

About the Nor Nickel Group



President's letter

GRI 2-22

Dear colleagues,

I present to you Norinickel's 2024 Sustainability Report.

Although the Company continues to face major challenges in securing efficient, high-performance mining equipment as well as a tough sales and credit environment, we are steadily advancing our production, social, and environmental projects. Norinickel maintains a strong commitment to social support for employees and continues positive engagement with its host regions.

The Company also remains committed to a high level of transparency – something clearly demonstrated, among other things, through this Report, which is aligned as closely as possible with the UN Global Compact and the UN Sustainable Development Goals.

In the reporting year, we updated our system of corporate values, establishing safety, effectiveness, and care for people as Norinickel's three core values.

For 90 years, reliability has been a hallmark and defining feature of the Company. We believe it is important that, during this period of managerial and operational transformation, Norinickel remains focused on what truly matters and actively encourages employees to embrace these renewed values as a foundation for collective progress.

In 2024, Norinickel's operations remained stable and demonstrated strong resilience to external headwinds. Restructuring our operations management vertical marked a significant milestone in the deployment of Norinickel's new technology platform.

Importantly, the decision to merge the Norilsk and Monchegorsk production sites into the Polar Division was guided by the same set of values. The merger will enable robust end-to-end management of the entire production vertical – from mining to refining – regardless of the geographical location of mining, metals, or concentrator operations. The Trans-Baikal Division already operates under

the same structure, which has proven effective. I am confident that these transformations will enable us not only to navigate operational challenges more effectively but also to deliver on our strategic plans to increase ore extraction and grow metal output.

The overhaul of flash smelting furnace No. 2 at Nadezhda Metallurgical Plant was successfully completed on schedule. Recognising the need to expand metallurgical capacities in response to future growth in mining output, we continue to prioritise metallurgical development. We position Nadezhda Metallurgical Plant as a centre of growth and metallurgical excellence as well as a platform for deploying our modernisation capabilities.

We are advancing the development of the Kolmozerskoye lithium deposit, where Norinickel and its partner plan to build a state-of-the-art mining and processing plant that will anchor Russia's emerging lithium industry.

It would be remiss of me not to mention workplace safety. Achieving fatality-free operations remains top of mind for us. In 2024, we managed to maintain injury rates at the 2023 levels, although we did not achieve our Vision Zero ambition. Also, I would like to highlight the growing involvement of employees in health and safety, which reflects a greater awareness of the importance of adhering to the strictest safety standards – what we refer to as the Golden Rules of Safety. Officers responsible for workplace safety are also demonstrating increasing levels of ownership. I am confident that our professional H&S team will continue to step up their efforts. They have named their programme Life and Safety, which, in my view, aptly reflects both our aspirations and the significance of this challenge.

The Sulphur Project, driven by our care for Norilsk residents and the families of our employees, achieved a major milestone in 2024. Towards the end of the year, the Company verified both its emissions reductions and off-gas recovery volumes. We fully met our 2024 commitments by recovering 390 kt of sulphur dioxide, exceeding the target of 377 kt, with a recovery rate of over 99%.

Employee health and safety remain top of mind for us. But it goes beyond industrial safety – we strive to provide our people with favourable working



For 90 years, reliability has been a hallmark and defining feature of the Company.

Between 2021 and 2024, the Company introduced a series of additional measures to enhance its benefits package, placing greater emphasis on targeted support for specific categories of employees. Measures taken included topping up maternity leave pay to match full basic salary and increasing financial assistance at childbirth and during parental leave until the child reaches the age of three. The level of reimbursement for relocation expenses was also increased.

In 2024, we continued our Made with Care programme, aimed at renovating public and amenity spaces at our production enterprises. A total of 187 facilities, measuring 25 thousand sq m overall, were refurbished (a 20% y-o-y increase), resulting in improved working conditions for more than 11 thousand Norinickel employees.

The Company places a special emphasis on advancing its social strategy across its footprint. Last year, Norinickel made further progress on its Comprehensive Norilsk Renovation Plan, which received high praise from Valentina Matvienko, Speaker of the Federation Council.

We remain focused on improving quality of life for local communities. Norinickel supports the indigenous peoples of the North, treating their traditional way of life with care and respect, while protecting their interests. In 2024, comprehensive research was conducted, with the findings from environmental and ethnological studies of the areas adjacent to the Kolmozerskoye deposit presented for public discussion. Additionally, the impact of the facilities under construction in areas of traditional economic activities was assessed.

I believe that in 2024, Norinickel reaffirmed its commitment to the sustainable development goals – delivering steady growth that is consistent, balanced, and people-centred. This principle remains at the heart of everything we do, regardless of shifting external circumstances.

Vladimir Potanin
President of MMC Norilsk Nickel

conditions and create opportunities for professional growth and development aligned with the needs of the economy of the future.

In 2024, employee salaries were increased by 10% as part of a cost-of-living adjustment. Between 2019 and 2024, total wage growth amounted to 74%, outpacing consumer price increases over the same period.

In November, the collective bargaining agreement of MMC Norilsk Nickel was extended for the 2024–2027 period, ensuring continuity and alignment between employee interests and those of the Company. Our collective bargaining agreement has not been amended and remains one of the best in the country and across the industry. Norinickel continues to offer employee support that goes well beyond statutory requirements.

