 2024:

- Environmental certificates for waste and technological processes were obtained.
- Environmental impact assessment projects (hereinafter referred to as EIA) and MPE were developed and passed environmental assessment.
- Feasibility study for reconstruction of biochemical facilities was completed.
- Three gas analyzers for monitoring emissions of pollutants into the atmosphere were purchased and put into operation.

All actions were completed within the defined time frames and contribute to improving the enterprise's environmental safety.

The enterprises of JSC “Navoiyazot” have introduced and successfully operationalized an **environmental management system (EMS)**, which meets the ISO 14001 international standard. EMS is an integral part of the integrated management system (IMS). In 2024, an independent external certification body conducted an external audit of IMS for compliance with the requirements of IMS standards, including ISO 14001.





When planning any new infrastructure project, a mandatory EIA procedure is carried out, including an energy consumption review, environmental assessment and analysis of compliance with state requirements. Facilities of JSC “Navoiyazot” can be put into operation only if there are positive conclusions from the State Committee on Ecology.

In 2024, EIA and PEIA (Preliminary Environmental Impact Assessment) procedures were carried out for the projects of construction of a pilot industrial plant for the production of simple superphosphate, a highway to the Southern checkpoint and a motor transport workshop, reconstruction of a parking lot and transfer of sewer networks. All projects received positive conclusions from the state ecological expertise, which confirmed their compliance with the established requirements.

JSC “Navoiyazot” has a working group on ESG issues to discuss current issues and achieved results with meetings every two weeks. The working group includes employees of structural divisions of JSC “Navoiyazot”, including managers and specialists in the field of environmental protection:

- Chairman of the Trade Union Committee;
- Head of the Compliance Department;
- Head of the Integrated Management System Department;
- Deputy Head of the Corporate Relations Directorate;
- Deputy Head of the Production Coordination Directorate;
- Deputy Head of Personnel of the Personnel Directorate;
- Deputy Head of Personnel Training of the Personnel Directorate;
- Leading Engineers of Labor Protection and Safety;
- Administrator of the Security of Information and Computer Networks;
- Specialist of the Service for Family and Women's Affairs;
- Leading Engineer of the Transport and Logistics Directorate;
- Specialist in International Financial Reporting Standards Accounting;

- Labor and Wage Economist of the Wage and Labor Motivation Department;
- Power Engineer for Heat Supply of the Chief Power Engineer Department;
- Power Engineer for Water Supply of the Chief Power Engineer Department;
- Power Engineer for Electricity Supply of the Chief Power Engineer Department;
- Process Engineer of the Department of Environmental Protection and Rational Use of Natural Resources.

JSC “Navoiyazot” has adopted the document "Procedure for identification of environmental aspects and their impact on the environment", developed to ensure a unified methodological approach to identifying environmental risks of activities, products and services in accordance with the requirements of the international standard ISO 14001 in **JSC “Navoiyazot”**, in order to protect human health and the environment. Deputy heads of OHS and EP departments and the head of IMS department are responsible for monitoring and compliance with the requirements of this procedure in all divisions and services covered by IMS. In accordance with the document, the working group is responsible for identifying, updating, mapping and preparing measures to prevent environmental risks based on a significant impact on the environment.



The process of identifying environmental risks at JSC “Navoiyazot” includes the following main stages:

- Creation of a working group to issue orders at workplace;
- Selection of a process or a type of activity;
- Identification of environmental aspects;
- Identification of environmental impacts;
- Creation of an environmental risk identification map;
- Assessment of the importance of impact on environmental risks;
- Creation of a list of significant environmental risks;
- Annual preparation of measures to reduce significant environmental risks;
- Annual analysis of residual significant environmental impacts.

During the planned annual monitoring conducted to identify environmental risks by the responsible structural units, external and internal data are analyzed within the framework of the current procedures of the management system, including the activities of consumers of the Company's products up to the geography of contractors' activities, determining the list of operations performed at entry and exit with a clear division into blocks. Such a process helps identify in detail all environmental risks that are potentially harmful to the environment. When identifying risks, according to the regulations, the working group pays special attention to the use, transportation and storage of resources, materials, raw materials; production processes; testing, storage, operation, maintenance of equipment; provided services and products of the Company; rechecking normal, abnormal and emergency modes; waste management.

When carrying out data analysis to identify environmental risks, the commission relies on the following approaches and sources of information of JSC “Navoiyazot”:



Processes in the Company:

- Assessment of environmental risks at the level of individual operations and divisions, including both primary and auxiliary production.



Documents and data:

- Regulations and environmental policies applicable to the organization;
- Operating equipment and process flow manuals;
- Policies and instructions concerning technical and production processes, taking into account all input (raw materials, water, energy) and output (products, emissions, waste, physical factors) data;
- Purchasing and waste disposal guidelines;
- Product characteristics, especially in terms of raw material and chemical safety;
- Results of previous environmental analysis reports;
- Data from industrial units on environmental impact (waste, emissions into water and air, soil pollution, etc.);
- Reports on emergencies and incidents;
- Reports from inspection control.

In addition to the direct impact on the environment (emissions into the atmosphere, groundwater pollution, energy consumption), JSC “Navoiyazot” also takes measures to reduce indirect sources of negative impact by continuous improving the environmental management system, raising employee awareness, monitoring the quality of environmental impact monitoring results, relationships with government environmental authorities and other stakeholders.

An important point in the process of identifying environmental risks is the construction of a map of identified environmental risks, which is updated and approved every three years. This map of identified environmental risks can be updated ahead of schedule due to changes in legislation, in the Company’s activities, requests from stakeholders or due to environmental incidents. Based on all the data and the significance of the environmental risk, an assessment is given, which is divided into 4 levels (A, B, C, D) with a 3-point significance system for each. In 2024, the Company continued to operate an updated map of identified environmental risks. During the year, the map was revised taking into account changes in the production infrastructure, external environment and regulatory requirements. The updates affected key aspects of environmental risks, including emissions, discharges and the state of the infrastructure.

Example of analysis of environmental risk levels at JSC “Navoiyazot”

Name	Severity of risk		
	● High (3 points)	● Moderate (2 points)	● Low (1 point)
Compliance with the legal and regulatory system	Systematically violated (more than 10 times a year)	Occasionally violated (less than 10 times a year)	Complied
Ecological (impacts)	Serious systemic effects (substances of hazard classes 1 and 2)	Long-term uncontrolled (substances of hazard class 3)	Short-term with subsequent neutralization (substances of 4 and 5 hazard classes)
Temporary (frequency of impact)	Constant	Periodic	Unlikely
Economic (costs, expenses, losses)	Aspect leading to penalties, losses and additional costs exceeding 10% or more environmental payments	Aspect leading to additional payments not exceeding 10% of environmental payments	Aspect that does not lead to additional losses



The approved environmental risks for the Company that affect the environment are:



- Emissions into the atmosphere;
- Waste water discharges;
- Waste generation and storage;
- Soil pollution;
- Use of natural resources;
- Use of energy resources;
- Physical impact (noise, radiation, heat);
- Possible emergency situations;
- Human factor;
- Direct and indirect impacts.

Based on the results of environmental risk identification, the working group conducts an in-depth analysis of the causes of their occurrence and develops approaches to minimize their impact. JSC “Navoiyazot” pays special attention to the fact that risks are taken into account in strategic planning and included in the environmental protection management system. Every year, measures to prevent and reduce them are developed based on the map and significance of environmental risks. For each significant risk, the heads of structural divisions prepare a list of measures with an assessment of the necessary budget for their implementation by November 10, which are then transferred to the Environmental Protection Department for approval and further integration into activities to minimize the negative impact of the Company on the environment.

Key events are integrated into the Company's strategic goals in the field of IMS, and the Environmental Protection Department monitors and controls their implementation. Every six months, a report on the work of subprocesses is prepared within the framework of IMS, on the basis of which the company's environmental performance is assessed. The results of the assessment and key achievements in the field of environmental activities are reflected in the final reports.



In 2024, the Company implemented

40 environmental protection measures
for the amount of

7.7 billion soums.

Expenditures for environmental protection actions of JSC “Navoiyazot” in 2024

Protection of water resources

9 events

in the amount of

332,711.13 thousand soums



On protection of atmospheric air

17 events

in the amount of

155,028.42 thousand soums



On industrial and household waste

6 events

in the amount of

279,876.42 thousand soums



On protection of land resources

5 events

in the amount of

663,600.00 thousand soums



On environmental regulations

3 events

in the amount of

6,268,530.81 thousand soums



Climate change

GRI 3-3, 2-23

Climate change is considered by JSC “Navoiyazot” as a **strategic risk** that creates both opportunities and potential financial risks for the Company and its stakeholders. Tightening the environmental regulations, growing awareness about the climate change among consumers and investors, and the elevated attention to sustainable development create both challenges and opportunities for the Company. Compliance with the global sustainable development practices can become a competitive advantage for JSC “Navoiyazot”

In its operations, the Company adheres to several fundamental principles of environmental protection and preventing climate change:

- Recognizing that all activities can potentially impact the environment and annually striving to minimize this impact by implementing a comprehensive environmental protection program.
- Preventing environmental risks and controlling accidental pollution to ensure the safety of employees, property and the environment.
- Acting in line with the changing regulatory framework.
- Implementing energy-saving technologies and reduce the consumption of natural resources and raw materials in production processes.
- Reducing the amount of waste and, where possible, ensure its recycling.
- Using low-waste technologies minimizing the negative impact on the environment when designing production facilities.
- Contributing to establishment of national environmental monitoring through continuous analytical control of emissions.
- Providing professional training and education of employees on environmental protection issues.
- Striving to replace harmful and hazardous substances not only in one's own production, but also the ones received from suppliers.

Previously, the Company engaged an international sustainable development consulting company to conduct an assessment of climate related risks and opportunities for JSC “Navoiyazot”. The assessment has examined how physical climate change affects the operations of JSC “Navoiyazot” and what risks and opportunities are faced by the Company in the course of transitioning to low-carbon economy.

The assessment of climate risks and opportunities included a scenario analysis to assess how the identified risks and opportunities could evolve over time under low-carbon and high-carbon scenarios. This identified physical risks and opportunities, such as extreme natural events – water shortages, drought, wildfires

- Taking into consideration energy efficiency, environmental aspects, safety and quality when purchasing equipment and materials and designing technological processes.
- Bearing responsibility for the potential damage to the nature caused by the Company's operations.
- Supporting new developments, implementing innovations and creating conditions for submitting proposals for environmental protection



and extreme cold – which could significantly impact the production processes. The transition risk analysis highlighted that regulatory and market pressure to transition to a low-carbon economy in Uzbekistan and the Company's key markets (Central Asia and Asia) remained limited. However, risks can increase if Uzbekistan updates its carbon emissions policy or the Company enters markets with existing carbon pricing rules.

Following the recommendations of the Task Force on Climate-Related Financial Disclosure (TCFD), JSC “Navoiyazot” analyzes and discloses the impact of climate factors on its activities. Disclosure of information is based on the following main principles of TCFD structure:

- **Management.**
- **Strategy.**
- **Risk management.**
- **Metricis and Targets.**

The actions for updating climate risks and opportunities in accordance with new **IFRS S2 standard** are planned for **2025**.

Managing Climate Change Risks and Opportunities (TCFD)

The management of JSC “Navoiyazot” operates within a **three-tier governance framework**, where the General Meeting of Shareholders serves as the Company's highest management body, and the Supervisory Board is accountable to the General Meeting of Shareholders.

The Management Board of JSC “Navoiyazot” is at the forefront of the mission to define the strategic direction, where the Company prioritizes environmental protection and rational use of natural resources. JSC “Navoiyazot” has begun its way to identify and take into account climate-related issues in the Company's strategy and processes, and has established procedures for communication and reporting on the environmental topics (e.g. air and water).

Heads of departments, such as the environmental, health and safety departments and the chief power engineer, report twice a year to the Deputy Chairmen of the Management Board on the achievement of KPI targets.

The Company has created a working group that meets every two weeks and is responsible for environmental, social and governance (ESG) issues, including climate change as one of the priority ESG issues.

Issues related to climate impacts and environmental risks were not considered by the Supervisory Board in 2024.

Climate Change Governance Structure



Sustainable development strategy (TCFD)

To assess the impact of the climate change on the Company's operations in line with TCFD recommendations, **JSC "Navoiyazot"** uses two climate scenarios in the baseline and low-carbon scenarios. The data on the transition scenario indicators comes mainly from the Climate Scenarios 2022 of the Network for Greening the Financial System (NGFS), supplemented by **the World Energy Outlook 2023 of the International Energy Agency**:



- **Current policy** - the scenario is consistent with overall economic progress with an expected temperature outcome of + ~3°C by the end of the 21st century, which has been partially integrated into the risk management actions of JSC "Navoiyazot".
- **Net Zero 2050** - an ambitious scenario aimed at limiting the global warming to 1.5°C by achieving zero CO₂ emissions around the year 2050.

Within the framework of the transition scenarios, the Company has outlined **two transition scenarios**:

- 2°C or lower - NGFS.
- Above 2°C - NGFS.

The assessment took into account three future time horizons along with the baseline (current climate) conditions. They were deemed to be the most applicable to the business of JSC "Navoiyazot":

- **2030** - short-term horizon.
- **2040** - medium-term horizon.
- **2050** - long-term horizon.



Physical risks assessment

Based on the 2021 Intergovernmental Panel on Climate Change (IPCC) Sixth Assessment Report (AR6), Shared Socio-economic Pathway (SSP) scenarios were used to assess physical risks in different possible future. This assessment used IPCC scenarios SSP1-2.6 and SSP5-8.5 with time horizons of 2030 and 2050, consistent with TCFD best practice.

Evaluated scenarios:

- **SSP1-2.6**: a low-carbon scenario that envisages keeping the global warming below **2°C** by 2100, in line with the Paris Agreement goals. Projected warming by 2100: **1.8°C**.
- **SSP5-8.5**: a high-emissions scenario, following a **"business as usual"** trajectory with no additional climate actions, projects CO₂ emissions to triple by 2100. Projected warming: **4,4°C**.

