

04 Comfortable and safe living environment



Contribution to the development of local communities

The Group's key regions of operation in Russia



Norilsk



Dudinka



Monchegorsk



Pechengsky Municipal District, Murmansk Region (Zapolyarny)



Gazimuro-Zavodsky District, Trans-Baikal Territory

Cooperation with the authorities and civil society to ensure sustainable development and social stability in its regions of operation is a priority non-core activity for Nornickel. To this end, the Company joins efforts with its stakeholders to address economic, social, and environmental matters. The Company fosters a favourable environment for regional development by implementing impactful infrastructure projects, makes a systemic contribution to socio-economic progress, and helps improve living standards and promote a culture of giving.

The Company's [2030 Socially Sustainable Development Strategy](#) sets out its goals, KPIs, and relevant measures aimed at securing leadership in shaping the industry's social agenda and delivering a new quality of life for local communities and indigenous peoples.

Key focus areas for local community development

<p>Contribution to economic development</p>	<ul style="list-style-type: none"> Budget payments Supporting local employment Promoting stronger cooperation 	<ul style="list-style-type: none"> Operation of essential service providers within the Group (energy, transport)
<p>Improving living standards in local communities</p>	<ul style="list-style-type: none"> Systematic implementation of charitable programmes Promotion of sports and culture Employee volunteering 	<ul style="list-style-type: none"> Support for vocational education institutions
<p>Infrastructure development</p>	<ul style="list-style-type: none"> Housing construction Area improvements Bridge and road reconstruction Construction and redevelopment of educational, healthcare, sports, cultural, and entertainment facilities 	<ul style="list-style-type: none"> Rollout of high-speed internet access in Norilsk Utility service efficiency improvements (Smart City initiative)

Breakdown of social, infrastructure, and sponsorship expenses and staff costs by accruals and payments (RUB bn)

GRI 2-4

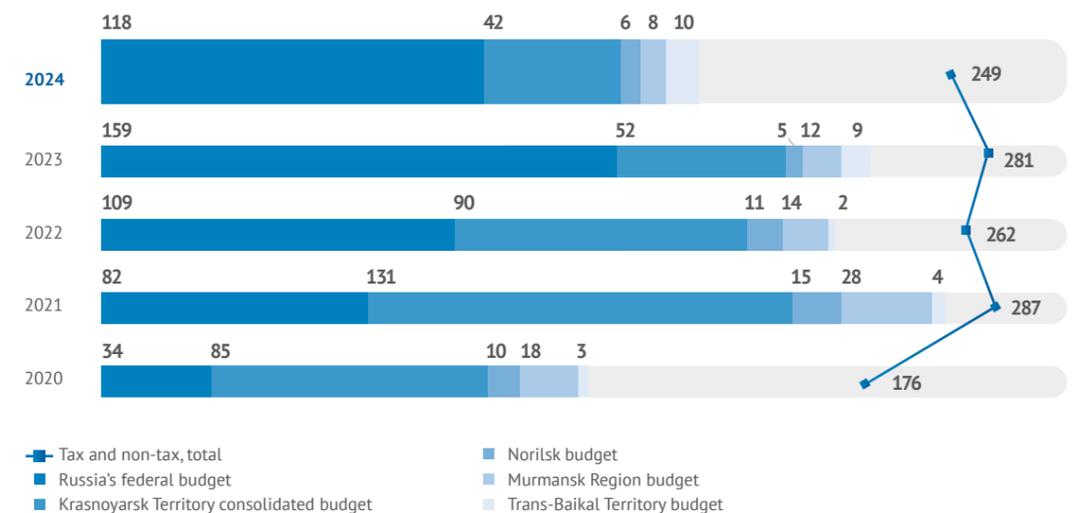
Year/Category	By accruals			By payments						
	Charity ¹	Social programmes and benefits for employees ²	Sponsorship ³	Total	Payments under social investments and programmes ^{4,5} (GRI 203-1)	Financing of subsidiary sports clubs	Charitable capital investments ⁶ (GRI 203-1)	Capital investments in infrastructure ⁷ (GRI 203-1)	Charity (GRI 203-1)	Total
2021	25.6	15.8	2.1	43.5	5.8	2.3	0.6	2.0	25.2	35.9
2022	21.4	15.6	1.8	38.8	7.5	2.2	2.4	1.0	21.7	34.8
2023	13.3	16.4	0.8	30.5	9.3	2.1	5.5	0.0	12.8	29.7
2024	14.0	16.5	0.5	30.9	9.0	2.4	2.1	0.1	14.0	27.6

Social and economic development of local communities

Budget payments

Tax and non-tax payments to local, regional, and federal budgets (RUB bn)

UNCTAD A.2.1 / MED-7



¹ Including COVID-19 response costs: 2021 – RUB 2.2 billion, 2022 – RUB 1.2 billion, 2023 – RUB 0.1 billion, 2024 – RUB 0.2 billion.
² Including COVID-19 response costs (employees): 2021 – RUB 2.6 billion, 2022 – RUB 0.3 billion.
³ Listed as "Sponsorship (sports and social projects)" in [Nornickel's 2023 Sustainability Report](#).
⁴ Listed as "Social investments and programmes, including investments in social infrastructure facilities" in [Nornickel's 2023 Sustainability Report](#).
⁵ In 2024, the Company's social spending amounted to RUB 12.0 billion (according to the consolidated financial statements), with charity expenses of RUB 14.0 billion and accruals and changes in estimates of liabilities under long-term agreements (social programmes) of RUB 4.2 billion (revenue).
⁶ Reported under "Capital expenditures on infrastructure improvements" in [Nornickel's 2023 Sustainability Report](#). In 2024, the indicator was expanded to include capital investments in tourism and urban infrastructure.
⁷ Reported under "Capital expenditures on infrastructure improvements" in [Nornickel's 2023 Sustainability Report](#).

The changes in the amounts of tax and non-tax payments in 2024 were due to lower revenue, resulting from a decline in average annual prices for nickel (-22%), palladium (-26%), and rhodium (-25%).

Tax revenues in the Company's regions of operation were largely affected by the application of the Russian Ministry of Finance's methodology for allocating income tax from former members of the consolidated taxpayer group (CTG) among the regions. Under this methodology, 60% of income tax payments by former CTG members in 2024 were pooled into a common "basket" and subsequently distributed across regions in proportion to the historical share of payments made by regional CTGs. Given Nornickel's large share of total CTG contributions in prior years, income tax payments from former CTG members increased in 2024.