Chairman's letter

Nornickel won the national Responsible Business Leadership award and earned the highest possible rating (AAA+) in the Anti-Corruption Ranking of Russian Business.



Dear colleagues,

Sustainability principles underpin Nornickel's corporate culture, guiding our day-to-day activities and shaping the Company's reputation. In 2024, we not only remained committed to our core environmental, social, and economic priorities but also significantly expanded our efforts under the updated 2031 Environmental and Climate Change Strategy and the 2030 Socially Sustainable Development Strategy.

The Board of Directors focused on advancing sustainability practices while pursuing economic growth, strong financial performance, and improved engagement with investors, local communities, indigenous peoples, and other stakeholders.

The merger of the Norilsk and Kola Divisions marked a major milestone in the reporting year. The new management structure enables faster, better-informed decisions while enhancing process manageability – a capability that is more important than ever in today's environment. We are confident that this step will drive further improvements in the Company's performance.

Sustainability is firmly embedded into Nornickel's management framework. The Company's commitment to sustainability principles is reflected in the KPI scorecards of senior management, where HSE metrics carry a significant 20% weighting.

The Company's efforts have been recognised with top-tier industry rankings and a number of sector-specific awards. As an illustration, Nornickel won the national Responsible Business Leadership award and earned the highest possible rating (AAA+) in the Anti-Corruption Ranking of Russian Business. External expert assessments also confirm the Company's strong compliance with the recommendations of the Corporate Governance Code of the Bank of Russia and with international standards.

Nornickel's initiatives, such as the Sulphur Project, Clean Norilsk, Corporate Healthcare, and the programme for the comprehensive revitalisation of the Arctic urban landscape in Norilsk, contribute to the well-being of people across its footprint and support the achievement of federal project targets.

The year 2024 marked twenty years since we started our corporate non-financial reporting journey, reflecting our responsible approach to advancing the sustainability agenda and maintaining dialogue with a broad range of stakeholders.

It is also important to emphasise the strengthening our engagement with the indigenous peoples of the North. We maintain continuous dialogue with them and ensure their interests are incorporated into our management decision making. In 2024, a new version of our [Policy of Engagement with Indigenous Small-Numbered Peoples](#) was approved, developed in collaboration with leading independent experts and representatives of tribal communities. The reporting year also marked the completion of our five-year targeted support programme for the indigenous peoples of the Taimyr Peninsula. During this period, 33 homes and 3 rural health posts were built, more than 20 apartments were purchased, and support was provided for numerous initiatives in education, culture, and sports. Also in 2024, we signed a supplementary agreement with the Federal Agency for Ethnic Affairs, marking another step towards institutional support for initiatives aimed at preserving indigenous cultural heritage, improving access to education for indigenous communities, and increasing their participation in public dialogue.

The Company continues to actively foster partnerships with government authorities, public administration bodies, and the scientific and expert communities, while also introducing innovations and applying best practices to enhance its health and safety system and mitigate environmental risks. Examples include the development of a unique geotechnical monitoring system and extensive ecosystem research across our regions of operation.

With cyber challenges on the rise, our focus is on information security, protecting the Company and its employees. In 2024, we handled almost 20 thousand information security events and successfully addressed around 1 thousand cyber incidents. A recent audit confirmed the high maturity level of our information security model, strong management buy-in to business processes, and the Company's preparedness to address emerging threats and challenges. Particular attention was also given to strengthening the cybersecurity culture among employees.

Our goal is to maintain a fair balance among the interests of all stakeholders. Regular open online dialogues between employees and management have become an effective tool for identifying internal communication barriers and addressing urgent concerns.

With sustainability embedded in Nornickel's DNA, we are well-positioned to pursue further growth aligned with the interests and values of modern society.

Chairman of the Board of Directors, MMC Norilsk Nickel

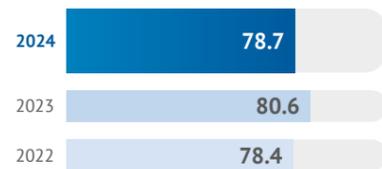
Key figures¹

Labour practices



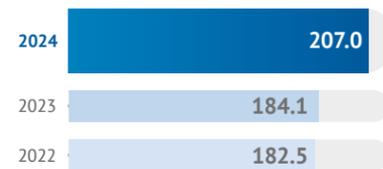
Employment and social support for employees

Nornickel's average headcount (thousand people)



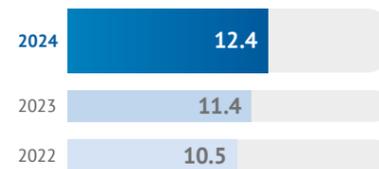
The launch of the Sulphur Project at Nadezhda Metallurgical Plant, along with the start of other projects, significantly contributed to headcount growth in 2023. The year-on-year decrease in 2024 was driven by the Company's investment strategy, efficiency improvement programme, and organisational and technical changes.

Average monthly salary at Nornickel (RUB thousand)



In 2024, employee salaries were increased by 10% to reflect the cost-of-living adjustment. The Company's average monthly salary stands at RUB 207 thousand – 2.1 times the national average.