For the analysis, baseline (current climate) conditions and two time horizons that are most relevant to the business of JSC "Navoiyazot" were used:

- **2030** (short-term, data for 2015-2044);
- **2050** (long-term, data for 2035-2064).

In 2025 the company plans to develop a climate strategy, taking into account the disclosure of information on the assessment of risks and opportunities in accordance with the requirements of the international standard **IFRS S2**. The physical and transitional climate related risks, as well as the company's capabilities, will be updated.



Climate risks and opportunities of JSC "Navoiyazot"

	Name of the risk/opportunity	Risk Description	Category	Risk / Opportunity
 Transition risk and opportunities	Pricing rules for carbon emissions	It is expected that the transition to a low-carbon economy will require widespread implementation of carbon pricing mechanisms, which will impact the company's operating expenses (OPEX).	Politics and Jurisprudence	Risk
	Changing preferences of financial stakeholders/investors	The investors interest is expected to shift towards lower emission producers (sustainable investments). Chemical companies that are able to demonstrate that they are on track to meet their climate targets or that their products and services contribute to reducing greenhouse gas emissions will be more attractive to investors, while high-carbon companies will attract potentially limited interest from outside investors.	Markets	Risk
	Enhanced Obligations on Emissions Reporting	JSC “Navoiyazot” in Uzbekistan is not required to report of emissions. Some markets or regulations (e.g. the EU Carbon Border Management Mechanism (CBAM)) will require declarations on carbon related products. Managing ESG issues will require additional resources, leading to increased operating costs.	Politics and Jurisprudence	Risk
	Increased energy efficiency	Improving energy efficiency can lead to potential reductions in operating costs through energy savings.	Resource efficiency	Opportunity
	Opportunity to sell low-carbon products	Customers in the European, American and/or Asian markets are increasingly choosing low-carbon products as this helps them achieve their own carbon reduction targets and/or comply with local or regional regulations. JSC “Navoiyazot” is currently exploring ways to decarbonize its production processes.	Products and Services	Opportunity
 Physical risks*	Extreme heat	Heat waves may result in increased capital expenditure (CAPEX) required to install control systems such as air conditioning. There is also the potential for impacts on the health and safety of facility personnel.	Acute risk	Risk
	Extreme cold	Cold periods can result in reduced efficiency of temperature sensitive production processes and increased costs for installing heating systems to maintain the required production temperature. In addition, there is a potential for impact on the health and safety of facility personnel.	Acute risk	Risk
	Water stress and drought	Low water flows may reduce the quality and volumes available for use, leading to increased operating costs for purchasing clean water for use in production processes. Investments in water infrastructure and water efficiency mechanisms may be required, which will impact significantly capital costs. Investments in water infrastructure and water efficiency mechanisms may be required, which will impact significantly capital costs.	Chronic risk	Risk
	Forest fires	Wildfires can cause direct damage to operational assets and the health and safety of facility personnel, particularly if the infrastructure is exposed to direct flame and/or heat. This can impact both capital and operating costs.	Acute risk	Risk

* Additional physical risks were considered; however, their overall significance was assessed as low.

Risk management (TCFD)

The risk management system and processes of **JSC “Navoiyazot” are based on IMS**, which establishes procedures for identifying, assessing risks, developing and monitoring risk mitigation measures, approved by the Chairman of the Management Board. The prepared risk register partially covers physical and some risks associated with the transition to a low-carbon economy, such as changes in energy prices, the risk of changes in product prices, the risk of unstable energy supply and failures in the energy supply system, which are included in the risk register (currently not directly referred to as "climate risks").

The approach to risk identification includes:

- **Top-down approach** - risks identified at the level of senior management;
- **Bottom-up approach** - risks identified at the level of employees of structural divisions and production.

All possible risks, including natural hazards and environmental risks, are collected at production facilities and then summarized in the risk register.

Metrics and goals (TCFD)

SASB RT-CH-110a.2



The Company is committed to reducing its **Scope 1-3** greenhouse gas emissions by

90% by 2050

using residual offset measures. The Company's **short-term and long-term greenhouse gas (GHG) emission** reduction targets are consistent with the global goal of limiting warming

to 2°C,

thereby contributing to the Paris Agreement.

From 2023, JSC “Navoiyazot” started quantifying greenhouse gas emissions by categories: Scope 1 – direct gross GHG emissions, and Scope 2 - indirect energy GHG emissions. In this report, greenhouse gas emissions are consolidated by the operational control approach.

To estimate direct GHG emissions for 2024, the international methodology 2006 IPCC Guidelines for National Greenhouse Gas Inventories was used.

Specific emission factors are applied for each fuel type, which may be based on national data or on values proposed by IPCC. Global warming potentials (GWP) according to IPCC Sixth Assessment Report were used in estimating emissions.



Global warming potential of greenhouse gases

Greenhouse gas	Chemical formula	Global warming potential
Carbon dioxide	CO ₂	1
Methane	CH ₄	28
Nitrous oxide	N ₂ O	273

Direct greenhouse gas emissions (Scope 1) for 2024

GRI 305-1

GHG Emission Source Category	CO ₂ , tCO ₂ emissions	CH ₄ , tCO ₂ -eq. emissions	N ₂ O , tCO ₂ -eq. emissions.	Total GHG, tCO ₂ -eq. emissions.
Mobile combustion	2,822	36	41	2,899
Stationary combustion	944,266	470	459	945,195
Industrial emissions	375,686	-	80,355	456,041
Emissions from waste at the landfill	-	-	-	192
Total:	1,322,774	506	80,855	1,404,327

Direct greenhouse gas emissions (Scope 1) for 2024,%

GRI 305-1



In 2024, the limiting or reducing regulatory mechanisms did not apply to the Company's gross global greenhouse gas emissions due to the lack of relevant standards in the country.

To estimate Scope 2 GHG emissions (indirect energy emissions) for 2024, International Energy Agency's (IEA) international country-specific methodology based on data was used. The estimates used country-specific GHG emission factors reflecting the level of emissions from electricity generation in Uzbekistan.

The main sources of indirect energy GHG emissions of Scope 2 at JSC “Navoiyazot” include:

- Purchased **electrical energy**;
- Purchased **heat energy**.



Indirect greenhouse gas emissions (Scope 2) for 2024

GRI 305-2

Type of purchased energy	Volumes of purchased energy	Unit of measurement	Energy Conversion Factors	Indirect GHG emissions of Scope 2, tCO ₂ -eq.
Electricity	1,215,794	kW·h	0.482	586,013
Heat energy	137,378	Gcal	0.5606	77,010
Total:	-	-	-	663,023

Total greenhouse gas emissions (Scope 1 + Scope 2) of JSC “Navoiyazot”

GHG Emissions Category	Value for 2023, tCO ₂ -eq.	Value for 2024, tCO ₂ -eq.
Direct GHG emissions Scope 1	1,362,262	1,404,327
Indirect GHG emissions Scope 2	668,593	663,023
Total GHG emissions (Scope 1 + Scope 2)	2,030,856	2,067,350



GRI 305-4

Greenhouse gas emission intensity for 2024

Total GHG emissions (Scope 1 + Scope 2)

2,067,350 tCO₂-eq.

Revenue

5,816,970 million soums

GHG emission intensity

0.36 tCO₂/million soums

Developing sustainable production and reducing GHG emissions

GRI 305-5

The company has launched **investment projects** aimed at increasing the sustainability of production processes. **JSC “Navoiyazot” is actively working on the implementation of long-term projects.** The Company has identified technologies aimed at reducing GHG emissions within Scopes 1 and 2, and is developing plans for their integration into its operations in the future, including:

- Electrification using renewable energy sources;
- Carbon capture and storage, and reduction of N₂O emissions;
- Use of green hydrogen technology.



In 2024, the Company evaluated the implementation of these technologies in terms of potential introduction and actively worked on developing an action plan. In the reporting year, GHG emission intensity (Scope 1 + Scope 2) was - **0.36 tCO₂-eq./million soums.**

Notably, the implemented project for reuse of residual synthesis gas, which was previously sent for combustion, increasing the volume of greenhouse gas emissions.



As part of the new technology, residual synthesis gas is now redirected to the Ammonia-3 production unit and is used in production along with natural gas, which enabled significant reduction in GHG emissions.

Under this project, natural gas consumption was reduced by

35.6 million m³

in 2024, which allowed for reduction in Scope 1 greenhouse gas emissions by approximately

80 thousand tons of CO₂-eq.

In addition, energy efficiency measures resulted in the reduction in electricity consumption by

284.4 million kWh,

which allowed for reduction in indirect Scope 2 emissions by approximately

137 thousand tons of CO₂-eq.

As a result of the implemented measures, the intensity of greenhouse gas emissions decreased by almost

18% compared to the previous year.

The company plans to establish a short-term target for reducing CO₂ emissions in 2025 based on investment projects in the area of renewable energy, energy efficiency, and the transition to cleaner energy sources.

Emissions to atmosphere

GRI 3-3

JSC “Navoiyazot” adheres to an integrated approach to managing emissions of pollutants into the atmosphere. The strict adherence to the maximum permissible emissions (MPE) standards established by state regulatory authorities serves as a cornerstone for this approach. The Company's sanitary laboratory oversees the compliance with the standards and conducts monthly monitoring of emissions jointly with the Regional Inspectorate for Ecology and Rational Use of Natural Resources. This approach enables prompt identification of deviations from permissible standards and taking timely actions to eliminate them. The Head of the Department of Environmental Protection and Rational Use of Natural Resources Responsibility manages pollutant emissions into the atmosphere and oversees the compliance with established MPE standards. This function serves as a cornerstone for the enterprise's environmental management system and is aimed at ensuring compliance with environmental requirements and minimizing the negative impact on the environment.

The Company has documented its duties pertaining to monitoring and environmental protection, including control of emissions of pollutants into the atmosphere.

These obligations are supported by documented plans approved by the Regional Inspectorate for Ecology and Rational Use of Natural Resources and the Sanitary Epidemiological Service of Navoi. These plans include regular analytical monitoring carried out by the sanitary laboratory of the production facility, helping to maintain stable air quality and minimize environmental impact.

JSC “Navoiyazot” uses both direct measurements and calculation methods of assessment, based on actual and average emission factors. Analyses and calculations are carried out pursuant to the approved methods and GOST standards to ensure the accuracy of the obtained data and transparency of the environmental impact assessment.



Volume of pollutant emissions into the atmosphere

GRI 305-7, SASB RT-CH-120a.1

Name	Unit of measurement	2022	2023	2024
Nitrogen oxides (NO _x)*	tons	392.82	448.87	578.39
Sulphur oxides (SO _x) **	tons	9.03	8.49	3.32
Volatile organic compounds (VOC)	tons	27.70	17.87	25.06
Carbon monoxide (CO)	tons	400.65	355.56	324.61
Particulate matter (PM)	tons	2,224.55	2,594.03	2,508.89
hydrocarbons (non-VOC)	tons	94.13	88.90	62.67
Other gaseous substances	tons	1,177.52	1,323.33	1,309.1
Total ***:	tons	4,326.40	4,837.04	4,812.03

*In the Sustainability Report for 2023, emissions for 2022 and 2023 included only nitrogen monoxide (NO) emissions. The current version presents total nitrogen oxide (NO_x) emissions.

**Values for sulfur dioxide (SO₂) are presented.

***Data for 2022 and 2023 differ from SR for 2023 due to more complete consideration of the composition of pollutants in the current SR, including particulate matter (PM), hydrocarbons (excluding VOCs), and other gaseous substances.

JSC “Navoiyazot” carries out continuous monitoring of compliance with atmospheric emission standards and the efficient operation of dust collecting and gas cleaning units. To strengthen the oversight, the enterprise's sanitary laboratory conducts round-the-clock sampling of atmospheric air in the sanitary protection zone within the city of Navoi and in adjacent locations.

JSC “Navoiyazot” carries out systematic work to reduce air pollution and reduce the environmental burden on the environment in the region of presence.



In order to reduce pollutant emissions, plans for production facilities on environmental protection and rational use of natural resources are developed and implemented annually. For these purposes, the Company allocated

155.03 million soums in 2024.

To improve the monitoring quality and prompt responses to potential deviations from established standards, it is planned to purchase and install in 2025 two stationary environmental posts to continuously monitor the air pollution levels at the border of the enterprise and in the sanitary protection zone. Agreement was also concluded for purchase of three automatic gas analyzers for continuous sampling and monitoring pollutants at emission sources in the ammonium nitrate and nitric acid production units (emission sources No. 3, 23 and 25, respectively). In addition to technical actions taken under the national project “Yashil Makon” (“Green Land”),

132 thousand tree and shrub seedlings

were planted within the premises of the plant and the sanitary protection zone on an area of

10 hectares,

which helped improve air quality and reduce dust.



Reducing environmental impacts through modernization of production infrastructure

In **2019–2021**, JSC “Navoiyazot” implemented a number of significant projects aimed at environmental protection, including the construction of modern production complexes and the renovation of key production facilities. Among them:

- **Creation of complexes for production of ammonia and urea**, and facilities for production of polyvinyl chloride, caustic soda and methanol, and new capacities for production of nitric acid;
- **Reconstruction and modernization of energy supply infrastructure.**

These projects allowed the decommissioning of outdated technologies that had been in operation since 1965–1967, resulting in significant reductions in energy consumption and emissions.

Moreover, the Company continues to implement **new measures aimed at enhancing energy savings and improving energy efficiency.**

Energy management

GRI 3-3

Given the specific nature of **Navoiyazot JSC's** operations, energy conservation remains one of the most critical challenges facing the Company, as the rising costs of electricity and other energy sources have a substantial impact on production efficiency and overall product pricing.

The company sets goals aimed at solving the following issues related to energy management:



- Reduction of losses related to energy consumption, transmission and distribution;
- Reduction of energy consumption in buildings and structures, including the use of automated systems, as well as management and forecasting of annual consumption;
- Reduction of costs for fuels and lubricants, petroleum products in vehicles and special equipment;
- Modernization and/or reconstruction of the main types of work performed using the latest energy-efficient technologies;
- Definition of standards used in the modernization of the technological process and mechanisms for their implementation with preliminary calculations of the results achieved in the process;
- Implementation of an energy management system in the Company, as well as the selection of enterprises implementing a set of energy management measures, and ensuring a contractual structure.