Supporting local employment

GRI 203-2 GRI 14.9.4

The Company supports employment in the regions where it operates by establishing in-house recruitment centres – four such centres continued operations in 2024. In addition, the Company maintains open dialogue with institutions of higher, vocational, and additional education. This cooperation enables students to take internships with their future employer and align theoretical knowledge with practical experience. Nornickel also purchases educational literature and specialised equipment and contributes to the renovation of educational institution buildings and the construction of educational campuses in Norilsk and Chita. Nornickel managers actively engage with students, including through teaching at educational institutions. Nornickel also provides support to educational institutions in the Monchegorsk cluster.

The Company's regions of operation have consistently demonstrated low unemployment rates, with 2024 showing either a decrease or no change from the previous year. The registered unemployment rate across Russia stood at 0.4% as of the end of December 2024, which is in line with the unemployment levels observed in the Company's regions of operation¹.

Nornickel paid 97% of its prescribed allocation from the federal basket to the Krasnoyarsk Territory (10.4% out of 10.75%), 2.5% out of 3.03% to the Murmansk Region, and 0.2% out of 0.39% to the Trans-Baikal Territory.

Registered unemployment in key regions of operation² (%)

Region of operation	2020	2021	2022	2023	2024	Change 2024/2023
Norilsk	1.4	0.3	0.2	0.2	0.2	↔
Taimyrsky Dolgano-Nenetsky Municipal District	1.2	0.7	0.5	0.5	0.4	↓
Krasnoyarsk Territory	3.5	0.8	0.8	0.7	0.6	↓
Monchegorsk	2.2	1.7	1.2	0.6	0.4	↓
Zapolyarny	1.9	1.6	0.8	0.5	0.3	↓
Nikel	3.0	2.2	1.4	0.7	0.7	↔
Murmansk Region	2.7	1.4	0.8	0.6	0.4	↓
Trans-Baikal Territory	5.3	1.5	1.1	0.8	0.5	↓

¹ Source: UIISS.
² At the end of the reporting year. Sources: interactive portal of the Krasnoyarsk Territory Employment and Occupation Agency, interactive portal of the Murmansk Region Public Employment Service, the Ministry of Labour and Social Protection of the Trans-Baikal Territory.



Supporting local suppliers

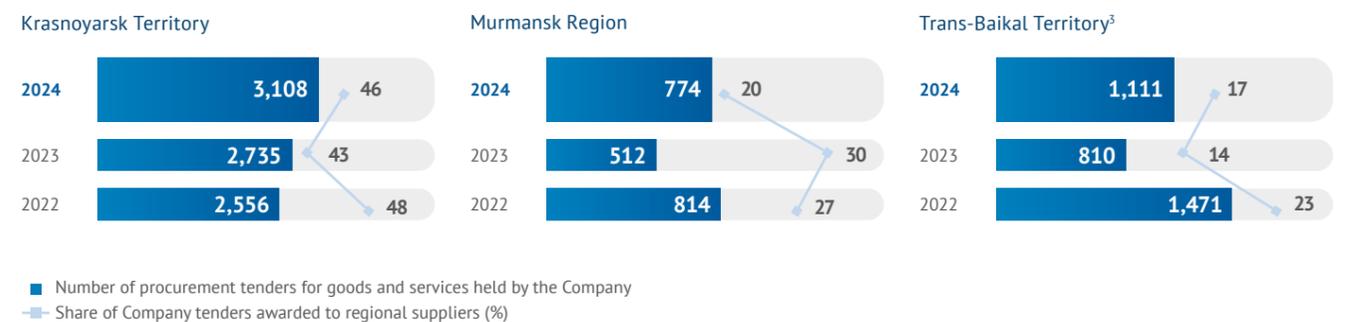
GRI 203-2 GRI 14.9.4

To strengthen local economies across its footprint and optimise supply chains, Nornickel is building partnerships with local enterprises in its regions of operation through long-term contracting. Company representatives maintain a regular cadence of meetings with local commercial organisations to update them on Nornickel's activities, upcoming procurement plans, and terms

of cooperation. In addition, Nornickel provides training for local suppliers on how to participate in tenders, register on the tender platform, and access information on ongoing procurement processes.

In 2024, the Company continued to implement its import substitution policy, focusing on sourcing products and services from Russian, and primarily local, suppliers. The share of procurement tenders for goods and services won by regional suppliers ranged from 17% to 46%.

Statistics on procurement tenders for goods and services



³ In 2024, the Company adjusted its methodology for calculating these indicators. Comparable data for 2022–2023 have been restated accordingly.

The Group's spending on local suppliers (RUB bn)

Indicators	2022			2023			2024		
	Krasnoyarsk Territory	Murmansk Region	Trans-Baikal Territory	Krasnoyarsk Territory	Murmansk Region	Trans-Baikal Territory	Krasnoyarsk Territory	Murmansk Region	Trans-Baikal Territory
The Group's spending on local suppliers, including:	51.5	5.0	1.5	63.0	3.5	1.7	55.4	3.8	1.5
• works and services	38.7	4.8	1.1	52.3	3.3	1.3	49.5	3.4	1.4
• materials	11.9	0.2	0.4	9.8	0.2	0.4	4.7	0.4	0.08
• food supplies	0.9	–	–	0.9	–	0.001	1.1	–	0.003

In 2024, Nornickel enterprises in the regions of operation spent RUB 62.4 billion on procurement, down 8.5% y-o-y. This change in the spending trend was due to the completion of the first stage of the Sulphur Project.

Support for small and medium-sized enterprises (SME)

The Company engages with SMEs through both procurement processes and charitable programmes.

Its transparent procurement procedure in place ensures equal opportunities for both large enterprises and SME suppliers.

SMEs participate in procurement as equal market participants, and the volume of procurement from them continues to grow annually. For example, in the Polar Division, spending on local suppliers has surged over the past five years, rising from RUB 465 million in 2020 to RUB 8,273 million in 2024.

Since 2022, Nornickel and its partners have been running the GR Accelerator programme in the Company's regions of operation. For three years, the accelerator programmes have been bringing together municipal officials, business

community, non-profit organisations, engaged citizens, and Company employees to work on infrastructure and investment projects.

In 2023–2024, the accelerator focused on implementing a municipal investment standard.

The programme results were highly praised by experts during the demo day. The Russian Ministry of Economic Development has recognised GR Accelerator practices as a benchmark for municipal support of investment projects.

The accelerator programme's goal for 2024–2025 is to update the investment profiles of municipalities, improve the performance of investment commissioners in its regions of operation, and pilot support for new investment projects under updated profiles.

Nornickel's contribution to the Efficient and Competitive Economy national project

Relevant UN SDGs



Related federal projects

Small and Medium-Sized Businesses and Support of Individual Entrepreneurial Initiatives

Key initiatives and focus areas

Integration of local businesses into the Group's production chain

Programme to promote the social and economic development of Taimyr

GR Accelerator programme

World of New Opportunities charitable programme

Improving transport connectivity for remote locations

Nornickel's reliable transport infrastructure provides the business with raw and other materials, enables the timely delivery of finished products to customers, and serves as a foundation for the stable operation of Group enterprises and the well-being of local communities across its footprint.