Employee turnover (%)



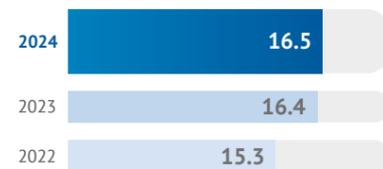
Employee turnover remains in line with industry benchmarks. The 1 p. p. y-o-y increase was due to the Company's ongoing efficiency initiatives.

Nornickel employees covered by collective bargaining agreements (%)



Nornickel respects the right of employees to enter into collective bargaining agreements, some of which were updated in 2024. Most of the Group's workforce is covered by these agreements.

Spending on social programmes and benefits (RUB bn)

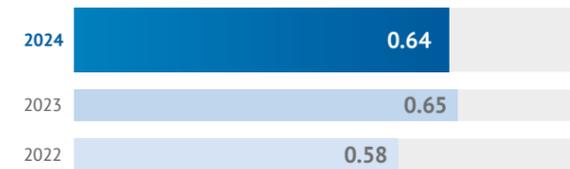


In 2024, spending on social programmes and benefits totalled 1.4% of the Group's revenue. Travel expenses and baggage fees (22.1%), health resort treatment (15.1%), and VHI (13.4%) accounted for the largest share of total expenses.



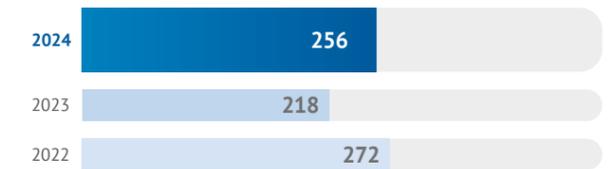
Occupational health and safety

LTIFR



The Company continues to strengthen its system for recording, classifying, and investigating incidents. In 2024, the Company achieved an all-time low fatal injury frequency rate (FIFR).

H&S expenses per employee (RUB thousand)



The largest share of health and safety expenses came from the provision of personal protective equipment (PPE). Changes in this indicator, among other things, depend on the number and type of actual and planned activities to improve the H&S system during the reporting period.

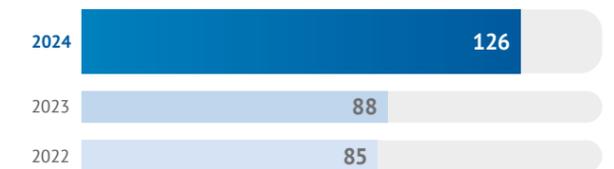
Human capital development

Employee engagement rate (%)



The employee engagement rate at Nornickel is in line with the industry. A slight decrease in 2024 was due to elevated uncertainty, resulting in respondents' cautious answers in assessing prospects.

Average hours of training per year per employee (based on average headcount)



In the reporting year, Nornickel further enhanced its training ecosystem and recorded an increase in training volumes, which was due, among other things, to both regulatory changes and the transformation of a manager's role within the Company.

¹ All intensity metrics are per RUB million of revenue under consolidated IFRS financial statement disclosures.

Environment

Climate change

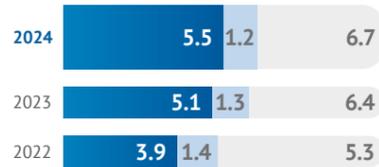
GHG emissions (Scope 1 and 2)¹
(mln t of CO₂ equivalent)²



■ Provision for GHG emissions from the Sulphur Project
■ Actual GHG emissions (Scope 1 and 2)

GHG emissions (Scope 1 and 2) decreased year-on-year. The change in emissions intensity between 2023 and 2024 was largely due to lower Group revenue.

GHG emissions (Scope 3)
(mln t of CO₂ equivalent)⁴



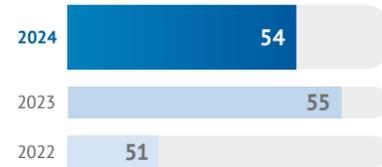
■ Upstream
■ Downstream

Key drivers behind the changes in Scope 3 (downstream) emissions in 2024 included changes in the Group's sales volumes, product mix, and customer portfolio, as well as the geographical distribution of sales.

Actual GHG emissions intensity (Scope 1 and 2)³
(t of CO₂ equivalent/RUB mln)²



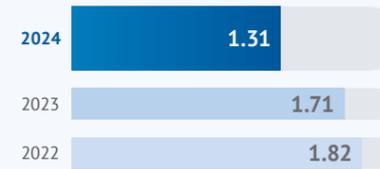
Share of renewables in electricity consumption (%)



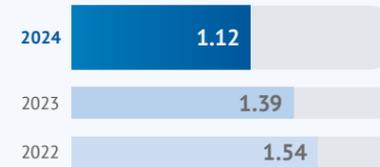
In 2024, the Company made further progress on its projects to ramp up the use of renewables, achieve energy savings, and improve the reliability of electricity and gas supplies.