At JSC “Navoiyazot”, the responsibility for energy management and coordination of energy efficiency activities is distributed between two key units: the Chief Power Engineer Division (CPED) and the Management Representative for the Integrated Management System (MRIMS).

The employees of JSC “Navoiyazot” follow the Company's Technical Policy, which is aimed at increasing energy conservation and energy efficiency of production processes, and the ISO 50001:2018 Energy Management Systems standard implemented in the Company.

JSC “Navoiyazot” believes that, in line with its energy saving and efficiency policy, it is essential to promote the conservation of not only electricity, but also water resources, thermal energy, and motor fuel. The Company maintains continuous operation of the internal energy management system aimed at saving energy and increasing energy efficiency, setting a course for the formation of an energy saving management system based on the best international practices. Continuous assessment and improving qualifications of the Company's employees help accelerate the achievement of the set goals.

Energy consumption at enterprises is a mandatory element of production and is consistently documented in the Company's quarterly and annual reports. Electricity consumption is measured using the metering devices installed at Khimia Substation and at the balance ownership boundary with the external supplier JSC “NIES”. Heat volumes are recorded by devices installed at the outlet of own steam boilers and waste heat boilers; if there is a shortage of own generation, additional steam is recorded by devices at the border with the supplier JSC “NIES”. The Company conducts mandatory energy checks (energy audits) within the established timeframes and, having determined priorities, develops programs based on their results aimed at the efficient use of energy resources by introducing advanced experience and technologies. After studying the outcomes, the Company tries to implement innovative (pilot) projects designed to improve the energy efficiency of the enterprise's industrial facilities.

Annually, the Company sets targets for energy conservation and improving energy efficiency (energy intensity), in alignment with its established action plans. For the purpose of determining and developing goals, objectives and a plan for energy saving, energy management working group has been formed, comprised of experienced specialists and managers who work within the framework of the development strategy of JSC “Navoiyazot”. Register of energy-consuming technologies and equipment is also under development. The constantly updated system enables comparison of current (actual) technical indicators of energy-consuming equipment with the technical characteristics from manufacturers and the requirements of the process mode, which allows identifying deviations in the operation and energy consumption of equipment.



In 2023, the Company launched a renewable energy facility, a solar power plant (SPP). In 2024, its installed capacity was increased to

5,685 kW

contributing to a reduced carbon footprint and enhanced overall energy efficiency across the enterprise.

Energy consumption within the organization

GRI 302-1, SASB RT-CH-130a.1

Indicator	Unit of meas- urement	2022	2023	2024	Change, %
The amount of energy purchased for consumption by its types					
Thermal energy (Heating)	GJ	114,785.00	95,132.00	64,439.68	-31.2
Thermal energy (Steam)	GJ	944,357.41	464,924.32	509,885.25	9.7
Electricity	GJ	4,791,744.58	3,900,194.17	4,122,940.79	5.4
Total:	GJ	5,850,886.99	4,460,250.49	4,698,265.72	5.1

Own energy generation by its types

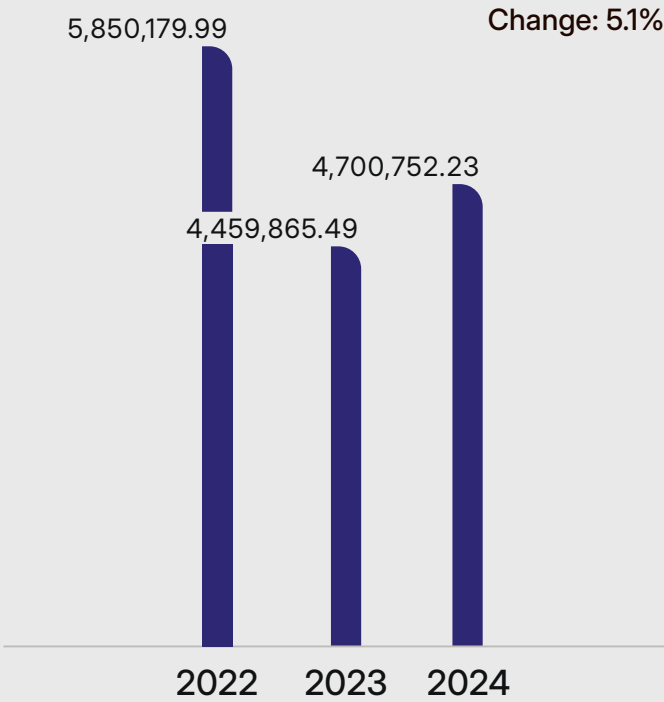
Electricity	GJ	216.35	1,317.01	2,634.14	100
Total:	GJ	216.35	1,317.01	2,634.14	100

Amount of sold energy by its types

Thermal energy (Heating)	GJ	707.00	385.00	147.63	-61.6
Total:	GJ	707.00	385.00	147.63	-61.6



Total amount of consumed energy *, GJ



In 2024, **99.94%** of the enterprise's total energy consumption fell on purchased electricity from the grid, **0.05%** was its own generation, of which **0.001%** was obtained from renewable sources **4,721.79 kWh of solar energy.** Despite the relatively small share of renewable energy in total energy consumption, this figure reflects the enterprise's gradual transition to the use of "green" energy.

Energy costs, million soums

GRI 302-1

Energy purchasing costs	2022	2023	2024	Change, %
Thermal energy	32,584.49	23,599.57	34,251.75	45.2
Electric energy	418,960.53	566,642.03	720,562.02	27.1
Total:	451,545.02	590,241.60	754,813.77	27.8



Energy intensity of manufacturing of main products (works, services)

GRI 302-3

Indicator	Unit of measurement	2022	2023	2024
Total cost of manufactured products, total :	million soums	3,840,914.80	3,827,696.90	4,226,359.94
Total consumption of fuel and energy resources for manufacturing products (works, services) in total, including :	tonne of oil equivalent	1,468,060.60	1,272,831.30	1,356,120.5
Natural gas	thousand m³	1,096,001.82	968,104.53	1,031,847.0
	tonne of oil equivalent	1,271,362.11	1,123,001.25	1,196,942.52
Third party electricity	Thousand kWh	1,331,040.16	1,083,387.27	1,145,261.33
	tonne of oil equivalent	163,717.94	133,256.63	140,867.14
Motor fuel (gasoline, diesel fuel, liquefied and/or compressed gas, etc.)	tons	503.29	488.17	626.37
	tonne of oil equivalent	719.71	698.09	895.71
Thermal energy from third-party producers	Gcal	225,600.00	111,016.00	121,784.00
	tonne of oil equivalent	32,260.80	15,875.29	17,415.11
Technological energy intensity of the main products (works, services), (sub-clause 3/sub-clause 1)	tonne of oil equivalent/mln soum	0.38	0.33	0.32



For 2022-2026, it is planned to develop and implement incentive mechanisms for workers to achieve results in the field of energy efficiency, as well as to reduce energy consumption by

1.5 times

through energy saving and increased energy efficiency, increase the energy efficiency of buildings and structures by

30%

increase the use of renewable energy sources by

25%,

and improve renewable energy sources through active financing of projects carried out to achieve target indicators.

Other planned projects of the Company are:

- install electricity meters to determine process and non-process losses during electricity transmission
- use and automation of LED lamps;
- improve energy efficiency of buildings and structures (thermal insulation of walls, replacement of doors and windows, etc.);
- optimize transport routes and loads;
- accurate distribution of loads by phases;
- use of modern means of protection against short circuits on lines;
- periodic monitoring of network insulation resistance, checking of electrical network contacts;
- use of a frequency-controlled electric circuit;
- use of new generation current-limiting reactors;
- impose requirements on contractors and suppliers in the field of energy saving and energy efficiency improvement.

Improving energy efficiency and optimizing energy consumption

GRI 302-4

In 2024, JSC “Navoiyazot” implemented

14 energy saving actions

aimed at reducing electricity consumption and increasing production efficiency. These events had a positive impact on the technical and economic indicators of the enterprise. As a result of their implementation, it was possible to save

284.4 million kWh of electricity (1,023,840 thousand GJ).

Additionally, within the framework of a separate project, savings of

33.394 thousand GJ of steam were ensured.

Key activities include:

- **Optimization of technological processes:** elimination of air leaks, stabilization of operating modes, reduction of energy costs for the production of one unit of output, use of nitrogen from other workshops, carrying out major repairs of equipment;
- **Increasing the energy efficiency of equipment:** installation of frequency converters on pumps and fans, reduction of the operation of some pumps and compressors by improving water and ammonia supply schemes;
- **Reduction of energy losses:** installation of devices for compensation of reactive power and transfer of some systems to gravity mode of operation;
- **Development of renewable energy:** launch and increase of capacity of solar power plants to 5,685 kW.
- **Optimization of steam use:** refusal to use it for the production of demineralized and purified water in the warm season.



Waste management

GRI 3-3, 306-1, 306-2, SASB RT-CH-410b.2

JSC “Navoiyazot” pays great attention to the management of industrial waste in the course of its activities, following the legislation of the Republic of Uzbekistan in the field of environmental protection and the requirements of the Law on Waste. The main approaches of the Company are the prevention of the negative impact of waste on human health, minimization of waste generation, as well as increase in the efficiency of their use in the production process. The Department of Environmental Protection and Rational Use of Natural Resources (RUNR) is responsible for the overall coordination, reporting and assessment of significant aspects of waste management.

Employees from the engineering and technical staff of each workshop of JSC “Navoiyazot” are appointed responsible for waste accounting and management. These employees maintain a dedicated logbook, where data on waste generation and removal are recorded, and also submit a report to the environmental protection department.

The responsibilities of the Company's divisions in waste management include:



- Compliance with environmental, sanitary-epidemiological and technological standards, rules and measures for environmental protection in waste management.
- Implementation of separate collection and storage of household waste from industrial waste.
- Providing conditions that exclude the harmful effects of waste on the environment and human health.
- Using a standard form for drawing up an annual report on the formation, storage, disposal and removal of waste.
- Inclusion of information on the collection, storage and disposal of waste in the technological regulations and inventory lists.
- Ensuring waste transportation with risk minimization, excluding losses, accidents and damage to the environment and human health.

Employees of JSC “Navoiyazot” follow the Instruction on Collection, Temporary Storage, Accounting and Removal of Waste of JSC “Navoiyazot”. **In accordance with it, waste is classified according to the degree of its danger to human health and the environment:**

- **Hazard Class I** - the most dangerous.
- **Hazard Class II** - high hazard.
- **Hazard Class III** - moderately dangerous.
- **Hazard Class IV** - less dangerous.
- **Hazard Class V** - non-hazardous.



Hazardous wastes (I-III classes) are represented by

72 items.

The main categories of hazardous waste of JSC “Navoiyazot” include:

CLASS I HAZARDOUS WASTE (HIGHEST HAZARD):

Used mercury lamps that undergo a demercurization process at the special facility.

CLASS II HAZARDOUS WASTE (HIGH HAZARD):

Used compressor and motor oil sent to the oil regeneration department. After regeneration, it is returned to production processes. Oil that cannot be regenerated is disposed of through third-party organizations on a contractual basis. This category also includes soot sludge generated during acetylene production, which is sent to production workshop No.56 for sludge treatment.

CLASS III HAZARDOUS WASTE (MODERATE HAZARD):

Medical waste is taken out for disposal by incineration in accordance with concluded contracts. Certain types of waste that have consumers are transferred to third-party organizations for further use.

JSC “Navoiyazot” has several landfills for storing solid industrial waste. These sites are protected from the effects of wind and equipped with an insulating coating to prevent harmful substances from penetrating into the soil. The sites are equipped with bunkers, containers and barrels for storing waste.

Waste containers are placed on special concrete platforms where household and industrial waste are collected separately. The containers indicate the type of waste ("For industrial waste" or "For household waste"), the workshop number and capacity. Specialized containers are provided for more hazardous waste requiring special disposal. For example, used mercury lamps are stored in special boxes in specially equipped areas of each workshop and are transferred to workshop No. 201 of the "Organic Synthesis and Nitron Fiber" production facility for demercurization.

Burning waste, regardless of its origin, and storing it in places not intended for this purpose, is strictly prohibited.

Waste transportation is carried out in compliance with all necessary precautions to eliminate possible losses, accidents and negative consequences for the environment and human health. Workshop heads are obliged:

- instruct drivers on waste storage locations;
- warn drivers about disciplinary measures for transporting waste to the wrong landfills;
- issue waste removal coupons and sign them only if the driver has a coupon with the signature of the duty inspector at the landfill;
- submit quarterly reports on waste generation.

For more hazardous waste, such as mercury lamps, additional disposal instructions are provided.

Waste generated during the activities of JSC “Navoiyazot” (including ferrous and non-ferrous scrap metal, polypropylene, waste paper, household waste, waste oil) is transferred for management to specialized organizations that have the appropriate licenses for waste management.

Volumes of industrial waste generation in 2024

GRI 306-3

Name of industrial waste by type	Volumes of waste generation in 2024, tons	Of these, the enterprise removed to the landfill in 2024, tons
Hazard class 1	0.1455	0.1442
Hazard class 2	494.58	69.90
Hazard class 3	831.98	744.19
Hazard class 4	8,599.36	7,290.28
Hazard class 5	4,439.59	460

Generated waste by type, tons

GRI 306-3, SASB RT-CH-150a.1

Indicator	2022*	2023*	2024
Hazardous waste	6,557.89	2,966.87	1,326.71
Non-hazardous waste	10,796.03	14,975.79	13,038.95
Total:	17,353.91	17,942.66	14,365.66

Total volume of waste sent for disposal and burial, tons

GRI 306-5

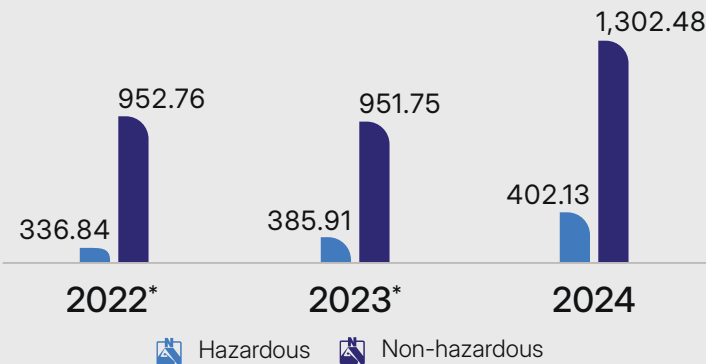
Place of processing	Type of waste	2022*	2023*	2024
Within the company	Hazardous	2,071.50	2,460.34	814.24
	Non-hazardous	9,134.82	10,361.64	7,750.28
Transfer to special organizations	Hazardous	-	-	-
	Non-hazardous	702.40	709.04	851.50
Total		11,908.72	13,531.02	9,415.02

* Data for 2022 and 2023 differ from those presented in SR for 2023 on the structure of waste due to the revision of their classification.