Transport and logistics assets

<p>Ice-class Arctic fleet (five dry cargo vessels, one tanker, and one sea-class diesel port icebreaker)</p>	<p>River fleet (619 vessels, including 381 vessels forming the fleet's active core)</p>	<p>Rail fleet (142 container flatcars, two road-rail vehicles, and one shunting tractor)</p>	<p>Port infrastructure (transshipment of all types of cargo)</p>	<p>Aircraft fleet (18 Mi-8T aircraft operated by a Group entity)</p>
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- Delivery of socially significant cargoes to hard-to-reach areas of the Krasnoyarsk Territory (fuels and lubricants, food, and other essential goods)
- Transport services for residents of hard-to-reach riverside settlements in the lower reaches of the Yenisei River
- Cargo handling at the ports of Dudinka, Murmansk, Lesosibirsk, and Krasnoyarsk
- Emergency response on the inland waterways of the Yenisei basin
- Export of gas condensate from the port of Dudinka (a by-product of gas extraction at the Pelyatkinskoye field)
- Year-round flights between the Norilsk Industrial District and other regions of Russia
- Air services, including emergency medical flights and search and rescue operations within a 280 km radius of Norilsk Airport

3.6 mln t

cargo traffic at the Dudinka port in 2024

6.9 thousand flight hours

total time flown by the aircraft operated by Group providers of air services in 2024

Maritime shipping is a highly regulated and strictly controlled industry. The Company's vessels are intended for dry and liquid cargo transportation, with Norinickel ensuring compliance with all environmental safety requirements in this area.

For more details on the Group's transport and logistics assets, please see [Norinickel's 2023 Sustainability Report](#).

2.8 mln t

volume of cargo transported by Group enterprises along the Podkamennaya Tunguska and Nizhnyaya Tunguska Rivers and other waterways within the Yenisei basin in 2024

1.88 mln t

sea cargo transported by Group enterprises (including third-party vessels) in the lower reaches of the Yenisei River in 2024 (including 1.6 mln t of dry cargo and 0.28 mln t of liquid cargo on completed voyages)

877.8 thousand people

passenger traffic at Norilsk Airport in 2024

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

Targets and objectives:

u) Increase the volume of international traffic by at least 1.5x from the 2021 level by 2030 [...]

Norinickel's performance highlights and plans

Norinickel plans to increase cargo traffic along the Northern Sea Route from 1.6 mtpa to 3 mtpa by 2028–2030



Norinickel's contribution to the Efficient Transport System national project

Relevant UN SDGs



Related federal projects

Development of the Great Northern Sea Route

Development of a Backbone Network of Seaports

Development of a Backbone Network of Inland Waterways

Development of a Backbone Network of Airfields

Development of a Backbone Railway Network

Key initiatives and focus areas

Provision of year-round cargo shipping services between seaports as well as cargo transport and handling in the Arctic region

Operation and maintenance of rail infrastructure; improving transport connectivity for remote locations

Support for the development of passenger services in the Company's regions of operation

Developing local social infrastructure

GRI 203-1 GRI 14.9.3

An accessible and comfortable urban environment for working and living in the regions of operation is one of Norinickel's top priorities. In partnership with public authorities, the Company contributes to addressing a wide range of social and economic development objectives in Norilsk, Dudinka, Monchegorsk, and Zapolyarny.

When selecting social programmes or projects, Norinickel assesses their contribution to the social and economic development on both regional and local levels, as well as their relevance to addressing specific social issues. During the implementation phase, the effectiveness of initiatives is evaluated through continuous monitoring of any social changes that take place after the initiative's launch¹; performance audits to check the alignment with goals and objectives, identify and correct any errors

in a timely manner, and verify the reliability of collected data; and progress reviews of projects and programmes.



Economic projects should create jobs, develop infrastructure, promote education, and provide modern living standards and new opportunities for local communities.

Andrey Grachev,
Vice President for Federal and Regional Programmes

¹ To support this process, a list of parameters, performance indicators, and data analysis tools are used.



Nornickel’s contribution to the Comfortable and Safe Living Environment national goal

Targets and objectives:

- c) Renovate at least 20% of the housing stock by 2030 as compared to the 2019 level
- d) Achieve a sustainable reduction of unsafe housing stock
- f) Improve at least 30 thousand public spaces and implement no fewer than 1.6 thousand winning projects from the All-Russian Competition of the Best Urban Environment Projects in small towns and historical settlements by 2030
- h) Build and reconstruct (upgrade) at least 2 thousand drinking water supply and water treatment facilities by 2030

Nornickel’s performance highlights and plans

- Construction of new residential buildings in Norilsk by 2035
- Demolition of unsafe housing in Norilsk
- In 2021–2024, 1,086 families were provided with homes with financial support from the Company¹
- Improvement of public spaces in Norilsk, Monchegorsk, and other cities hosting the Company’s operations
- Design of a new water intake on the Norilskaya River

Nornickel’s contribution to the Infrastructure for Life national project

Relevant UN SDGs



Related federal projects

Housing

Creating a Comfortable Urban Environment

Infrastructure Development in Settlements

Key initiatives and focus areas

Implementation of the housing programmes Our Home / My Home and Your Home

For more details, please see the [Social Support for Employees and Their Families](#) section

Projects aimed at developing infrastructure in the regions of operation (including initiatives under the Comprehensive Plan for the Social and Economic Development of Norilsk and other local infrastructure projects)

Measures to improve reliability of the fibre-optic communication line in Norilsk

For more details, please see the [Digital Technology Development](#) section

Projects to upgrade power and heat generation facilities, power grids, and heat networks

For more details, please see the [Climate Change](#) section

In 2024, Nornickel topped the Arctic development ranking of major companies operating in Arctic regions, which assesses their voluntary proactive contribution to the sustainable development of these regions. Nornickel was ranked in the Highest Level of Responsibility category with 41 points (the average score in the 2024 ranking was 22 points).

¹ Social payments were provided to citizens relocating from the Far North to help them purchase residential property.