Air

Air pollutant emissions (mln t)



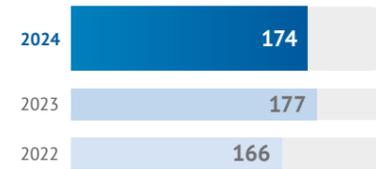
Air pollution intensity (t/RUB mln)



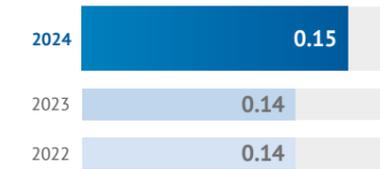
Air pollutant emissions were reduced by 23.5% following the launch of two process lines under the Sulphur Project for comprehensive testing: the recovery rate for sulphur dioxide emissions from Nadezhda Metallurgical Plant reached 99.1% (390 kt recovered). Importantly, the Company achieved this record reduction in emissions while maintaining output close to 2023 levels. Changes in emissions intensity were largely driven by the decline in emissions volumes.

Waste

Waste generation (mln t)

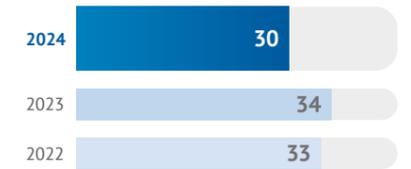


Waste generation intensity (kt/RUB mln)



No significant year-on-year changes in waste generation were recorded in 2024.

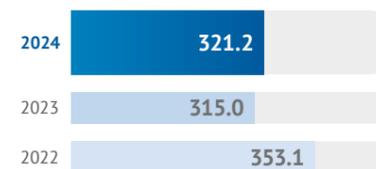
Waste recovery (mln t)



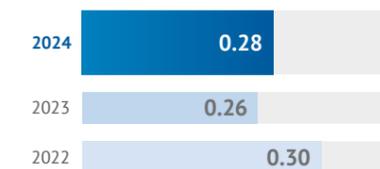
In order to increase its waste recovery, Nornickel implements in-house projects to process construction waste into certified crushed stone, sort waste in Monchegorsk, and transfer waste to third parties for recovery.

Water use

Total water withdrawal (Mcm)

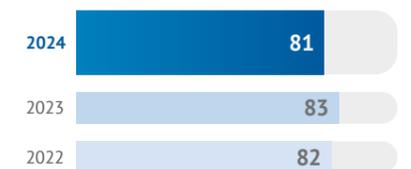


Water withdrawal intensity (thousand m³/RUB mln)



In 2024, total water withdrawal grew by 6 Mcm y-o-y. The Company runs regular monitoring programmes for water bodies and water protection zones at all operational sites where water is used.

Share of water reused and recycled (%)



Nornickel's key production facilities operate closed-loop water systems to make sure water withdrawal levels remain fairly low.

¹ Including a GHG emissions provision for the Sulphur Project and GHG emissions generated from heat and electricity supplies to the public.

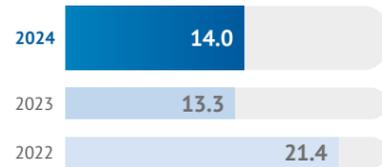
² Retrospective data have been adjusted to include the Sulphur Project GHG emissions provision at Copper Plant.

³ Net of the Sulphur Project GHG emissions provision at Nadezhda Metallurgical Plant, but including actual emissions from the Sulphur Project in 2024.

⁴ Scope 3 (downstream) includes all of the Company's products.

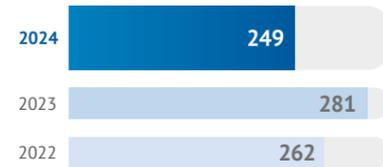
Contribution to the development of regions and local communities

Charitable expenses (RUB bn)



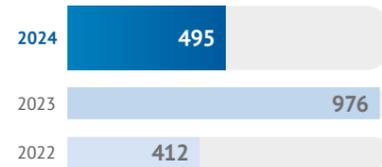
In 2024, charitable expenses totalled 1.2% of Group revenue for the year.

Tax and non-tax payments to budgets of various levels (RUB bn)



Changes in the tax and non-tax payments for 2024 were due to lower Group revenue.

Support for the indigenous peoples of the North (RUB mln)



In 2024, Nor Nickel wrapped up its Programme for Promoting Social and Economic Development of the Taimyrsky Dolgano-Nenetsky Municipal District in 2020–2024, having fully delivered the committed RUB 2 billion in funding. In 2025, Nor Nickel plans to advance efforts across its key strategic focus areas for engagement with indigenous peoples.



Operational performance¹

Revenue (RUB bn)

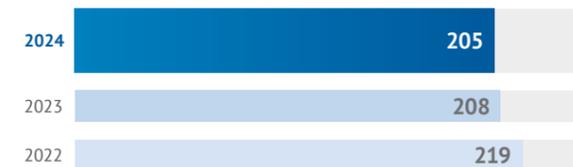
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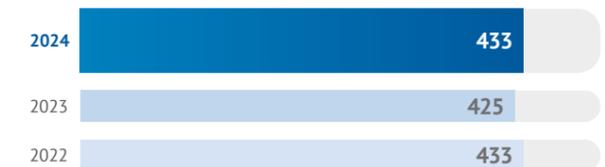
The change in revenue trend in 2024 was driven by lower market prices for nickel and platinum group metals.