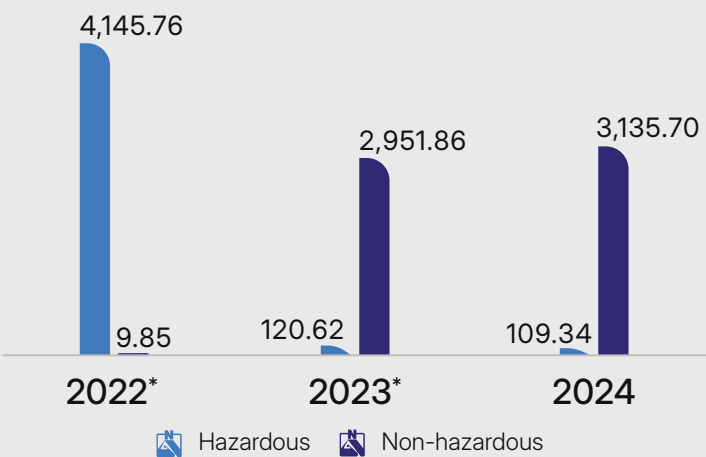
Total volume of recycled waste, tons

GRI 306-4, SASB RT-CH-150a.1

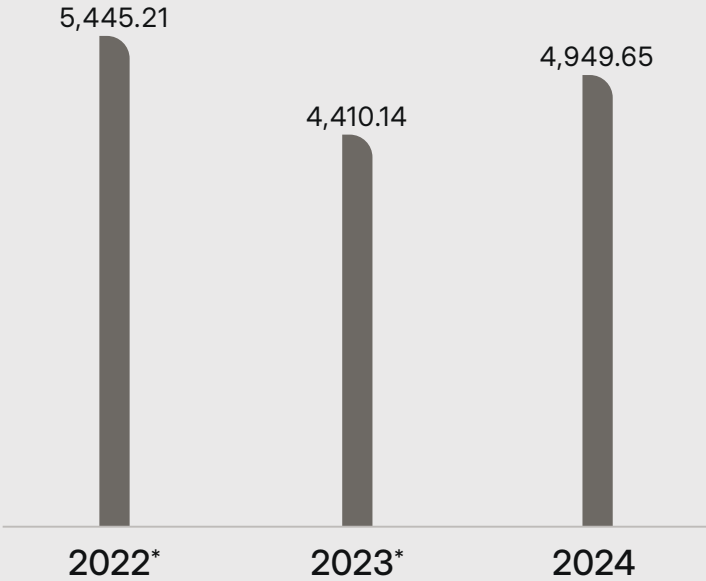
Within the company



Transfer to special organizations



Total



In 2024, the volume of recycled waste was

40%

As part of its waste management efforts, the Company implemented **6 environmental initiatives** for a total

279,876.42 thousand soums.

As a result,

5,801.145 tons of waste and **13,328** mercury lamps were recycled.

As part of the annually developed **Environmental Action Plan**, actions are being taken to minimize waste generation and modern methods of their disposal are being developed. **One of the areas under consideration for reducing environmental risks is the use of a gold catalyst instead of mercury in the production of vinyl chloride monomer.**



Water Resources Management

GRI 3-3, 303-1, 303-2

Approach to management

JSC “Navoiyazot” pays considerable attention to issues of rational water use and minimizing the impact on water resources. The issues of water consumption in the company are handled by the department of the chief power engineer, which ensures the organization and control of the rational use of water resources. Water disposal accounting, including wastewater quality control, is carried out by the department of environmental protection and rational use of natural resources (RUNR).

Water resources are used for technological, fire-fighting, domestic needs, irrigation of green spaces and other purposes, in compliance with environmental standards and norms. The production technology at JSC “Navoiyazot” is based on multi-stage chemical processes that involve significant water consumption and result

in the generation of domestic, process-related, and industrial stormwater discharges. To control the use of water resources, metering devices are installed at the border with the supplier and in the workshops, ensuring the determination of the volumes of water intake and consumption.

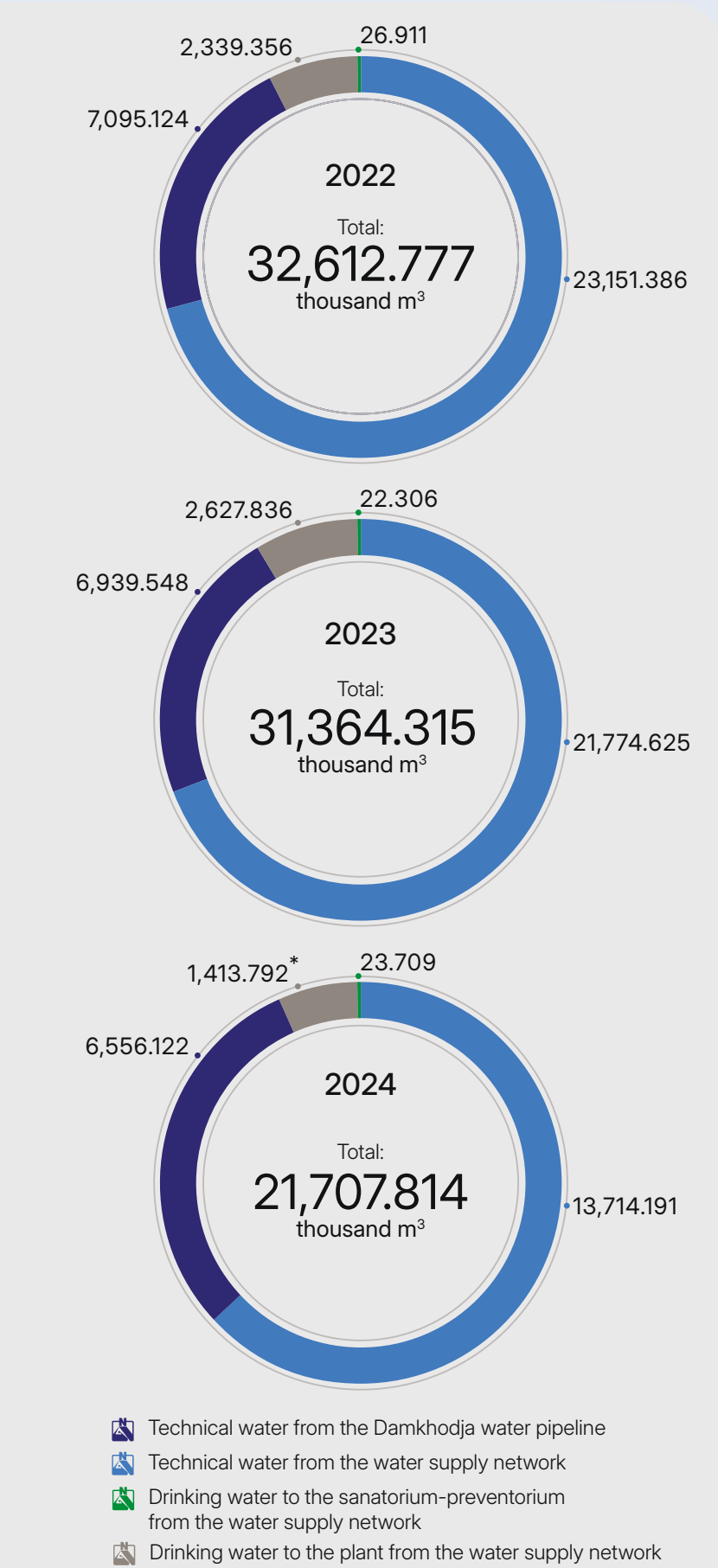
The main sources of water supply for JSC “Navoiyazot” are the water supply network of the State Unitary Enterprise ‘Issiklik Manbai’ of Navoi and the Damkhodja water pipeline. Since the beginning of 2024, water supply has been carried out on the basis of an agreement with the State Unitary Enterprise “Issiklik Manbai” of Navoi. Since June 1, 2024, water supply functions have been transferred to JSC “NavoiSuvTaminoti”.

According to the draft environmental standards for maximum permissible discharge (MPD), JSC “Navoiyazot” has established standard and calculated indicators for water disposal.

Standard and actual indicators of water intake in JSC “Navoiyazot” in 2024

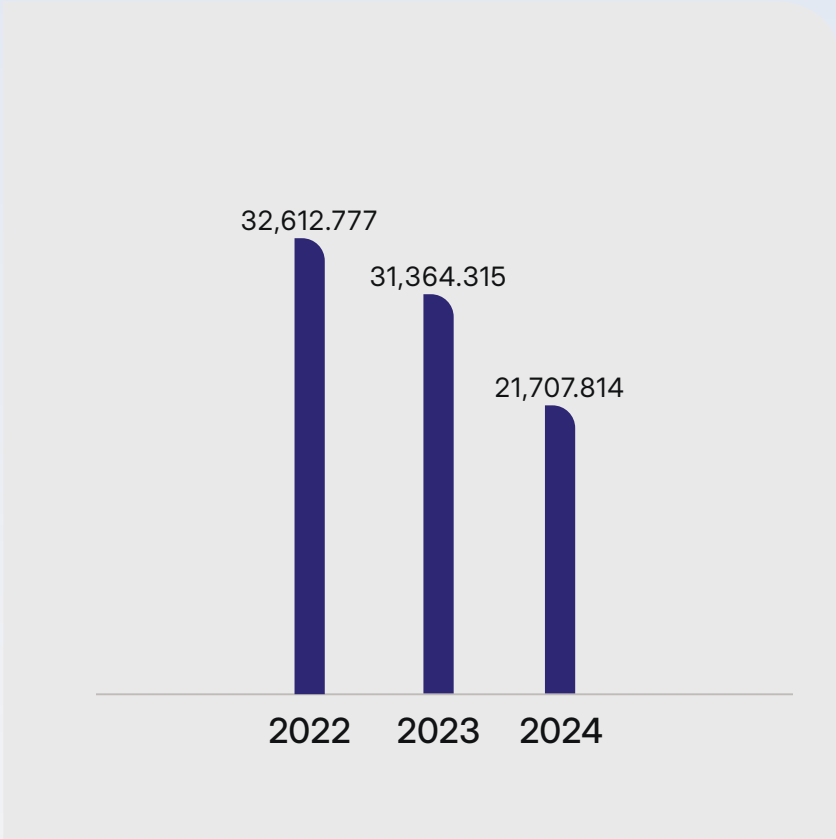
Name	Unit of measurement	2024
Water intake		
Standard indicators, including:		
Production needs	thousand m³ /year	29,903.00
Household needs	thousand m³ /year	1,849.00
Actual indicators, including:		
Industrial needs	thousand m³ /year	20,230.39
Household needs	thousand m³ /year	799.10
Technical water for irrigation needs	thousand m³ /year	438.21

Structure of water intake of JSC “Navoiyazot” by sources and directions of use



Total water intake volume, thousand m³

GRI 303-3



Water disposal in 2024 amounted to:

Industrial wastewater:

4,097.85 thousand m³/year.

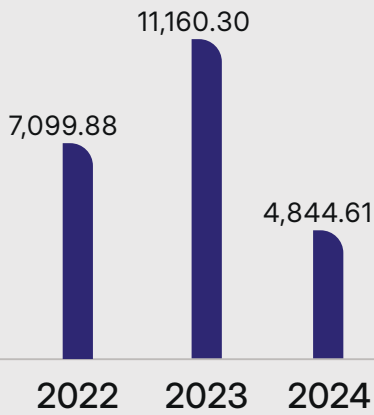
Domestic wastewater

746.76 thousand m³/year.

*In 2024, 240,116 thousand m³ of drinking water supplied to the plant were transferred to third-party organizations and were not used directly in the Company's operating activities.

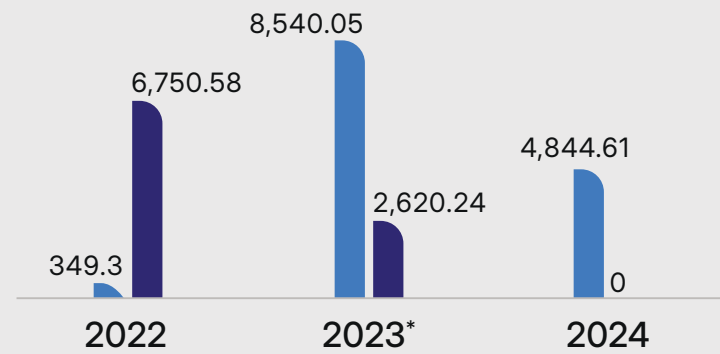
Total volume of water disposal, thousand m³

GRI 303-4



Total volume of water disposal with indication of the quality of discharged water, thousand m³

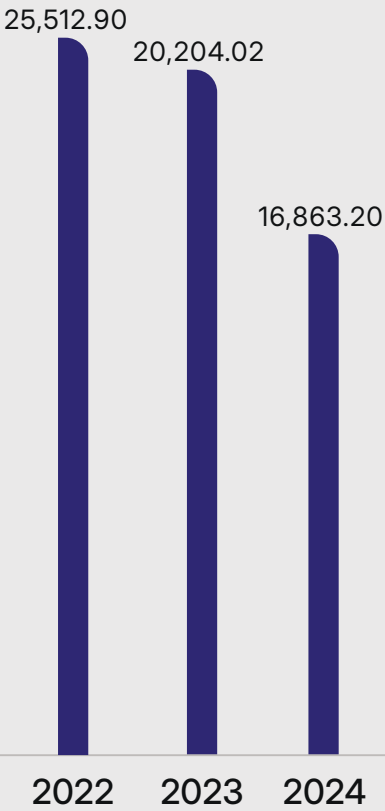
GRI 303-4



Treated to Levels of Standards Polluted (without treatment)

Irrecoverable water consumption, thousand m³

GRI 303-5



Rational use of water and wastewater treatment

GRI 303-1, 303-3, RT-CH-140a.1, RT-CH-140a.2, SASB RT-CH-140a.3

JSC “Navoiyazot” operates in a region with a high level of water stress (Uzbekistan according to WRI classification), but does not draw water directly from natural sources. The main water supply is carried out through centralized networks, and the company implements measures to reduce water consumption and increase water efficiency as part of environmental management.