Map of key regions of operation

Krasnoyarsk Territory

(Krasnoyarsk, Norilsk, Taimyrsky Dolgano-Nenetsky Municipal District)

Area
2,366.8 thousand sq km
13.9% of Russia's total territory¹

Population
2,847,826 people

Nornickel's performance highlights in the Krasnoyarsk Territory:

- Workforce: 56.0 thousand employees²
- Average monthly salary: RUB 200.6 thousand
- Spending on social programmes for employees: RUB 4.0 billion

Murmansk region

(Monchegorsk, Pechengsky Municipal District)

Area
144.9 thousand sq km
0.85% of Russia's total territory³

Population
657,085 people

Nornickel's performance highlights in the Murmansk Region:

- Workforce: 11.6 thousand employees
- Average monthly salary: RUB 142.0 thousand
- Spending on social programmes for employees: RUB 1.0 billion

Trans-Baikal Territory

(Chita, Gazimuro-Zavodsky District)

Area⁴
431.5 thousand sq km

Population
984,340 people

Nornickel's performance highlights in the Trans-Baikal Territory:

- Workforce: 3.1 thousand employees
- Average monthly salary: RUB 180.4 thousand
- Spending on social programmes for employees: RUB 84 million

Krasnoyarsk Territory

RUB
81.3 billion

total funding by Nornickel for the Norilsk Renovation Plan until 2035

Norilsk and the Taimyrsky Dolgano-Nenetsky Municipal District

As part of efforts to create and enhance an accessible and comfortable urban environment for working and living in Norilsk, the Company continued to implement the [Comprehensive Plan for the Social and Economic Development of Norilsk](#) (the "Norilsk Renovation Plan" or the "Plan") in 2024. The list of completed projects includes

the renovation of the comprehensive social service centre, construction of a fire station in Oganer, upgrade of a preschool for 236 children, demolition of unsafe housing, and provision of social payments to citizens relocating from the Far North to purchase residential property. Other initiatives under the Plan remain in progress.

RUB
10.7 billion

funding of activities under the Norilsk Renovation Plan by Nornickel in 2021–2024

Activities under the Norilsk Renovation Plan in 2024

Development of design and cost-estimate documents for the construction of a new water intake on the Norilskaya River

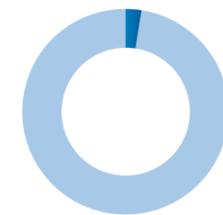
Construction of two multi-storey residential buildings (184 flats) in the Central District of Norilsk

Construction of two mid-rise residential buildings (115 flats) in the Central District of Norilsk

Design of multi-storey residential buildings in Oganer

RUB
4.1 billion

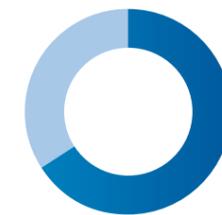
the Company's expenditure on activities under the Norilsk Renovation Plan in 2024



RUB
12 billion
Total planned funding

RUB
227 million
Current funding

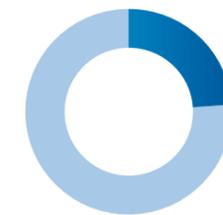
RUB
87.8 million
Nornickel's investment in 2024



RUB
2.1 billion
Total planned funding

RUB
1.9 billion
Current funding

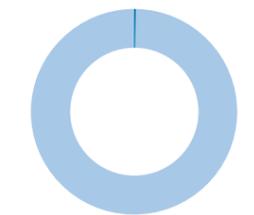
RUB
1.0 billion
Nornickel's investment in 2024



RUB
7.2 billion
Total planned funding

RUB
1.8 billion
Current funding

RUB
905 million
Nornickel's investment in 2024



RUB
35 billion
Total planned funding

RUB
214.9 million
Current funding

RUB
16 million
Nornickel's investment in 2024

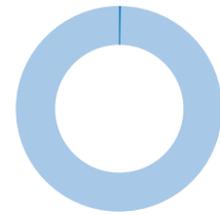
¹ Krasnoyarsk Territory Today: <http://www.krskstate.ru/about>.

² Krasnoyarsk Territory and Norilsk Industrial District.

³ General information about the Murmansk Region: https://eng.gov-murman.ru/about_region/general_information/.

⁴ General information about the Trans-Baikal Territory: <https://75.ru/o-krae/10054-obschaya-informaciya>.

Design of a general education school for a thousand students with an indoor sports facility in Norilsk

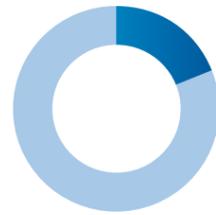


RUB 3.3 billion
Total planned funding

RUB 25 million
Current funding

RUB 1.9 million
Nornickel's investment in 2024

Construction of an outpatient clinic with a capacity of a thousand visits per shift

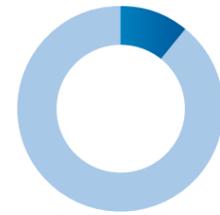


RUB 2.06 billion
Total planned funding

RUB 397.5 million
Current funding

RUB 331.4 million
Nornickel's investment in 2024

Design and overhaul of utility tunnels



RUB 12.3 billion
Total planned funding

RUB 1.1 billion
Current funding

RUB 428 million
Nornickel's investment in 2024

Alongside the Norilsk Renovation Plan, Nornickel is also funding additional initiatives identified through a resident survey in Norilsk. In 2024, Nornickel continued redeveloping a building to house the Tower, an all-season public space, and renovating Fedorovsky Polar State University.

In addition, in 2021–2024, the Company financed various activities of the Norilsk City Administration in response to specific requests. It also supported urban clean-up initiatives, including the demolition of unsafe buildings and the removal of pile caps left over from previous years.

Krasnoyarsk

Bobrov Log Fun Park

In 2024, Nornickel continued supporting the Snow Class, a large-scale social project for school students in grades 2–8 to train them in winter sports. Students are transported to the slope, provided with equipment, given a snack, and brought back afterwards. About 800 students have already participated in the project (almost twice as many as in the prior year). In 2024, they learned the basics of alpine skiing, and in early 2025 began practising snowboarding. The classes are given by professional instructors on a dedicated, safe learning slope equipped with conveyor belts.

Also in 2024, Bobrov Log hosted the second youth forum on financial literacy, Healthy Finance in Bobrov Log: Invest Smartly. Along with the basics of investing, financial market experts and investment analysts spoke about digital financial assets, their technologies and potential, and also paid special attention to cybersecurity. With about 200 students attending the event, the speaker presentations were also livestreamed to a broader audience, attracting approximately 5 thousand online viewers.

Murmansk Region

RUB 6.2 bn

total funding by Nornickel under the Cooperation Agreement between the Government of the Murmansk Region and MMC Norilsk Nickel (out of the total RUB 10 billion, with RUB 3.8 billion funded from the public budget)

RUB 2.7 bn

the Company's spending on activities under the Cooperation Agreement with the Murmansk Region in 2023–2024 (including RUB 1.6 billion in 2024)

In 2023, the Government of the Murmansk Region and Nornickel signed a Cooperation Agreement envisaging a set of measures to improve the quality of life in Monchegorsk and the Pechengsky Municipal District in 2023–2025.