SASB EM-MM-000.A

Production of nickel (from own feed) (kt)



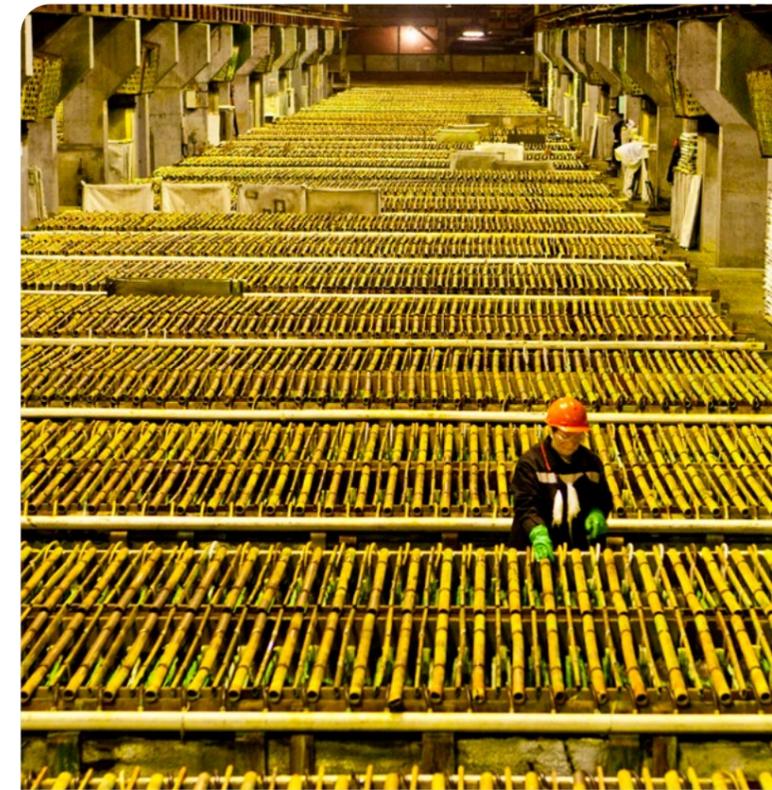
Production of copper (from own feed) (kt)



Production of palladium (from own feed) (koz)



Production of platinum (from own feed) (koz)

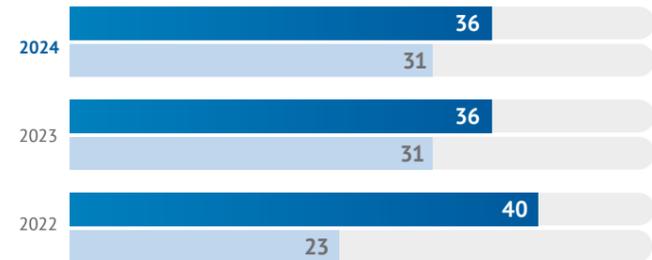


Governance

Percentage of independent directors on the Board of Directors (%)



Percentage of women on the Board of Directors and Management Board (%)



■ Women on the Board of Directors
■ Women on the Management Board

The Company's Board of Directors is well-balanced in terms of independence and gender, contributing to effective decision making that takes into account the interests of a wide range of stakeholders and aligns with both national and international best practices.

Throughout 2024, Nor Nickel implemented a range of operational excellence initiatives. As a result, the Company exceeded its production guidance for all key metals, outperforming its 2024 production targets.

¹ Group data, including foreign companies of the Polar Division.

Norilsk Nickel Group profile

GRI 2-1, 2-6

Norilsk Nickel is:

- 1 a diversified metals and mining group
- 2 the world's largest palladium producer
- 3 one of the leading global producers of nickel, platinum, copper, and other metals with a low carbon footprint
- 4 a significant supplier of metals essential for the development of a low-carbon economy and green transport
- 5 a vital player in the Russian Arctic zone, with its assets operating as backbone enterprises for four cities (Norilsk, Dudinka, Monchegorsk, and Zapolyarny)

Nornickel's products

- Pd** Palladium
- Ni** Nickel
- Pl** Platinum
- Cu** Copper
- Ag** Silver
- Ru** Ruthenium
- Rh** Rhodium
- S** Sulphur
- Co** Cobalt
- Au** Gold
- Ir** Iridium
- Se** Selenium