The Company implements initiatives to reduce the impact on water resources, which are part of the annual environmental action plan, including:



- Reduction of specific water consumption per unit of production due to increased water efficiency, water recycling and modernization of cooling towers;
- Transfer of industrial storm water to treatment facilities;
- Reuse of treated water for irrigation of green spaces and farm fields;
- Monitoring of water intake and water consumption for rational resource management;
- Continuous quality control of discharged and natural waters to assess the state of the environment and ensure environmental safety.

In 2024, JSC “Navoiyazot” implemented **9 projects to protect water resources** worth more than **332.7 million soums**. Among the activities carried out was the replacement of **60 m of neutralized wastewater pipeline** outside the enterprise worth **100 million soums**.

*The data differs from the one in SR for 2023: previously, the total volume of discharges included urban wastewater; after recalculation, the volume decreased by 18.25%.

To minimize the impact on the environment, **local treatment facilities and a biochemical wastewater treatment plant (hereinafter referred to as BCT) operates at the enterprise.**

Wastewater from the oil regeneration department, Railway unit and Road Transport unit, contaminated with oil products, enters settling tanks, where they are stratified due to the difference in densities of water and oil products. Treated water is sent to the domestic sewage system for subsequent treatment at the BCT, and oil products are collected for regeneration.

The cleaning process at BCT includes:

- mechanical treatment (sand traps and settling tanks),
- biological treatment (aeration tanks and secondary settling tanks),
- disinfection in a chlorination unit.

Treated wastewater enters the treated wastewater chamber, from where part of it is returned to the system or completely discharged..

One of the Company's important initiatives was the improvement of the wastewater management system. **Previously, the Company had a wastewater discharge into the Zarafshan River:**

- **Discharge 1** - industrial storm water discharged without treatment.
- **Discharge 2** - treated wastewater after passing through treatment facilities.

Beginning from May 2023, industrial storm water was transferred to BCT treatment facilities (workshop No. 56). This made it possible to eliminate the discharge of untreated wastewater into natural water bodies, significantly reducing the burden on the environment.

After undergoing multistage treatment at BCT, wastewater is discharged not into the Zarafshan River, but into the Kasaba-Durman irrigation canal. This water is used to irrigate agricultural fields, which helps improve conditions for farms in the region. As part of this process, the company interacts with the water utility to organize the discharge of water into the canal for reuse for irrigation purposes, which ensures the efficient use of water resources and compliance with regulatory requirements. Also, treated water is used to irrigate green spaces on the territory of JSC “Navoiyazot”, which maintains the ecological balance and contributes to the greening of the production area.

This initiative demonstrates the Company's **responsibility in the field of water management**, as it not only minimizes the negative impact on the environment, but also promotes their reuse, supporting the **principles of circular economy**.



The enterprise carries out constant instrumental monitoring of the impact on water resources. Monitoring is carried out by the sanitary laboratory according to the "Plan-schedule for monitoring compliance with MPD standards" and includes an assessment of the quality of wastewater, as well as the efficiency of BCT and local treatment facilities. The assessment is carried out on an ongoing basis throughout the entire production cycle using approved analysis methods.

In 2024, JSC “Navoiyazot” did not register any cases of non-compliance with regulatory requirements regarding wastewater discharge into the environment.

The Company adheres strictly to all environmental standards and monitors regularly the quality of wastewater, which made it possible to avoid the application of fines, sanctions or other measures of influence by regulatory authorities.

Product quality and safety

SASB RT-CH-410b.1

JSC “Navoiyazot” conducted an internal preliminary assessment of the list of sold products during the reporting period in terms of potential risks to human health and the environment in accordance with the principles of the Globally Harmonized System of Classification and Labelling of Chemicals (GHS). Based on the results of the analysis, it was determined that approximately 56% of total revenue for the reporting period came from products containing substances potentially classified as Category 1 or Category 2 according to GHS (high level of hazard to health and the environment), including such products as ammonium nitrate, ammonia and nitric acid.

JSC “Navoiyazot” does not use the formal GHS classification in the labeling system, but ensures the availability of safety data sheets for manufactured products in accordance with national requirements. These documents contain information on the composition of the substance, its physicochemical properties, potential risks to health and the environment, symptoms of exposure, first aid measures,



actions in emergency situations, storage conditions, transportation, disposal, as well as measures to ensure user safety. They also indicate recommendations for the choice of packaging, the stability of the substance, toxicological characteristics and references to regulatory documents. The data sheets are updated regularly and are available to all interested parties

In addition, the enterprise has the Instruction on Harmful Substances Used at JSC “Navoiyazot” regulating the procedure for safe handling of toxic, explosive and aggressive components used in production processes. The document covers requirements for storage, use, personal protection, actions in emergency situations and disposal, and is part of the occupational health and safety management system.

JSC “Navoiyazot” adopts an integrated approach to chemicals management aimed at reducing risks and ensuring safe handling of products at all stages of their life cycle.

In the reporting period of 2024, key technical measures aimed at improving environmental and industrial safety, energy efficiency and rational use of resources were implemented at the enterprises of the production complex.

Key initiatives implemented include:

- automatic fire extinguishing systems in server and production rooms were updated, which increased personnel safety and equipment integrity;
- obsolete level gauges were replaced with modern pressure and level control systems, which increased the accuracy and reliability of technological processes;
- rational use of water vapor condensate for heating and return to steam generating units was organized, which reduced energy consumption;
- previously emitted nitrogen was used for ammonia production, which improved resource efficiency and reduced environmental impact;
- excess synthesis gas is used to generate steam in auxiliary boilers, which increases the efficiency of using by-products.

The implemented measures contributed to reduction of emissions, rational use of energy and improving industrial and environmental safety.

Occupational health and safety

- 68 Approach to Occupational Health and Safety Management
- 69 Improving safety culture and training in occupational health and safety issues
- 70 Injury prevention
- 72 Emergency preparedness



OCCUPATIONAL HEALTH AND SAFETY

Approach to Occupational Health and Safety Management

GRI 3-3, 403-1, 403-2, 403-3, 403-4, 403-6, 403-8, SASB RT-CH-410b.

The main objective of JSC "Navoiyazot" as a responsible employer is to create and maintain a safe working environment, reduce injury rates to zero and develop safety culture. The company strives to develop this culture among employees and contractors, focusing on proactive measures, the formation of a unified safety system and advanced training of personnel. Monitoring of working conditions, assessment of professional risks and keeping records of occupational diseases is carried out by the Occupational Health and Safety Department. Monitoring compliance with industrial safety requirements at hazardous production facilities is carried out by the Industrial Control Department.

The enterprise's occupational safety management system establishes uniform and guaranteed requirements for the organization and conduct of inspections, as well as monitoring the state of industrial and environmental safety and labor protection at JSC "Navoiyazot". This document was developed in accordance with:

- Law of the Republic of Uzbekistan "On Labor Protection";
- Interstate standard GOST 12.0.230-2007 "System of labor safety standards";
- Law of the Republic of Uzbekistan "On industrial safety of hazardous production facilities" dated September 28, 2006 No. ZRU-57;
- Law of the Republic of Uzbekistan "On environmental control" dated December 27, 2013 No. ZRU-363;
- Model regulations on the organization of labor protection work dated August 14, 1996 No. 273;
- Rules for the organization and implementation of industrial control at hazardous production facilities STX 13-58-09.
- International standard ISO 45001 "Occupational health and safety management systems. Requirements and recommendations for use».

This system applies to all types of activities of JSC "Navoiyazot" in the field of HSHE.



Working in the chemical industry is associated with a number of risks that require special attention to occupational health and safety issues. In accordance with national legislation, all employees of the Company are insured under a contract of compulsory insurance of civil liability of the employer for harm caused to the life or health of employees in the performance of their work duties. The amount of this insurance is

1.15 billion soums

and is included in the total amount of

14.4 billion soums

allocated for other occupational safety and health measures.

Work with chemicals, high-temperature equipment, as well as the influence of natural and physical factors create conditions that can affect the health of employees. In this regard, the Company pays special attention to reducing the impact of these factors: temperature control, air quality, safety at height and protection from natural hazards. Thanks to taking thoughtful and proactive measures aimed at minimizing risks, JSC "Navoiyazot" strives to create a safe working environment and ensure care for the health of its employees, strengthening their confidence in the reliability of the workplace. The company carries out activities related to labor protection and industrial safety in accordance with the Regulation on the labor protection management system dated 06.06.2023, as well as the Regulation on the procedure for organizing and implementing industrial control over compliance with industrial safety requirements at hazardous industrial facilities, approved by Resolution of the Cabinet of Ministers of the Republic of Uzbekistan No. 291 dated 19.05.2020. The company also cooperates with the authorized state body - the Committee on Industrial, Radiation and Nuclear Safety under the Cabinet of Ministers of the Republic of Uzbekistan and its regional divisions. Interaction is carried out through the head of the enterprise's industrial control department.

Industrial control over compliance with industrial safety requirements at hazardous facilities is the most important element of the industrial safety management system at the enterprise. It includes the development and implementation of measures to eliminate non-compliance with industrial safety requirements that are identified by managers at various levels and authorized bodies. The industrial safety control system covers a set of management bodies and enterprise resources aimed at ensuring compliance with the requirements of legislation, regulations and departmental documents on industrial safety at hazardous production facilities.

Hazards associated with work and posing a risk of deterioration in health are identified in accordance with the guidelines for hazard identification, risk assessment in the field of Occupational Health, Safety and Environment, and the procedure for identifying hazards and risks "UBT-STT-02". The results of hazard and risk identification are entered into "hazard identification and risk assessment cards".

Risks can be divided into two groups:

Risks when working with chemicals and equipment

Work with liquid chemicals such as sulfuric acid, alkaline solutions and toxic substances is associated with the risk of chemical burns, eye damage, poisoning and respiratory damage. High temperatures on the surface of the equipment can cause skin burns, and depressurization under pressure can cause poisoning with toxic gases. Low and high air temperatures, dust, intense physical activity and psycho-emotional stress also reduce performance and pose hazard to health.



Natural and technological risks

Natural hazards include seismic activity, storms and strong winds. Workplace hazards include exposure to electric arcs, uneven surfaces, working at heights, poor lighting and noise. Hazards include heavy loads, impact and cutting tools, high equipment temperatures, vehicle traffic and exposure to viral infections.



Within the framework of Occupational health and safety, the activities of JSC "Navoiyazot" are based on compliance with the requirements of ISO 45001:2018 Occupational Health and Safety Management Systems standard, and the Company has defined the following main tasks:

- control over compliance with industrial safety requirements established by the laws of the Republic of Uzbekistan and other regulatory legal acts;
- analysis of the state of occupational health and safety at the enterprise, including the organization of relevant inspections and examinations;
- development of measures aimed at improving the state of occupational health and safety and preventing damage to the environment.



In the reporting period,

63 events,

were planned under the Occupational Health and Safety section of the Collective Agreement, all of which were fully implemented. The total amount of funding was

60.8 billion soums.

These events covered not only areas related to the structural unit for occupational health and safety, but also affected socially significant facilities. The amount of funds spent on the implementation of events in the Occupational Health and Safety Department in 2024, directed exclusively on workshops and production units, amounted to

47.3 billion soums.



The key areas of the events covered provision of employees with personal protective equipment, organizing therapeutic and preventive nutrition, implementing preventive and sanitary-hygienic measures, as well as fulfilling planned nomenclature tasks to improve working conditions.



- **148 million soums** - for the implementation of 32 nomenclature activities;
- **24.8 billion soums** - for the purchase of milk, dairy products and therapeutic and preventive nutrition;
- **7.9 billion soums** - for providing workers with special clothing, special footwear, personal protective equipment and hygiene;
- **14.4 billion soums** - for other activities, which is an average of 5.6 million soums per employee.

5,150 employees underwent medical examination in the primary healthcare unit of JSC «Navoiyazot»*.

Improving safety culture and training in occupational health and safety issues

GRI 403-5, 403-7

Improving the safety culture is no less important than the Company's readiness to localize and eliminate accidents, which helps minimize injury rates. In this regard, JSC "Navoiyazot" implements a comprehensive policy aimed at strengthening the safety culture among its employees. Monitoring and analysis of injury data is carried out, with special attention paid to safety in the workplace. Internal and external assessments of occupational health and safety,

regular testing and examination of the used equipment are carried out. In the event of an incident, a detailed investigation is carried out, based on the results of which the management receives a report with recommendations for preventing similar incidents. In order to minimize the risks of recurrence of incidents that occurred in the previous year, in 2024 the Company implemented comprehensive measures to strengthen control in the field of occupational health and safety. Targeted, extraordinary and comprehensive inspections were carried out, as well as regular inspections carried out by the permanent technical commission and the central fire and technical commission in the workshops and production units of the enterprise. Based on the results of the inspections, acts-orders were issued with a clear indication of the deadlines for eliminating the identified violations. The reduction in the level of industrial injuries in 2024 indicates the effectiveness of the taken measures and confirms the Company's commitment to the principles of ensuring safe working conditions.