Trans-Baikal Territory

RUB 0.4 bn

spending on public-private and municipal-private partnership projects and programmes in the Trans-Baikal Territory in 2024

In 2024, Nornickel and the Trans-Baikal Territory signed an additional Cooperation Agreement, providing for a long-term (until 2029) partnership between the Company and the region. Nornickel will allocate RUB 2.95 billion to support social-impact activities implemented by the Government of the Trans-Baikal Territory and regional authorities, including:

- cultural, sports, and social projects
- youth hockey promotion
- improvement of public spaces
- volunteering and patriotic education
- projects to develop the Gazimuro-Zavodsky Municipal District.

In 2024, the Trans-Baikal Division:

- jointly with the Trans-Baikal Development Fund, continued the project to preserve the Church of the Dormition of the Blessed Virgin Mary in the village of Kalinino, Nerchinsky District
- continued building the School – University – Bystra ecosystem of continuous development for young talent. A total of 17.9 thousand young people took part in related events, including the Mining Classes, Sirius. Summer, Nornickel's City of Occupations, and Bystrinsky GOK's Generation FAST projects.

In addition, the Company plans to contribute RUB 800 million towards the construction of the Transbaikal State University campus, subject to co-financing by the government and other investors.

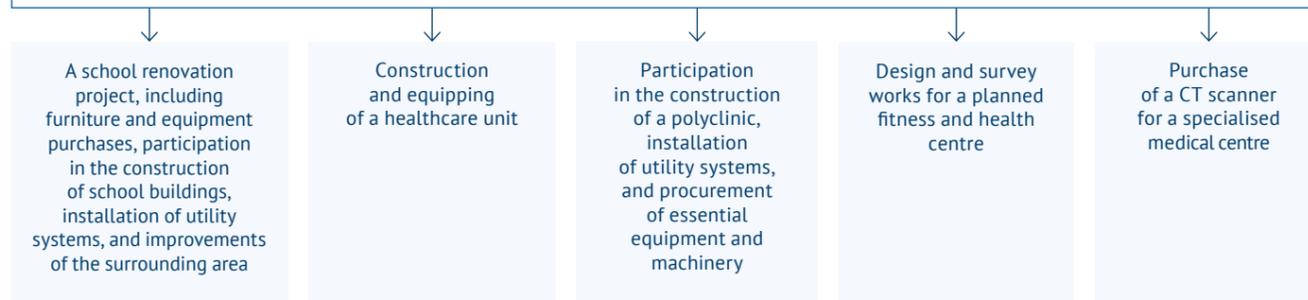
Other Russian regions



Zavidovo

Nornickel runs corporate housing programmes in the Konakovsky District of the Tver Region, an area with strong social and economic potential and scenic natural beauty. Over the past 10 years, Nornickel has supported a range of development projects in Zavidovo, such as modern residential quarters with kindergartens, a polyclinic, a forest park, grocery supermarkets, and a modern leisure centre with a cinema and a Multifunctional Public Service Centre – effectively creating the necessary infrastructure for employees to enjoy a comfortable life after retiring from the Company. Flats in Zavidovo are distributed under a housing programme that covers several dozen Group entities. To date, around 3 thousand employees have received housing in Zavidovo under this programme. Nornickel prioritises the development of social infrastructure in the Zavidovo area to improve the quality of life for residents.

Nornickel-sponsored social-impact projects in the Konakovsky District, Tver Region



Nashe Zavidovo Endowment Fund

The Development endowment was established to use income from the placement of its capital to support non-profit organisations, including non-governmental organisations and public and municipal budgetary institutions (excluding state corporations, political parties, and social movements), active in the Tver Region in the areas

of education, science, healthcare, culture, physical culture and sports (excluding professional sports), arts, social assistance (support), and environmental protection.

RUB 90 MLN
endowment as at 2024

Engagement with indigenous peoples

GRI 203-1, 411-1 / SASB EM-MM-210a.3, EM-MM-210b.1 / MED-40 / TNFD Gc GRI 14.9.3

RUB 495 mln

the Company's spending on projects to support the indigenous small-numbered peoples of the North in 2024

0 cases

of violations of indigenous rights in 2024

Nornickel acknowledges and respects both the collective and individual rights of the indigenous peoples as enshrined in Russian and international law¹. The Company honours the history, traditions, and cultures of the Nenets, Enets, Dolgans, Nganasans, Evenks, and Sámi, respecting their distinctiveness, heritage, and the natural environment on which they depend. As part of its investment and operational activities, Nornickel engages in consultations and builds trusting, productive relationships with indigenous small-numbered peoples ("indigenous peoples" or "indigenous minorities").

In 2024, Nornickel's Board of Directors approved the updated [Policy of Engagement with Indigenous Small-Numbered Peoples](#), which outlines the Company's principles and commitments to respecting the rights and taking into account the interests of indigenous peoples. Independent experts, family (tribal) communities, and associations of indigenous minorities participated in updating the document, enabling the comprehensive alignment with international standards, the Company's experience in implementing support projects and programmes for indigenous minorities, and the specific needs and suggestions of the indigenous peoples of Taimyr and the Murmansk Region.

Recognition of and respect for self-determined development priorities

Acknowledgement of the vulnerability of indigenous minorities

Recognition of and respect for decision-making rights

Nornickel's commitments and principles regarding engagement with indigenous peoples

Commitment to culturally appropriate consultations, agreements, and disclosure of information

Advancing engagement with indigenous peoples

Funding of projects agreed with indigenous peoples

New aspects introduced by the 2024 Policy of Engagement with Indigenous Small-Numbered Peoples

Formalised procedures for engagement with indigenous peoples in different situations

Due diligence process to monitor the risks of infringing on the rights of indigenous peoples

Application of the principle of free, prior, and informed consent (FPIC)

Establishment of an independent grievance mechanism²

Commitment to the principle of consultations in good faith

Independent audit of compliance with the policies, agreements, and programmes developed in collaboration with and for the benefit of indigenous peoples³

¹ For the full list of regulations, please see the [Policy of Engagement with Indigenous Small-Numbered Peoples](#).

² For more details, please see [Nornickel's 2024 Human Rights Report](#).

³ The audit includes assessment of stakeholder engagement outcomes in line with the IRMA Standard and the ICMM Principles.

In 2024, the Company approved the Regulations on Implementing the Principles of Preventing, Reducing, and Mitigating Impacts on the Indigenous Small-Numbered Peoples of the North, which set out mandatory procedures for preventing and mitigating any potential negative impacts on the indigenous small-numbered peoples of the North at all stages of its operations. The document provides for consultations with representatives of the indigenous small-numbered peoples of the North, the use of the FPIC process, and the implementation of remediation plans in accordance with the ICMM and IRMA international standards and UN recommendations.

For more details on the split of responsibilities for engagement with indigenous minorities, please see [Nornickel's 2023 Sustainability Report](#).