Position in the industry¹

Proven and probable ore reserves²

1,373 mln t Polar Division **272** mln t Trans-Baikal Division

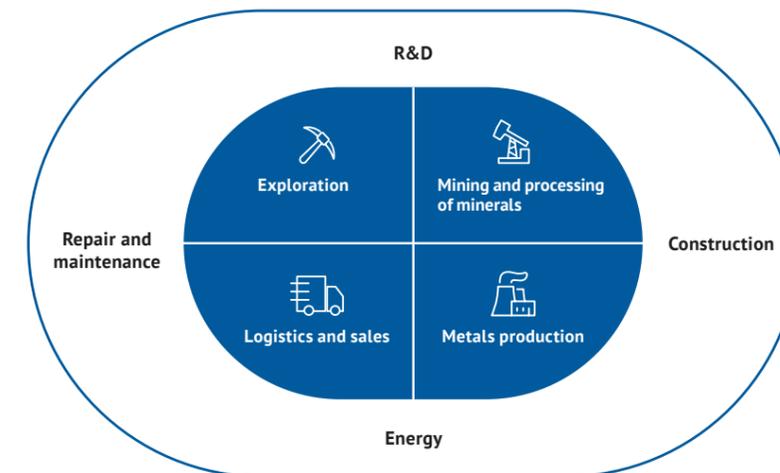
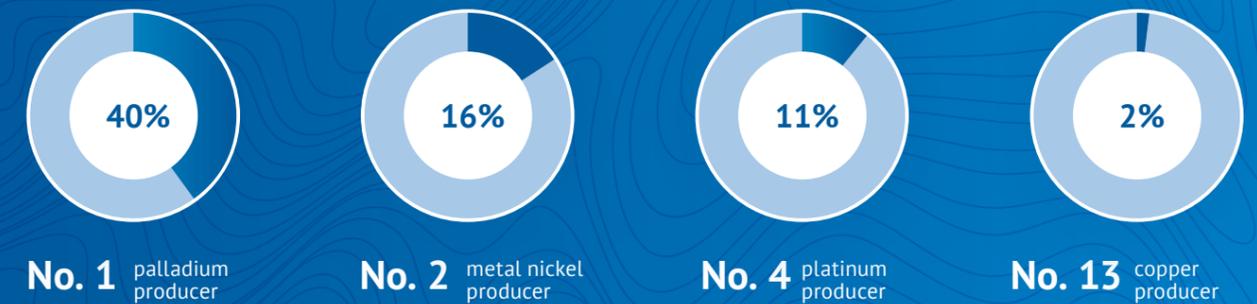
Reserves-to-production ratio at the current production level

>70 years Polar Division **>20** years Trans-Baikal Division



>300 customers from across the globe

Market share



Nornickel's vertical integration is a key strategic advantage

¹ For palladium, platinum, and rhodium markets – in terms of refined metals production (including tolling arrangements), for the copper market – in terms of mining production (globally). For the nickel market – in terms of metal nickel production.
² Changes primarily affected disseminated ores. Their prices increased relative to processing costs following adjustments to the macroeconomic outlook. The decline in proven reserves of rich ores is attributable to ongoing deposit development.



Nornickel's sustainable growth strategy contributes towards the UN Sustainable Development Goals and Russia's national goals and projects.

Nornickel's contribution to the Stable and Dynamic Economy national goal

Targets and objectives:

a) Ensure GDP growth above the global average and achieve fourth place by GDP globally by 2030 [...]

Nornickel's performance highlights and plans

9.1% the Group's share of Russia's metals production in 2024

2.2% the Group's share of Russia's industrial output in 2024

Nornickel's contribution to the International Cooperation and Exports national project

Relevant UN SDGs



Related federal projects

Industrial Exports

Developing International Infrastructure

Systemic Measures to Develop International Cooperation and Exports

Nornickel's key initiatives and focus areas

Metal product exports

Development of the icebreaker fleet and transportation along the Northern Sea Route

Improving transport connectivity for remote locations (for more details, please see the [Contribution to the Development of Local Communities](#) section).

Norilsk Nickel Group

>90

units¹ comprised the Nornickel Group as at the end of 2024

2 countries

hosting the Group's production assets – Russia (Norilsk Industrial District, Kola Peninsula, and Trans-Baikal Territory) and Finland

4 core divisions

bringing together a number of the Group's companies and branches

3 cities

housing the Head Office teams (Moscow, Saint Petersburg, and Norilsk). The Head Office is based in Moscow



¹ Including Russian and international business units.

Group divisions¹

Polar Division

In September 2024, two divisions – Norilsk and Kola, which comprised the Group’s core operating assets – were merged into the Polar Division to enhance Nor nickel’s operational efficiency and financial stability, streamline internal processes, and break down organisational silos.



 Taimyr Peninsula, north of the Krasnoyarsk Territory, Russia

 Deposit development and full metals production cycle – from mining of rich, cupriferous, and disseminated copper-nickel sulphide ores to manufacturing of end products

 Oktyabrskoye and Talnakhskoye deposits, Norilsk-1 deposit as well as non-metallic deposits (Ozero Lesnoye, Gorozubovskoye, Kayerkanskoye, Mokulayevskoye, and Gribanovskoye), development projects (Maslovskoye and the Western flank of the Oktyabrskoye deposit), and high potential areas (Yuzhno-Norilskaya, Mikchangdinskaya, and Arylakhskaya)

 Kola Peninsula, Murmansk Region

 Development of deposits within the Western Ore Cluster, mining and further processing of disseminated copper-nickel sulphide ores

 Zhdanovskoye, Zapolyarnoye, and Tundrovoye deposits

[The Nor nickel Group’s production chain is described in its 2023 Sustainability Report.](#)

¹ For more details on deposits and the Group’s business model, please see [Nor nickel’s 2024 Annual Report](#).