At the enterprise JSC "Navoiyazot" a four-level control system was implemented in order to comply with safety requirements, standards, instructions and orders of regulatory authorities. According to the approved labor protection plan, in 2024:



- **153 targeted inspections** were carried out, based on the results of which **1,320 events were appointed;**
- **47 unscheduled studies** - 599 events were organized;
- **12 comprehensive inspections** - 596 events were performed;
- **4 inspections of the permanent technical commission** - 115 events were conducted;
- **4 inspections of the central fire technical commission** - 105 events were carried out.

All newly hired employees undergo training in occupational health and safety issues.

*In the data for 2024, the amount of expenses for medical services, including medical and preventive examinations, is not disclosed due to the fact that the Medical and Sanitary Unit of JSC "Navoiyazot" is a part of the enterprise structure, and these services are provided free of charge. Restoration and recalculation of data on these expenses for previous periods is not possible. Due to the above, it is planned to make changes to the classification of expense items starting in 2025 in order to include medical services and preventive examinations, which will ensure the possibility of disclosing the relevant information in subsequent reports

Professional training in occupational health and safety at work

GRI 403-5

Indicator	2022	2023	2024
Average number of hours of training on occupational health and safety per employee (own employees), hours	16	16	15
Number of employees who have undergone training on occupational health and safety in the workplace (own employees), people	714	680	647



During the reporting period,

647 people

underwent training on occupational health and safety at work, with an average of

15 hours of training per employee.

The basics of safety culture are communicated to both new and existing employees. The Company holds regularly "Labor Safety Day" once a month, during which briefings and explanatory work are organized. Additionally, labor safety issues are discussed during unscheduled briefings and inspections.

In the Company, 100% of employees are covered by the occupational health and safety management system at their workplaces. There is also a positive trend in the number of employees included in the occupational health and safety management system who have undergone the internal audit procedure - their number has more than doubled.

All employees undergo briefing in accordance with the Regulation on the procedure for organizing training and testing knowledge on occupational health and safety for employees of enterprises and organizations within JSC “Uzkimyo sanoat”. The training is conducted by an occupational safety engineer or an authorized employee responsible for safety issues. The training is divided into the following types:

- Introductory briefing;
- Primary briefing;
- Repeated briefing;
- Unscheduled briefing;
- Current briefing.

The briefing program, conducted in the specially equipped room, covers the main aspects:

- General objectives and specifics of the Company's activities;
- Labor legislation and its main provisions;
- Collective agreement and agreements on labor protection;
- Rules for safe performance of work in the workplace;
- Main causes of accidents and precautions;
- Fire safety rules;
- Procedure for issuing and using special clothing and personal protective equipment;
- First aid;
- Accident notification procedure;
- Other current issues of the chemical industry.

Upon completion of the briefing, the employee registers in the logbook and receives a safety memo.

New employees and workers transferred to other positions in the chemical industry are required to familiarize themselves with safety regulations, work schedule, basic provisions of labor legislation, rules of conduct at work and potential risks. All engineers working with chemicals and equipment pass an exam on safe handling of chemicals every three years, and technical and maintenance personnel annually.

Injury prevention

GRI 403-7, 403-9, 403-10, SASB RT-CH-320a.2, RT-CH-540a.1, RT-CH-540a.2



In order to prevent industrial injuries, the Company develops annually a plan of measures for labor protection and industrial safety based on the analysis of incidents of previous years. As part of the implementation of this plan, monthly inspections are carried out in the workshops in accordance with the stages of safety control. **During the reporting period, an inspection of the workshops of JSC “Navoiyazot” was carried out, as a result of which**

308 violations were identified.

All identified violations were eliminated within the established time frame. Additionally, comprehensive inspections were carried out, during which

596 violations were identified, also eliminated within the established time frame.

In addition, regulatory requirements for working conditions are established at all workplaces that create a safe environment and provide social services. Periodic certification of workplaces is carried out every five years, based on the results, the favorable/unfavorable working conditions are determined. **In the reporting period, 831 workplaces were certified. Based on the certification results:**

- On average, **2,677 workers** were entitled to medical and preventive nutrition (MPN) every month;
- On average, **2,755 workers** were provided with milk coupons every month;
- **4,276 workers** were included in the list of persons entitled to early retirement on preferential terms in accordance with Resolution of the Cabinet of Ministers of the Republic of Uzbekistan No. 250 dated 12.05.1994

The Company established a system for reporting cases of injuries, equipment malfunctions, violations of occupational health and safety regulations, as well as proposals for improving the occupational health and safety system. **Incoming requests are considered by a specially organized commission.**

Number of employees covered by the occupational health and safety management system at the workplace, people.

GRI 403-8

Indicator	2022	2023	2024
Number of people covered by the Company's occupational health and safety management system.	8,761	8,611	8,494
Number of people covered by the Company's occupational health and safety management system that has undergone internal and external audit procedures.	8,761	8,611	8,494
Number of people covered by the Company's occupational health and safety management system that has undergone independent audit/certification by a third party.	8,761	8,611	8,494

Thus, in the reporting period, the Commission **did not receive any appeals from employees on issues of improving occupational safety conditions**, and, accordingly, no measures were taken to implement them.

It should be noted that in 2024, the Company did not record a single fatality related to industrial injuries. During the reporting period, 4 cases of industrial injuries were registered, all of which were classified as high-severity injuries and occurred in workshops No. 3, 909, 919 and 701. The main causes of accidents were violation of safety regulations and failure to comply with requirements for the use of personal protective equipment.



The total recorded incident rate (TRIR) in 2024 was

0.06

which indicated stable operation of the industrial risk management system.



Number of accidents at work

GRI 403-9, SASB RT-CH-320a.1

Indicator	2022	2023	2024
Total number of registered industrial injuries, of which:	4	4	4
Fatal accidents	0	0	0
Severe injuries	2	3	3
Minor injuries	2	1	1
Number of man-hours worked	13,055,284	12,805,497	12,766,174
Number of injuries with temporary loss of work capacity (total number of injured and killed in accidents related to industrial activities)	4	4	3
Fatality Accident Rate (FAR)*	0	0	0
Severe Injury Frequency Rate*	0.03	0.04	0.04
Lost Time Injury Frequency Rate (LTIFR)*	0.06	0.06	0.06
All Recordable Injury Rate (TRIR)*	0.06	0.06	0.06

*The calculation was made taking into account multiplication by 200,000 worked hours.



Industrial safety incidents

SASB RT-CH-540a.1

Indicator	2022	2023	2024
Number of industrial safety incidents (PSIC)	4	4	4
Total Industrial Safety Incident Rate (PSTIR)*	0.06	0.06	0.06
Performance Safety Incident Severity Rate (PSISR)*	0.15	0.16	0.14
Total Severity Score of all Level 1 incidents assigned according to API RP 754 ¹	10	10	9

For each incident, a commission is created, which includes representatives of the management of JSC “Navoiyazot”, JSC “Uzkimyo sanoat” and the insurance company. Following the investigation of four incidents, the commission developed a set of measures aimed at preventing repeated cases of industrial injuries, as well as minimizing their consequences. The taken measures include technical, organizational and educational activities:

- Regular safety briefings, training of employees in safety rules, correct use of personal protective equipment (PPE) and actions in emergency situations.
- Organization of systematic checks of compliance with safety rules and use of PPE, identification and timely elimination of violations.
- Providing employees with the necessary personal protective equipment that meets safety requirements, and monitoring their use.
- Thorough investigation of each accident, identification of its causes and development of measures to prevent them in the future.
- Application of disciplinary sanctions, including deductions from wages and imposition of fines on employees who violated labor protection and safety rules.
- Informing employees about potential risks in the workplace, hazards and ways to prevent them.

A key element of injury prevention is the timely identification and assessment of risks, which involves following the following steps:

- Issuance of an order by the workshop to create a working group.
- Determination of a workplace in accordance with the staffing schedule.
- Conducting risk identification.
- Identifying workplace hazards.
- Creating a risk and threat identification map.
- Assessing the significance of potential workplace risks.
- Creating a list of significant risks and threats.
- Developing annual measures to reduce significant risks.
- Conducting an annual analysis of residual significant risks.

Employees with suspected occupational diseases are referred to the Research Institute of Sanitary Hygiene and Occupational Diseases in accordance with Order No. 200 dated July 10, 2012 of the Ministry of Health of the Republic of Uzbekistan. The referral is based on the opinion issued by a sanitary doctor and relevant accompanying documents. The registration of employees with confirmed occupational diseases is carried out at the enterprise level. The list of diseases, the procedure for their diagnosis and registration are regulated by regulatory documents of the Ministry of Health.



During 2024,

15 employees

were registered for occupational diseases. No fatal cases related to occupational diseases were recorded.

The main diagnosed diseases are related to the impact of harmful production factors typical for the chemical industry. The following conditions were identified most frequently:

- Chronic lead intoxication;
- Bronchial asthma;
- Chronic facial dermatitis;
- Chronic obstructive and mixed bronchitis;
- Chronic lumbosacral radiculopathy.

The organization carries out industrial control of working conditions and medical examinations, and also implements measures to reduce the impact of harmful factors, including improving PPE and informing personnel about the risks.



Emergency preparedness

JSC “Navoiyazot” focuses not only on preventing potential accidents, but also preparedness for their quick and effective elimination. The Company’s emergency preparedness is governed by its internal regulatory document, the Action Plan for the Prevention and Elimination of Natural and Man-Made Emergencies, which is agreed with the Emergency Management Department of the Navoi Region.

The emergency response system at JSC “Navoiyazot” comprises several key components that combine both organizational structures and technological solutions. The structure includes:

- Emergency Response Headquarters - promptly manages all processes and coordinates the actions of the high-alert services and divisions of the Company.
- Dispatch services - provide notification and round-the-clock monitoring of emergencies.
- Emergency rescue teams - carry out rescue and liquidation operations in the event of incidents.
- Medical unit - provides first aid to victims.
- Public order protection service - ensures the evacuation of personnel to a safe place.

Detailed action plans are developed for each potential emergency type. These plans include step-by-step instructions for evacuation, first aid and liquidation of the consequences of accidents. The Company updates regularly its instructions based on new data and possible risks.

An important element of the emergency response process is the notification system, which informs promptly employees and services about threats, ensuring their readiness. Thanks to joint work with local and regional emergency management authorities, the Company can coordinate efforts with external structures and minimize the consequences in the event of incidents.

In addition, the Company actively prepares its personnel for potential emergencies through practical training initiatives. These include tactical and specialized exercises conducted in collaboration with the regional emergency management authorities, simulating various emergency scenarios to ensure effective evacuation and emergency response.

*The calculation was made taking into account multiplication by 200,000 hours worked.
Source: Process Safety Performance Indicators for the Refining and Petrochemical Industries. ANSI/API recommended practice, 2021.

Support for local communities

- 74 Approach to management
- 74 Charity and sponsorship
- 75 Development of regions of presence



SUPPORT FOR LOCAL COMMUNITIES

Approach to management

GRI 3-3

One of the key areas of social policy of JSC “Navoiyazot” is assistance in the development and improving well-being of local communities in Uzbekistan. As a socially responsible company, JSC “Navoiyazot” actively supports charitable and social initiatives across education, healthcare, culture, and sports, while also providing assistance to vulnerable population groups. Special emphasis is placed on projects that promote the development of the Navoi region, which contributes to sustainable growth and improvement of living conditions in the region.



The Company interacts actively with local authorities and stakeholders, building relationships based on trust and understanding of the population's needs. Its support for local communities extends beyond job creation, aiming to positively influence the regional economy and contribute to national development.



In 2024, special attention was paid to supporting socially vulnerable categories of the population. **As part of this activity, events were implemented at educational institutions and other socially significant facilities.**

These initiatives reflect the Company's dedication to fostering a positive regional reputation and fulfilling its responsibilities to both the state and society – often going beyond the legislative requirements of the Republic of Uzbekistan.

Charity and sponsorship

GRI 203-1

In 2024, as part of its social partnership initiatives, the Company successfully implemented

54 planned activities

aimed at improving the social infrastructure facilities. A total of

60.6 billion soums was allocated for the maintenance of social infrastructure facilities and compensation for food costs. This funding was distributed as follows:

- **5.5** billion soums were allocated for Oftobjon children's health camp;
- **10.8** billion soums for the sanatorium-preventorium;
- **19.5** billion soums for the medical and sanitary department;
- **24.8** billion soums to cover the costs of dairy and other preventive products.



The Department of Investments and Project Implementation manages these events and oversees their implementation.



Charity and sponsorship expenditures in 2024, million soums

Recipients	Amount	Allocation Details
"Bio-Pellet" LLC	500.690	Renovation of the administrative building of the entrepreneurial society
"Khayot" MCA	90.840	Construction of children's and workout playgrounds
"Breeding Research and Production Center" BRC	320.964	Free transfer of goods to the State Scientific and Production Center for Breeding
State Unitary Enterprise "Single Customer Service of Navoi Regional Administration"	500.000	Transfer of funds for repair and construction works of preschool institutions
Development of veterinary medicine and animal husbandry in Bukhara region	6.612	Free transfer of goods for the development of veterinary and livestock sectors
Izatullayeva Dildora Dadakhanovna	27.417	Renovation of housing for enterprise employees in need
Association of Mahalla	54.284	Transfer of funds to the Association of Settlements
Uzbekistan Amateur and Professional Kickboxing Association	200.000	Sponsorship support for the Amateur and Professional Kickboxing Association of Uzbekistan
Khafizova Nasiba Mukhiddinovna	43.017	Renovation of housing for enterprise employees in need
Agency for the Development of Nuclear Energy under the Cabinet of Ministers of the Republic of Uzbekistan Uzatom	200.000	Transfer of funds
SUE "Interforum"	3,470.290	Transfer of funds
Trade Union Committee of JSC "Navoiyazot"	41.360	Transfer of funds for the purchase of materials to ensure employment for 15 unemployed women within the Social Support Program
Republican Mahalla Fund	40,785.024	Transfer of funds
Presidential, creative and specialized schools under the leadership of the President of the Republic of Uzbekistan	3,000.000	Transfer of funds to the Fund for Supporting Gifted Youth
Ecological Party of Uzbekistan	48.538	Free transfer of computer equipment
the Federation of Judo of Navoi region	181.888	Sponsorship in the form of monetary funds
Yangi Arik MCA	7.015	Renovation of housing for a low-income family
Total:		49,477.941

The Investment and Project Implementation Department is responsible for the **management of these activities and control over their implementation.**

Development of regions of presence

In 2024, the Company continued its efforts to strengthen regional labor potential through social partnership programs. **One of the key steps taken was the participation in a large investment project for production of hydroxypropyl methylcellulose (HPMC) and cellulose on the basis of JSC “Navoiyazot” in collaboration with the Polish company Alliance Capital KSSp. z o.o.**



The project not only attracted

\$8 million in foreign direct investment, **but also made a significant contribution to the sustainable development of the region:**

100 new jobs were created creating opportunities for professional growth and advanced training for local employees. The enterprise with a production capacity of

6,000 tons HPMC and **10,000 tonnes** of cellulose per year was commissioned in December 2024. In addition to direct employment, the company is implementing additional initiatives aimed at developing competencies, supporting employment and training specialists in the region.