The adoption of this new policy and regulations that outline measures for preventing, reducing, and mitigating potential impacts on indigenous peoples is just the first step; the Company is also expected to take further action and establish employee conduct guidelines and a grievance mechanism. Most importantly, Nornickel and its partners must now ensure these documents are put into practice.

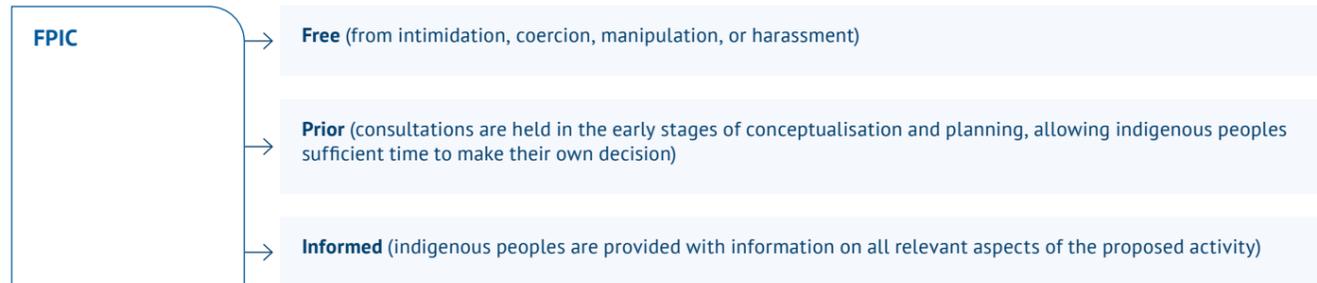
Antonina Gorbunova, member of the UN Expert Mechanism on the Rights of Indigenous Peoples

Free, prior, and informed consent process

TNFD Gc GRI 14.11.4

Where Nornickel's activities may have a significant impact on the rights of indigenous minorities, the Company proceeds only upon obtaining free, prior, and informed consent. The consent must be secured through good faith negotiations between the Company and the indigenous peoples, and must be based on an equitable agreement.

For more details on Nornickel's FPIC process, please see [Nornickel's 2023 Sustainability Report](#) and the official website of the Kolmozerskoye lithium deposit development project at <https://fpic.kmnsoyuz.ru/en/>.

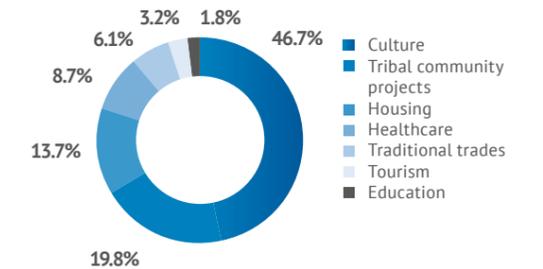


Activities of the Indigenous Communities Coordination Council

GRI 2-26

To foster systemic dialogue with the indigenous peoples of the Taimyrsky Dolgano-Nenetsky Municipal District and improve their quality of life, Nornickel established the Indigenous Communities Coordination Council. The Coordination Council supervises Nornickel's Programme for Promoting Social and Economic Development of the Taimyrsky Dolgano-Nenetsky Municipal District in 2020–2024.

Spending by focus area



RUB 2 bn

Total funding allocated to the Programme for Promoting Social and Economic Development of the Taimyrsky Dolgano-Nenetsky Municipal District in 2020–2024 (actual spending: over RUB 2 billion).

RUB 400 mln

additionally allocated by the Coordination Council to support tribal communities, ensure they have all the necessary supplies, and help them prepare for the hunting and fishing seasons in 2021–2024 (RUB 100 million annually)

Key outcomes included improvements in the living standards of indigenous peoples, such as:

Access to housing (more than 20% of the housing stock in the Volochanka and Ust-Avam settlements was renovated)

Improved access to medical care (the number of rural health posts in Taimyr settlements grew by more than 25%)

Development of traditional economic activities of the indigenous small-numbered peoples of the North

Improved logistics and sales for products made by Taimyr's indigenous communities

In 2025, Nornickel will continue delivering on the key strategic priorities of its indigenous peoples engagement policy, including the promotion of online education, construction of rural community centres, support for family-based reindeer herding, area improvements and development of settlements, launch of a processing shop for agricultural produce, and more.

In addition to the activities under the five-year programme to support the indigenous small-numbered peoples of the North, tribal communities were also able to complete a number of important initiatives supported by the Company's charitable programmes: the launch of a pantotherapy centre, a souvenir pavilion, and joinery workshops; development of offline translation apps supporting indigenous languages; acquisition of fishing quotas and leases for commercial fishing grounds;

repair of glacier storages at fishing points; and provision of vital assistance to settlement residents in need.

Nornickel's strength in engaging with indigenous peoples is underpinned by ongoing dialogue with indigenous communities and families as well as regular discussions of emerging issues – all of which foster mutual understanding and support inclusive engagement.

Social Diplomacy

Nornickel supports the Social Diplomacy educational project by FAEA of Russia and MGIMO University, which promotes the institutional development of the indigenous small-numbered peoples of the North, enhancing their legal literacy, social skills, and effect from participating in decision making on matters related to their rights and legitimate interests.

The Company helps authorised representatives of indigenous peoples from its regions of operation to contribute to the work of national and international bodies dealing with the rights of indigenous peoples.

Agreement with FAEA of Russia

In 2024, Nornickel and the Federal Agency for Ethnic Affairs (FAEA) signed an agreement to continue supporting indigenous minorities. This agreement supplements the document signed in 2023. This step reflects the evolving international and corporate standards on indigenous rights and corporate social responsibility, alongside growing public attention to the topic.

The agreement provides funding for a range of educational, cultural, and scientific projects, benefitting not only indigenous communities in the Company's regions of operation but also broader indigenous communities across Russia.