Trans-Baikal Division



 Trans-Baikal Territory, Gazimuro-Zavodsky Municipal District

 Exploration, mining, and further processing of gold-iron-copper ores

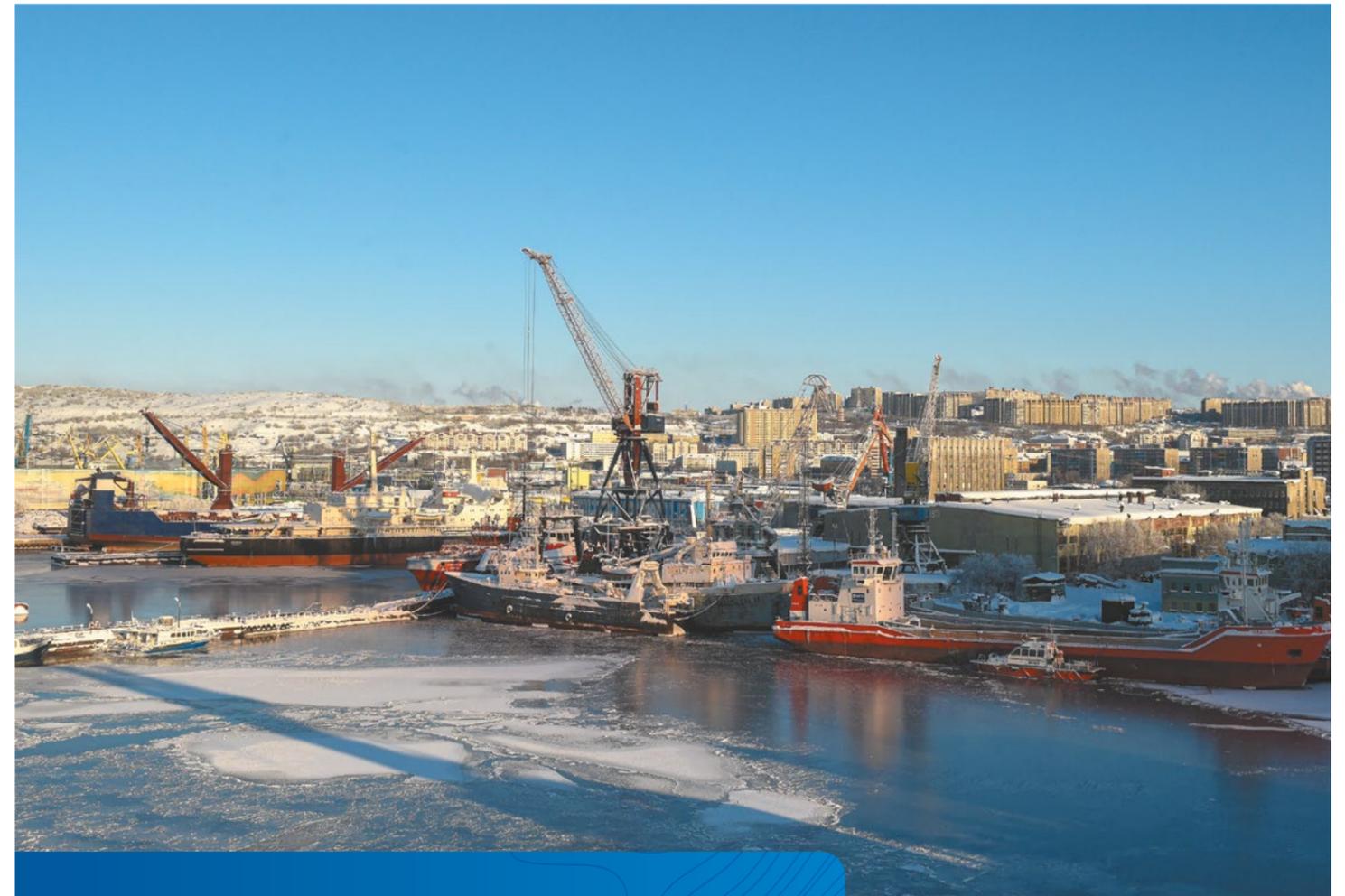
 Bystrinskoye deposit, development projects (Bystrinsko-Shirinskoye and Bugdainskoye deposits, flanks of the Bystrinskoye deposit), and high-potential areas (Alenuyskaya, Shamyanskaya, Mostovskaya, and Dogyinskaya)



Energy Division



Sales Division



Norilsk Industrial District



Production and transportation of natural gas and gas condensate, generation of heat and electricity for the Company's production assets, local consumers, and residents of the Norilsk Industrial District, as well as organising supplies and storage of light and heavy petroleum products in the Far North



Pelyatkinskoye, Yuzhno-Soleninskoye, Severo-Soleninskoye gas condensate fields, Messoyakhskoye gas field



Sales network companies in Russia, Switzerland, and China (Shanghai and Hong Kong SAR)



Identifying distribution channels for the Company's products, building and expanding the customer base, selling end and semi-products, ensuring customer satisfaction with the product and service quality, venturing into new product segments and sales markets, conducting market research, and pursuing R&D in science and technology to boost demand for the Company's products



90 years of progress

2025 marks a special milestone for Nornickel as the Company celebrates its 90th anniversary. Since 1935, everyone involved in building one of Russia's largest metals and mining companies has been making history – a history full of discoveries, challenges, and successes. The Company is moving forward with confidence,

drawing on its legacy and pursuing ambitious plans for the future, steadily achieving its operational and financial goals, and improving the quality of life for thousands of employees and residents across the Group's footprint.

Despite numerous external headwinds, Nornickel's priorities remain unchanged: in 2024, the Company fulfilled all its obligations to employees and the government, advanced its investment programme with a focus on mining projects and the environmental well-being of its operating regions, and aimed to maintain financial stability, along with a conservative approach to debt management.

Milestones in Nornickel's growth and evolution



Beginnings

1935–1959

Construction of Norilsk Metallurgical Plant on the Taimyr Peninsula and of Severonickel Plant on the Kola Peninsula commenced.