It is efforts of sustainable development and expansion of energy infrastructure, the company pays special attention to creating local employment and improving the quality of life in the region. In 2024, an agreement was reached with the Chinese state-owned company Sinoma Energy Conservation International Investment Co., Ltd on the construction of a solar power plant worth

\$260 million.

The project will not only contribute to the decarbonization of production processes (**preventing up to 265 thousand tons of CO₂ emissions annually**), but will also have a direct social impact -

60 new jobs,

will be created, including positions for local specialists and technical personnel. In addition, access to stable and environmentally friendly electricity will contribute to improving working conditions, sustainability of business processes and expanding infrastructure capabilities in the region where the project is implemented.

During the reporting period, construction and repair activities were also undertaken at **6 social facilities** in Navoi and Khorezm regions. The total funding amounted to **651.2 million soums**, inclusive of VAT. These efforts encompassed the modernization of educational infrastructure, improvement of public spaces, and repairs to residential buildings and sports facilities.

Mechanisms for interaction with local communities

SASB RT-CH-210a.1

At the enterprise, the Deputy Chairman of the Board for Capital Construction and Social Issues is responsible for management of support for local communities, and oversees the Department of Everyday Life and Social Issues and the Trade Union Committee. The Company's structure also includes the Chairman's Advisor on Youth Affairs and the Women's Affairs Committee.

In 2024, in accordance with the decisions of the Management Board and the orders of the Company, construction and repair works were carried out at six sites on a sponsorship basis for a total of

651.2 million soums, which include:



Based on the resolution of the khokim of Navoi region No. 25-5-0-P / 24 dated January 30, 2024 and the decision of the Management Council No. 03/2024 dated February 5, 2024, repair work was carried out in the educational and practical rooms of the vocational educational institution of Navbakhor district for the introduction of dual training in the amount of

314.0 million soums;

Based on the letter of JSC "Uzkimyosanoat" No. 03/1-396 dated 14.05.2024 on the provision of sponsorship assistance for the repair of an administrative building owned by Bio-Pellet LLC, located in Khiva district of Khorezm region, as well as the minutes of the meeting of the Management Council No. 14/2024 dated May 17, 2024 and the order of the Company No. 975/610 dated May 15, 2024, construction and repair work was carried out in the Khiva district of Khorezm region in the amount of

189.7 million soums;

Based on the resolution of the khokim of the city of Navoi No. 01-03 / 189 dated March 6, 2024 and the decision of the Management Council No. 04/2024 dated February 6, 2024, children's and sports grounds were built in MCA (mahalla citizens' assembly) "Khayot" of the city of Navoi for the amount of

77.1 million soums;

Based on the request No. 01-07 of MCA "Zarafshon" of Karmana District of Navoi Region dated May 20, 2024 and the Company's order No. 977 dated May 23, 2024, repair work was carried out in house No. 72 on Kavala Street, Zarafshon Mahalla, Karmana District, in the amount of

43.0 million soums;

Based on the request No. 4 of MCA "Mirsaid Bakhrom" of Karmana district of Navoi region dated March 15, 2024 and the order of the Company No. 543 dated March 18, 2024, repair work was carried out in the amount of

27.4 million soums
in house No. 6 on Amir Temur street,
MCA "Mirsaid Bakhrom", Karmanadistrict;

Based on the letter of the Chairman of Navoi Regional Branch of the Judo Federation of Uzbekistan No. 06/6986 dated September 18, 2024, the decision of the Management Council No. 28/2024 dated September 19, 2024 and the order of the Company No. 1,787 dated September 20, 2024, repair work was carried out in the judo hall located at the Khimik stadium in the amount of

21.5 million soums.

Accounting of the risks of negative impact on the environment and health in the interests of the local population

When planning any new infrastructure project, mandatory EIA is carried out, including an energy consumption review, environmental assessment and analysis of compliance with state requirements. JSC "Navoiyazot" facilities can be put into operation only if there are positive conclusions from the State Environmental Assessment. As part of this procedure, mandatory public hearings are held, which ensures that the opinion of local communities is taken into account when making decisions and minimizing possible risks.



In 2024, such procedures with public participation were carried out for

5 construction and reconstruction projects.

Environmental monitoring plays a key role in risk management for local communities, allowing for the timely identification and minimization of negative impacts on the environment and public health.

The company carries out systematic work to reduce the harmful impact of the enterprise, guided by the legislation and regulations of the Cabinet of Ministers of the Republic of Uzbekistan. Continuous monitoring of emissions, wastewater discharges and the operation of treatment facilities is carried out by the eco-analytical (sanitary) laboratory of the enterprise, approved for technical competence in the national system. The laboratory carries out sampling and monitoring of atmospheric air on the territory of the enterprise, in the sanitary protection zone, within the city of Navoi and surrounding settlements according to agreed schedules. All results are stored for 40 years. In addition, instrumental sampling is carried out jointly with the Navoi Regional Department of Environmental Pollution Monitoring, which increases the transparency of control for the local community.



Appendices

- 78 Appendix 1.
GRI/ SASB Content Index
- 86 Appendix 2. Additional information
- 87 Appendix 3. Glossary
- 88 Appendix 4. Contact information



Appendix1. GRI/ SASB Content Index

GRI/SASB indicator	Disclosure	Section	Page	Exceptions		
				Missing requirement	Cause	Explanation
GRI 2. General Disclosures						
1. Organization and practice of reporting						
RT-CH-000.A	Production by reporting segments	Key indicators for 2024	7			
2-1	Information about the organization	“Company Profile” section	9, 11, 12, 13, 88			
2-2	Enterprises included in the organization's sustainability reporting	“About the report” section	13			
2-3	Reporting period, frequency and contact person	“About the report” section	13, 88			
2-4	Review of information	"Emissions into the atmosphere", "Waste management", "Water resources management", "Approach to occupational health and safety management" section				The pollutant emission indicators were revised to take into account a more complete list of data. The waste indicators were revised in connection with the updated accounting methodology. The water use indicators were revised in connection with the adjustment of the approach to their disclosure. The data on accidents and incidents were adjusted to take into account additional factors that were not used previously.
2-5	External certification	Not applicable	-			The report was not externally certified.
2. Activities and employees						
2-6	Activities, value chain and other business relationships	“Company Profile” section	9, 13			
2-7	Employees	"Work with Personnel" section	35, 36, 86			
3. Management Board						
2-9	Structure and composition of governing bodies	Section "Corporate Governance System"	15			
2-10	Nomination and election of the supreme governing body	Subsection "Supervisory Board"	16			
2-11	Chairman of the supreme governing body	Subsection "Supervisory Board"	17			

GRI/SASB indicator	Disclosure	Section	Page	Exceptions	
				Missing requirement	Cause
2-12	Delegation of responsibility for impact management	Subsection "Management Board"	15, 16		
2-13	The role of the supreme governing body in overseeing impact management	Section "Corporate Governance System"	20		
2-14	The role of the supreme governing body in sustainability reporting	Subsection "Supervisory Board"	15, 16		
2-15	Conflicts of interest	Subsection "ConflictofInterest"	32		
2-16	Transfer of information on the most important issues	Section "Feedback mechanisms"	32		
2-17	Collective knowledge of the supreme governing body	Subsection "Supervisory Board"	16		
2-18	Evaluation of the performance of thesupremegoverning body	Subsection "Supervisory Board"	17		
2-19	Remuneration Policy	Section "Remuneration of members of the Supervisory Board"	19, 22		
		Section "Remuneration of members of the Management Board"			
2-20	The process of determining the amount of remuneration	Section "Remuneration of members of the Supervisory Board"	19, 21		
		Section "Remuneration of members of the Management Board"			
2-21	Annual Total Remuneration Ratio	-	-	The ratio of the total annual remuneration of the highest paid official to the average annual remuneration of all employees.	In 2023 and 2024, no annual remuneration was paid to the Management Board.
4. Strategy, Policies and Practices					
2-22	Sustainable Development Statement	Section "Address of the Chairman of the Board", Section "ESG management"	3, 22		
2-23	Adherence to policies	Section "Anti-Corruption" Chapter "Our People" Section "Climate Change"	27, 35, 52		
RT-CH-530a.1	Discussion of corporate positions related to government regulations and/or political proposals that affect environmental and social factors affecting the industry	Chapter "Our People", Section "Environmental Management System"	35, 49		

GRI/SASB indicator			Page	Exceptions		
	Disclosure	Section		Missing requirement	Cause	Explanation
2-24	Fulfilment of the undertaken obligations	Section "Anti-corruption" Section "ESG-management"	22, 27			
2-25	Processes to eliminate negative impacts	Section "Feedback mechanisms"	32			
2-26	Mechanisms for seeking advice and expressing concerns	Section "Feedback mechanisms"	32			
2-27	Compliance with laws and regulations	Section "Compliance with Laws"	30			
2-28	Membership in associations	Section "Corporate Governance System"	20			
5. Interaction with stakeholders						
2-29	Approach to interaction with stakeholders	Section « Interaction with stakeholders»	23			
RT-CH-210a.1	Description of stakeholder engagement processes in the area of managing risks and opportunities related to local community interests	Chapter "Support of Local Communities"	75			
2-30	Collective agreements	Section "Social support "	42			
Material Topics (GRI 3: Material Topics 2021)						
The process of determining material topics						
3-1	The process of determining material topics	Section "Process of Determining Materiality"	13			
3-2	List of material topics	Section "Process of Determining Materiality"	13			
Category "Environmental"(E)						
Climate Change (GRI 305: Emissions2016)						
3-3	Management of material topics	Section “Climate Change”	52			
RT-CH-110a.2	Description of a long-term or short-term strategy or plan for managing greenhouse gas emissions (Scope 1), emission reduction targets and an assessment of the effectiveness of achieving them	Section “Climate Change”	56			
305-1	Direct greenhouse gas emissions (Scope 1)	Section “Climate Change”	56	There are no biogenic CO ₂ emissions		

GRI/SASB indicator			Page	Exceptions	
Disclosure	Section	Missing requirement		Cause	Explanation
305-2	Indirect Greenhouse Gas Emissions (Scope 2)	Section "Climate Change"	57		
305-3	Indirect Greenhouse Gas Emissions (Scope 3)	-	-		In 2024, no calculation of indirect greenhouse gas emissions for Scope 3 was carried out.
305-4	Greenhouse gas emission intensity	Section "Climate Change"	57		
305-5	Reduction of greenhouse gas emissions	Section "Climate Change"	57		
305-6	Emissions of ozone-depleting substances (ODS)	-	-		There are no emissions of ozone-depleting substances in the activities of JSC "Navoiyazot". Refrigeration equipment with refrigerants is transferred to specialized organizations for maintenance and disposal in accordance with regulatory requirements.
RT-CH-110a.1	Global gross greenhouse gas emissions (Scope 1), percentage that is subject to regulations or programs aimed at reducing emissions	-	-	Percentage that is subject to regulations or programs aimed at reducing emissions.	In 2024, the Company's GHG emissions were not subject to regulation due to the lack of relevant standards in the Republic.
Emissions into the atmosphere (GRI 305: Emissions 2016)					
3-3	Management of material topics	Section "Emissions into the atmosphere"	58		
305-7	Nitrogen oxides (NO _x), sulfur oxides (SO _x) and other significant emissions into the atmosphere	Section "Emissions into the atmosphere"	58		
RT-CH-120a.1	Emissions of the following pollutants into the atmosphere: (1) nitrogen oxides (NO _x), excluding nitrous oxide (N ₂ O); (2) sulfur oxides (SO _x); (3) volatile organic compounds (VOCs); (4) air pollutants hazardous to health	Section "Emissions into the atmosphere"	58		
Emissions into the atmosphere (GRI 305: Emissions 2016)					
3-3	Management of material topics	Section "Energy Management"	59		
302-1	Energy consumption within the organization	Section "Energy Management"	60		
RT-CH-130a.1	1)Total volume of energy consumption, (2) percentage of electricity consumption, (3) percentage of renewable energy, (4) total electricity production	Section "Energy Management"	60		
302-3	Energy intensity	Section "Energy Management"	61		
302-4	Reducing energy consumption	Section "Energy Management"	61		

GRI/SASB indicator	Disclosure	Section	Page	Exceptions		
				Missing requirement	Cause	Explanation
Water Resources Management (GRI 303: Water and Discharges2016)						
3-3	Management of material topics	Section "Water Resources Management"	64			
303-1	Interacting with water as a shared resource	Section "Water Resources Management"	64, 65			
303-2	Management of impacts associated with water disposal	Section "Water Resources Management"	64			
303-3	Water intake	Section "Water Resources Management"	64, 65			
303-4	Water disposal	Section "Water Resources Management"	64, 65			
303-5	Water consumption	Section "Water Resources Management"	65			
RT-CH-140a.1	Water consumption; % in high stress regions	Section "Water Resources Management"	65			
RT-CH-140a.2	Number of cases of non-compliance with water quality requirements	Section "Water Resources Management"	65			
RT-CH-140a.3	Description of water management risks and discussion of strategies and practices to reduce these risks	Section "Water Resources Management"	65			
Waste Management (GRI 306: Waste2016)						
3-3	Management of material topics	Section "Waste Management"	62			
306-1	Waste generation and significant impacts associated with waste	Section "Waste Management"	62			
306-2	Management of significant impacts associated with waste	Section "Waste Management"	62			
306-3	Waste generation	Section "Waste Management"	63			
306-4	Waste disposal	Section "Waste Management"	63			
RT-CH-150a.1	Volume of hazardous waste	Section "Waste Management"	63			
306-5	Waste placement and disposal	Section "Waste Management"	63			