Key results of the Programme for Promoting Social and Economic Development of the Taimyrsky Dolgano-Nenetsky Municipal District in 2020–2024

33 houses

commissioned in the Volochanka and Ust-Avam settlements

73 indigenous students

are studying at Fedorovsky Polar State University under the Company's Taimyr Students targeted scholarship programme

3 rural health posts

built in the Ust-Port, Ust-Avam, and Volochanka settlements

21 flats in Dudinka

purchased for orphaned indigenous children (all flats are equipped with household appliances)

46 social-impact initiatives

supported under the World of Taimyr grant programme between 2020 and 2023 for a total of RUB 99 million. The competition is being held for the third time in 2025

Support for traditional trades

- A facility was established for storing and comprehensively processing products from traditional economic activities (meat, fish, and poultry)
- The reindeer carrying capacity of Avam tundra pastures (15 thousand sq km) was assessed; negotiations with tribal communities are underway to revive family-based reindeer herding
- The Pyasina River tributaries were studied to establish fishing quotas for tribal communities
- The potential was assessed for developing aquaculture in Taimyr to farm valuable fish species (the Yenisei and Khatanga Rivers)
- Agricultural produce from tribal communities (reindeer meat and northern fish species) was collected from Taimyr settlements and fishing grounds

Educational, cultural, and sports projects

- A number of events were held to preserve and promote indigenous cultures, including the Indigenous Nomad Camp festival, a youth forum, a folklore festival, the Voice of the North literary competition, the International Day of the World's Indigenous Peoples, and master classes in choreography and decorative arts
- Language nests were established in primary schools and kindergartens to support the learning of native languages – Nganasan and Dolgan
- A visitor centre was opened in the Ust-Avam settlement, featuring a main building, a residential module, a sauna, and two chums
- Positive expert reviews were received for the design and cost-estimate documentation related to the construction projects for rural community centres in the Nosok, Volochanka, and Kheta settlements
- Sports important to the Taimyr region – curling and the Northern polyathlon – continued to be developed
- Online education was introduced in 11 rural schools

Improving the well-being of local communities

TNFD Gc

GRI 14.8.9

Nornickel's contribution to the Self-Fulfilment of Each Person, Unlocking Their Talents, and Educating a Patriotic and Socially Responsible Person national goal

Targets and objectives:

- Create conditions for bringing up harmoniously developed, patriotic, and socially responsible people on the basis of the traditional spiritual and moral as well as historical and cultural values of Russia by 2030
- Increase the proportion of young people participating in projects and programmes aimed at professional and personal development as well as patriotic education to at least 75% by 2030
- Increase the proportion of young people engaged in volunteer and community activities to at least 45% by 2030

Nornickel's performance highlights and plans

- Development and implementation of cultural, scientific, educational, and social-impact projects and initiatives under the World of New Opportunities programme (more than 21 thousand participants in 2024) and as the Company's stand-alone charitable efforts (RUB 14 billion – total funding directed to charitable projects in 2024)
- Social and environmental initiatives as part of the Plant of Goodness corporate volunteering programme (about 4 thousand participants, 410 completed campaigns in 2024)
- Engagement of young people in the Company's business activities and development of their potential ([Nornickel's youth ecosystem](#))



Nornickel's contribution to the Comfortable and Safe Living Environment national goal

Targets and objectives:

- a) Improve the quality of life in key communities by 30% by 2030 and 60% by 2036

Nornickel's performance highlights and plans

- Annual improvement in the [Urban Environment Quality Index of the Russian Ministry of Construction, Housing, and Utilities](#) (across Norilsk, Monchegorsk, Zapolyarny, Murmansk, and Chita). Continued implementation of social projects across the Company's host regions will further improve the figures in the long term

Monchegorsk
220
points

Norilsk
225
points

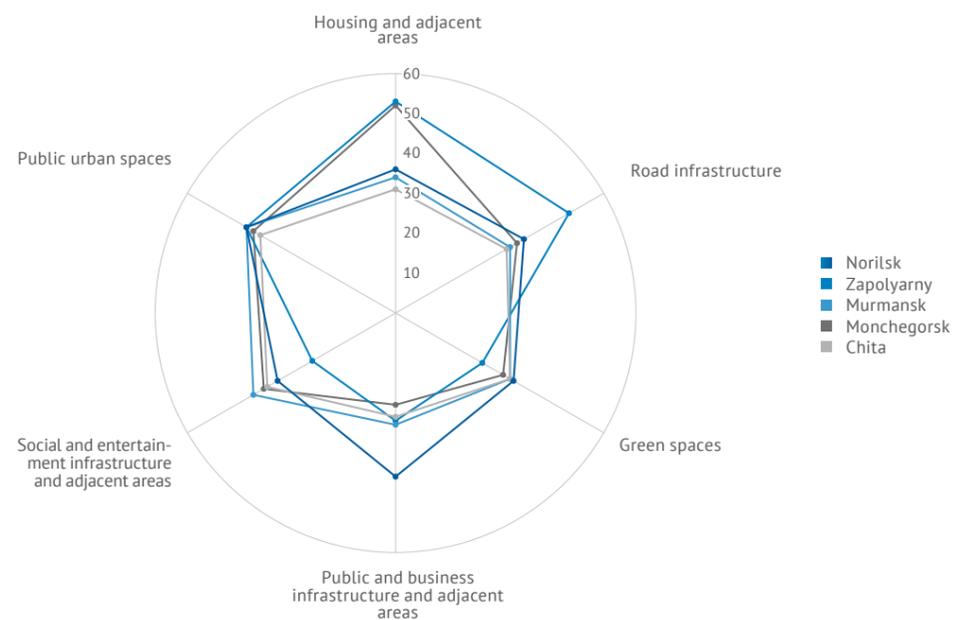
Zapolyarny
222
points

Murmansk
212
points

Chita
198
points

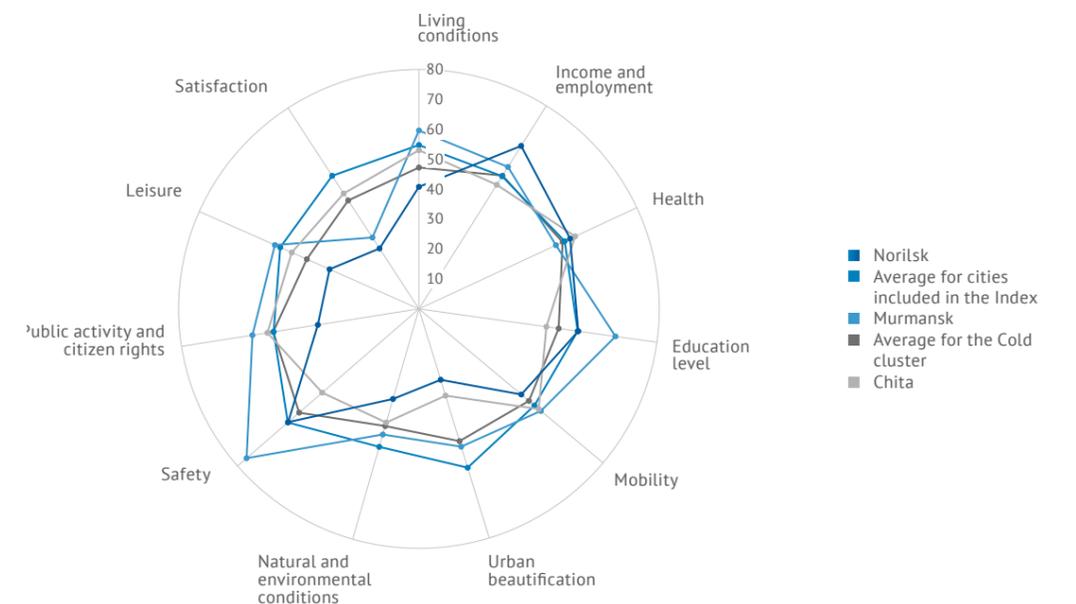
Nornickel is committed not only to fully delivering on its business production targets but also to contributing to the social development of local communities, since improved quality of urban life is one of the most important levers for addressing HR challenges and building an image of a socially responsible brand as well as a significant factor influencing a range of decisions made by local residents and potential employees. For many years, Nornickel has prioritised creating opportunities for the residents of Norilsk, Monchegorsk, and

other host cities, including fostering a culture of giving and volunteering, building up young talent development practices, establishing conditions for successful entrepreneurship, and implementing initiatives of non-profit organisations and citizens to improve the quality of life and address the most pressing social issues. All these efforts are reflected in the results of independent national comprehensive assessments of the quality of the urban environment and life in regions.