The first batches of converter matte and saleable nickel were produced in 1939.

By late 1953, Norilsk Plant produced 35% of nickel, 12% of copper, 30% of cobalt, and 90% of PGMs of the Soviet Union's total output.

Development of new deposits and launch of new production facilities

1960–1992

Major sulphide deposits of copper-nickel ores of the Talnakh Ore Cluster were discovered.

The construction of mines and the town of Talnakh started on the Taimyr Peninsula.

The first batch of carbonyl nickel was produced at Severonickel Plant.

Komsomolsky, Oktyabrsky, and Taimyrsky Mines were launched; Talnakh Concentrator and Nadezhda Metallurgical Plant were commissioned.

Severonickel Plant celebrated first production of electrolytic copper.

Transformation

1993–2012

The Norilsk Nickel State Concern for the Production of Precious and Non-Ferrous Metals was transformed into RJSC Norilsk Nickel.

In 2001, the Company was restructured, with shareholders owning a combined 96.9% stake in RJSC Norilsk Nickel exchanging their shareholdings for shares in OJSC MMC Norilsk Nickel. Company shares started trading on the RTS and MICEX stock exchanges, and first American Depositary Receipts (ADRs) were issued.



New strategy implementation

2013–2020

A new management team took the helm of the Company. The Board of Directors adopted a new long-term development strategy focused on world-class production assets.

The largest greenfield project in the Russian metals industry was constructed from scratch in the Trans-Baikal Territory.

A programme was launched to improve the environmental conditions across the Company's footprint, including the shuttering of Nickel Plant in Norilsk, the closure of obsolete metallurgical facilities in the Murmansk Region, and the launch of the Sulphur Project.

Moderate growth strategy

2021–2030

Amid global uncertainty, the Company is pursuing a strategy of moderate growth while continuing to comprehensively develop its mining capabilities, expand its processing capacities, as well as advance the completion of the Sulphur Project, with a drastic reduction in emissions across all production sites, in 2027. Nornickel is doubling down on operational efficiency by transforming its governance system. Notable accomplishments to date include the launch of the Sulphur Project at Nadezhda Metallurgical Plant, the development of Eurasia's deepest ore horizons, and first production at the Glubokaya shaft of Skalisty Mine.

Map of Nornickel's 2024 highlights



01

January

- Launch of Artistic Perspectives of Exploration: The Explorer and the Artist, a major art and educational project
- Victory in the national Responsible Business Leadership awards
- First payments to DFA holders, equivalent to Nornickel dividends

03

March

- The Company Vice Presidents' Direct Line Q&A session
- Presentation of the Company's innovative developments for carbon-free energy in Beijing
- Signing of an agreement for the supply of next-generation radioisotope instruments
- Deployment of an electronic trading/bidding platform to improve transparency of the Company's procurement procedures

05

May

- Start of the replacement of one of the two furnaces at Nadezhda Metallurgical Plant
- Presenting the Company's 2023 sustainability highlights
- Presentation of four of the Company's software import substitution projects for the industry at CIPR Conference
- Signing of information security agreements

07

July

- Employee pay rise (Group employee salaries increased by 10%)
- Completion of the installation of a backup fibre-optic link between Novy Urengoy and Norilsk
- Studies on the Norilo-Pyasinskaya water system
- Drilling of new wells at the Pelyatinskoye gas condensate field

09

September

- Establishment of the Polar Division, launch of a transformation across operations and management
- Inauguration of the Battery Technology Centre in Saint Petersburg
- Signing of Russia's largest-ever deal to purchase carbon units
- Update of the Policy of Engagement with Indigenous Small-Numbered Peoples

11

November

- Launch of a project to build a solar power plant in the Trans-Baikal Territory
- Extension of collective bargaining agreements until 2027
- Signing of a new cooperation agreement with the Trans-Baikal Territory

02

February

- Approval of the updated Environmental and Climate Change Strategy and Key Focus Areas of Carbon Neutrality
- Holding public hearings on the outcomes of the 2023 Big Scientific Expedition
- Signing of strategic cooperation agreements with two Russian software developers
- Assessment of the Norilsk renovation project outcomes by Federation Council representatives

04

April

- Split of Nornickel shares
- Wrap-up of the Sulphur Project's early results
- Announcement of the Company's plans to relocate part of its copper production capacity to China

06

June

- Signing of an agreement to strengthen support for the indigenous peoples of the North
- Completion of the fieldwork stage of exploration at the Kolmozerskoye lithium deposit
- Launch of annual assessments of suppliers against sustainability criteria
- Launch of the second cycle of the Digital Investor programme

08

August

- Transfer of housing and new infrastructure to Taimyr settlements
- Release of hundreds of thousands of sturgeon fingerlings into the Yenisei River
- First batch of converter matte produced by Nadezhda Metallurgical Plant's new furnace

10

October

- Launch of the Code of Ethics for the Information Security Market
- Launch of Nornickel platinum and palladium trading on the Moscow Exchange
- Nornickel's annual strategy session

12

December

- Opening of a new corporate medical centre in Talnakh
- Issuance of carbon credits generated by the Company's climate project
- Launch of the air quality monitoring system in Norilsk
- Verification of the Sulphur Project's effectiveness in Norilsk