GRI/SASB indicator	Disclosure	Section	Page	Exceptions		
				Missing requirement	Cause	Explanation
Category "Social"(S)						
Personnel management (GRI 401: Employment 2016) (GRI 402: Employees-Management Relations 2016) (GRI 404: Training and Education 2016) (GRI 408: Child Labor 2016) (GRI 409: Forced Labor)						
3-3	Management of material topics	Section “Approach to management”	35, 40			
401-1	Hiring New Employees and Employee Turnover	Subsection “Recruitment”	37-39			
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Section “Social support”	42			
401-3	Maternity leave	Section “Social support”	42, 44			
402-1	Minimum notice period for significant changes in the organization's activities	Section “Work with Personnel”	37			
404-1	Average annual training hours per employee	Section “Training and development of personnel”	41			
404-2	Programs for upgrading employee skills and transition assistance programs	Section "Training and development of personnel"	40			
404-3	Proportion of employees for whom periodic performance and career development assessments are conducted, by gender and employee category	Section "Training and development of personnel"	41			
408-1	Enterprises and suppliers subject to significant risk of child labour use	Section "Work with Personnel	35, 37			
409-1	Enterprises and suppliers subject to significant risk of forced labor use	Section "Work with Personnel	37			
Diversity and Equal Opportunity (GRI 405: Diversity and Equal Opportunity 2016) (GRI 406: Non-Discrimination 2016)						
3-3	Management of material topics	Section “Diversity and Inclusion”	35, 45			
405-1	Diversity of governance bodies and employees	Section “Diversity and Inclusion”	36, 45, 47			
405-2	Ratio of base salary and remuneration of men and women	Section “Diversity and Inclusion”	45, 86, 87			
406-1	Cases of discrimination and measures taken to correct the situation	Section “Diversity and Inclusion”	45			

GRI/SASB indicator	Disclosure	Section	Page	Exceptions		
				Missing requirement	Cause	Explanation
Occupational Health and Safety (GRI 403: Occupational Health and Safety 2018)						
3-3	Management of material topics	Section "Approach to Occupational Health and Safety Management"	68			
403-1	Occupational Health and Safety Management System	Section "Approach to Occupational Health and Safety Management"	68			
403-2	Hazard identification, risk assessment, accident investigation	Section "Approach to Occupational Health and Safety Management"	68			
403-3	Occupational safety services	Section "Approach to Occupational Health and Safety Management"	68			
403-4	Employee participation, consultation and communication on occupational health and safety issues	Section "Approach to Occupational Health and Safety Management"	68			
403-5	Training of employees on occupational health and safety issues	Section "Improving safety culture and training in occupational health and safety issues"	69, 70			
403-6	Employees Health PromotionPrograms	Section "Approach to Occupational Health and Safety Management"	68			
403-7	Prevention and mitigation of health and safety impacts directly related to business relationships	Section "Improving safety culture and training in occupational safety and health" Section "Injury prevention"	69, 70			
RT-CH-320a.1	(1) Total recordable incident rate (TRIR) and (2) fatal accident rate among (a) full-time employees and (b) contractor employees	Section "Injury prevention"	71	Data on employees of contractors.		Partial disclosure.
RT-CH-320a.2	Description of measures in the field of assessment, monitoring and reduction of risks of exposure of full-time employees and employees of contractors to long-term (chronic) diseases	Section "Injury prevention"	70			
403-8	Employees covered by the occupational health and safety management system	Section "Approach to Occupational Health and Safety Management" Section "Improving Safety Culture and Occupational Health and Safety Training"	68, 79			
403-9	Industrial injuries	Section "Injury prevention"	70, 71			
403-10	Occupational diseases	Section "Approach to Occupational Health and Safety Management"	70			
RT-CH-540a.1	PSIC, PSTIR, PSISR - process safety indicators	Section "Injury prevention"	70, 72			
RT-CH-540a.2	Number of transport incidents	Section "Injury prevention"	70		In 2024, no transport incidents were recorded	

GRI/SASB indicator	Disclosure	Section	Page	Exceptions		
				Missing requirement	Cause	Explanation
Local Communities (GRI 201: Economic Effectiveness 2016) (GRI 203: Indirect Economic Impacts 2016) GRI 413: Local Communities 2016)						
3-3	Management of material topics	Chapter "Support of Local Communities"	74			
201-1	Direct economic value created and distributed	Section "Economic Effectiveness"	12			
203-1	Investment in infrastructure and support of services	Section "Charity and sponsorship"	74			
RT-CH-410a.1	Revenue from products designed with efficiency in use	Section "Economic Effectiveness"	12			
RT-CH-410b.1	1) Percentage of products containing Substances, hazardous for health and environmental by categories 1 and 2 of the Globally Harmonized System of Classification and Labeling of Chemicals (GHS), (2) percentage of such products that have undergone hazard assessment	Section "Products quality and safety"	66			
RT-CH-410b.2	Description of the strategy in the areas of (1) handling hazardous chemicals and (2) developing alternatives that help reduce anthropogenic impact and/or environmental burden	Section "Approach to Occupational Health and Safety Management"	62			
RT-CH-410c.1	Percentage of revenue from GMO products	-	-		Not applicable.	The Company does not produce products containing GMOs.
Category "Managerial and economic"(G)						
Responsible Supply Chain (GRI 204: Procurement Practices 2016)						
3-3	Management of material topics	Section "Responsible Supply Chain"	33			
204-1	Share of expenditures on local suppliers in significant areas of operation	Section "Responsible Supply Chain"	33			
Anti-corruption (GRI 205: Anti-corruption 2016)						
3-3	Management of material topics	Section "Anti-corruption"	27			
205-1	Operations, assessed for corruption risks	Section "Anti-corruption"	28, 29			
205-2	Information and training on the matters of anti-corruption policy and procedures	Section "Anti-corruption"	29			
205-3	Confirmed cases of corruption and taken measures	Section "Anti-corruption"	30			
206-1	Legal actions taken against the organization for anti competitive behavior and monopoly practices	Section "Compliance with Law"	30			

Appendix 2. Additional information

GRI 2-7

Actual number of employees at the end of the reporting period, broken down by gender (only employees with primary employment are included)

Indicator		Male employees	Female employees	Total
2022	Navoi city	5,099	3,435	8,534
	Region 2 (Kanimekh district)	32	92	124
	Region 3 (Tashkent city)	1	1	2
	Region 4 (Kumushkon)	0	1	1
	Region 5 (Tamdinsky district	32	1	33
	Region 6 (Kashkadarya region)	5	0	5
	Region 7 (Navoi region)	5	0	5
	Region 8 (Bukhara region)	5	0	5
	Region 9 (Jizzakh region)	5	0	5
	Total in the Company	5,132	3,530	8,714
	Share in the Company	59%	41%	
2023	Navoi city	5,066	3,392	8,458
	Region 2 (Kanimekh district)	33	92	125
	Region 3 (Tashkent city)	1	1	2
	Region 4 (Tamdinsky district)	9	0	9
	Region 5 (Kashkadarya region)	5	0	5
	Region 6 (Navoi region)	5	0	5
	Region 7 (Bukhara region)	2	0	2
	Region 8 (Jizzakh region)	5	0	5
	Total in the Company	5,126	3,485	8,611
	Share in the Company	60%	40%	
2024	Navoi city	4,994	3,351	8,345
	Region 2 (Kanimekh district)	32	98	130
	Region 3 (Tashkent city)	1	1	2
	Region 4 (Kashkadarya region)	5	0	5
	Region 5 (Navoi region)	5	0	5
	Region 6 (Bukhara region)	2	0	2
	Region 7 (Jizzakh region)	5	0	5
	Total in the Company	5,046	3,450	8,494
	Share in the Company	59%	41%	

Actual number of employees at the end of the reporting period, broken down by EC categories (employees with primary employment)

GRI 2-7

Indicator		Number of employees working under an open-ended employment contract	Number of employees working under a fixed-term employment contract	Number of employees with non-guaranteed working hours	Number of full-time employees	Number of part-time employees	Total
2022	Male	5,162	22	53	5,108	23	10,368
	Female	3,362	168	10	3,448	72	7,060
	Total	8,524	190	63	8,556	95	17,428
2023	Male	5,095	31	45	5,045	36	10,252
	Female	3,232	253	9	3,358	118	6,970
	Total	8,327	284	54	8,403	154	17,222
2024	Male	4,980	64	50	4,967	27	10,088
	Female	3,144	306	10	3,344	96	6,900
	Total	8,124	370	60	8,311	123	16,988

Ratio of basic salary of men and women, soum

GRI 405-2

Indicator		Average salary of male and female employees at the end of the reporting period, by employee categories				
		Heads of departments	Specialists	Technical staff	Service staff	Production staff
2022	Male	9,991,865	6,186,352	5,129,142	4,718,551	4,484,276
	Female	4,846,261	5,343,796	5,579,592	3,578,890	4,021,334
	Ratio of base salary of male and female employees	0.49	0.86	1.09	0.76	0.90
2023	Male	11,851,922	8,588,283	6,975,312	5,417,840	5,280,292
	Female	6,167,053	5,332,225	6,974,998	4,127,688	4,861,208
	Ratio of base salary of male and female employees	0.52	0.62	1.00	0.76	0.92
2024	Male	12,144,560	9,509,325	6,242,771	5,909,585	6,305,026
	Female	10,656,449	8,129,497	5,124,692	4,884,304	5,381,413
	Ratio of base salary of male and female employees	0.88	0.85	0.82	0.83	0.85
Change in the ratio of the base salary of male and female employees in 2024 compared to 2023,%		0.69	0.38	(0.18)	0.08	(0.07)

Ratio of base salary and remuneration of men and women, soum

GRI 405-2

Indicator		Average remuneration of male and female employees at the end of the reporting period, by employees category				
		Heads of Departments	Specialists	Technical Staff	Service Staff	Production Staff
2022	Male	2,256,211,579	1,757,428,470	91,516,900	1,773,694,050	13,725,006,503
	Female	489,242,953	1,368,761,956	1,369,249,433	1,137,618,800	8,796,526,929
	Ratio of base salary of male and female employees	0.22	0.78	14.96	0.64	1
2023	Male	2,569,263,791	1,898,290,689	77,388,500	1,812,961,000	13,818,462,021
	Female	529,592,085	1,395,016,596	1,305,896,000	1,137,972,361	8,675,740,103
	Ratio of base salary of male and female employees	0.21	0.73	16.87	0.63	0.63
2024	Male	2,733,261,028	2,618,523,998	145,997,500	2,563,318,033	8,535,203,507
	Female	664,119,403	2,001,062,246	1,833,875,025	1,580,469,100	12,219,677,307
	Ratio of base salary of male and female employees	0.24	0.76	12.56	0.62	1
Change in the ratio of base remuneration of male and female employees in 2024 compared to 2023, %		0.18	0.04	(0.26)	(0.02)	0.05

Appendix 3. Glossary

BCT	Biochemical Wastewater Treatment
CAPEX	Capital Expenditures
CBAM	Carbon Border Adjustment Mechanism
CH₄	Methane
CO₂	Carbon dioxide
CSR	Corporate Social Responsibility
EIA	Environmental Impact Assessment
EMS	Environmental Management System
EP	Environmental Protection
ERM	Enterprise Risk Management
ERP	Enterprise Resource Planning
ESG	Environmental, Social, Governance
GHG	Greenhouse Gases
GHS	Globally Harmonized System of Classification and Labelling of Chemicals
GJ	Gigajoule
GMO	Genetically Modified Organism
GRI	Global Reporting Initiative - International Standard for Sustainability (ESG) Reporting of Companies
GWP	Global Warming Potential
HEI	Higher Education Institution
HPMC	Hydroxypropyl Methylcellulose
ICT	Information and Communication Technologies
IEA	International Energy Agency
IFRS	International Financial Reporting Standards
IMS	Integrated Management System
IPCC	Intergovernmental Panel on Climate Change
ISO	International Organization for Standardization
JSC	Joint Stock Company
JSC UZEX	Joint Stock Company "Uzbek Republican Commodity and Raw Materials Exchange"
KPI	Key Performance Indicators
LC	Labor Code
LLC	Limited Liability Company
MPE	Maximum Permissible Emissions
MPD	Maximum Permissible Discharge

MW	Megawatt
N ₂ O	Nitrous Oxide
NAS	National Accounting Standard
NGFS	Network for Greening the Financial System
NO _x	Nitrogen Oxides
OHS	Occupational Health and Safety
PP	Resolution of the President of the Republic of Uzbekistan
PS	Polluting Substance
PSIC	Potential Serious Incident Count
PVC	Polyvinyl Chloride
REACH	Registration, Evaluation, Authorization and Restriction of Chemicals - EU Chemical Safety Regulation
RUNR	Rational Use of Natural Resources
SASB	Sustainability Accounting Standards Board
SINI	State Institute of Nitrogen Industry
SPP	Solar Power Plant
SSP	Shared Socioeconomic Pathways - Common Socioeconomic Scenarios Used in IPCC Climate Modelling
SUE	State Unitary Enterprise
TCFD	Task Force on Climate-Related Financial Disclosures
UN SDGs	United Nations Sustainable Development Goals
UP	Decree of the President
USSR	Union of Soviet Socialist Republics
VAT	Value Added Tax
WRI	World Resources Institute
WTO	World Trade Organization

Appendix 4. Contact information

GRI 2-1, 2-3

Address:

5, Navoi city, 210105,
Republic of Uzbekistan



Telephone:

(99879) 223-28-11
(99879) 223-75-80
(99879) 229-18-22
(99879) 229-22-36



E-mail:

office@navoiyazot.uz



Internet resource:

JSC "Navoiyazot"