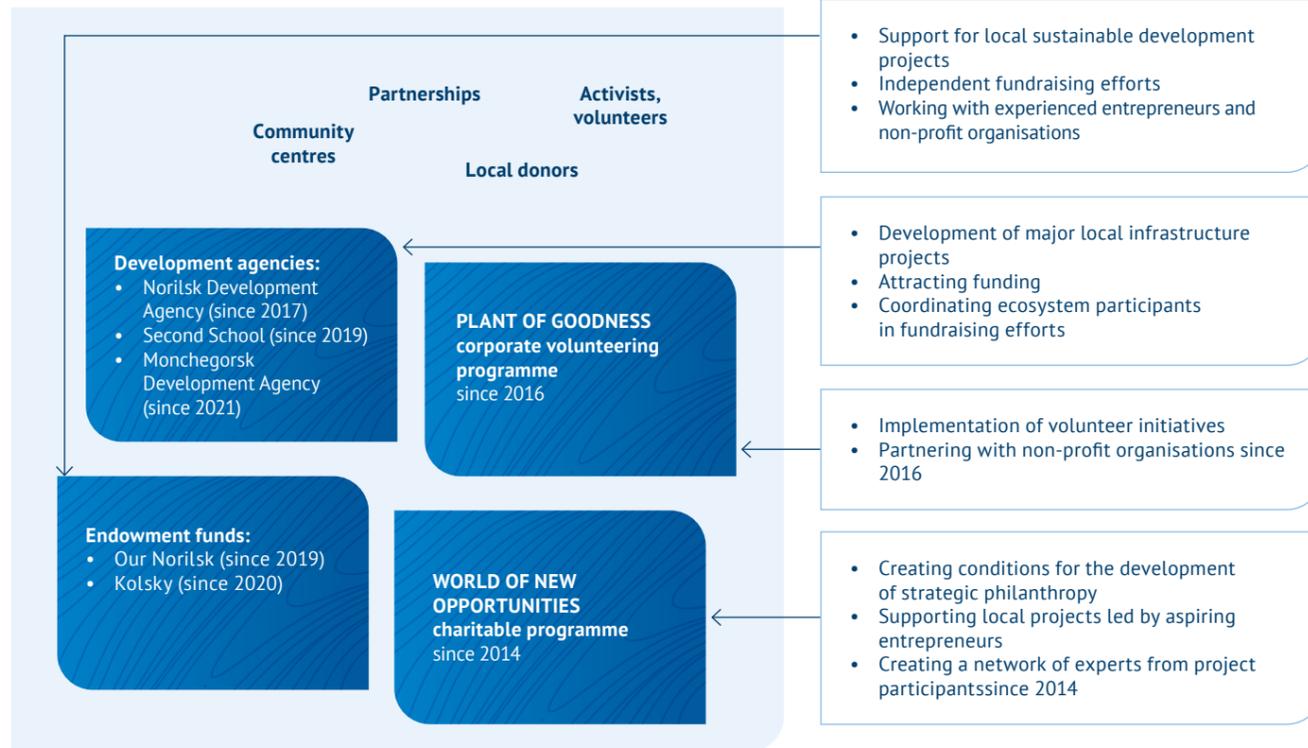
The [Urban Environment Quality Index of the Russian Ministry of Construction, Housing, and Utilities](#) is a tool for assessing the quality of the physical urban environment and the conditions for its development. The Index is assessed across 36 parameters, with an average score of 200 points for 2023 (out of a maximum of 360).

In 2023, the [City Life Index](#) developed by VEB.RF and its partners featured 218 Russian cities, including Norilsk, Chita, and Murmansk, with assessments covering 11 focus areas and calculations made for more than 300 indicators.



To improve the quality of life and urban environment in its host regions, Nornickel is building an ecosystem that brings together non-profit foundations, endowment funds, and other organisations committed to local development.

Social development ecosystem in Nornickel’s host regions



The World of New Opportunities

GRI 203-1, 203-2 GRI 14.9.3

Run for more than 10 years now, this charitable programme is focused on supporting local community-led initiatives, fostering social partnerships, and rolling out innovative social technologies. Activities under the programme are delivered in a range of formats, thus reaching a wider range of people interested in these initiatives¹.

>21 thousand

people residing in the Company’s regions of operation took part in the World of New Opportunities programme in 2024

3 dimensions

of the World of New Opportunities programme: DEVELOP!, INVENT!, ACT!

3 key target regions:

the Krasnoyarsk Territory (Norilsk and the Taimyrsky Dolgano-Nenetsky District), the Murmansk Region (Monchegorsk and the Pechengsky District), and the Trans-Baikal Territory (Chita and the Gazimuro-Zavodsky District)

RUB 388 mln

total funding allocated in 2024

¹ For more details on the programme’s focus areas and activities, please see the [official website of the programme](#), the [Company website](#), and a [dedicated article](#).



DEVELOP!

(support for community initiatives and local development through partnerships and systematic work)

Peremena: Change Starts with You educational project

Goal: bring together all stakeholders in the educational process – children (Peremena.Teen), parents (Peremena.Team), and teachers (Peremena.Edu).

For the 2024 Peremena.Urban Summer Academy, the programme followed a three-stage structure: research, design, and trial. Participants attended guided tours and master classes and presented their ideas. A distinctive feature of the 2024 Summer Academy was the involvement of mentors – experienced students who had repeatedly participated in the project. Some ideas that emerged from the Summer Academy were submitted to the Socially Responsible Initiatives Competition and received support.



I was truly impressed by my conversations with the participants – these young people are incredibly intelligent, warm-hearted, and deeply engaged with the issues that matter to them. Their proposals were well thought out. The participants not only identify problems but also propose practical solutions.

Vitaly Drozdov,
Chairman of the Committee for Natural Resources and the Environment, Legislative Assembly, Krasnoyarsk Territory

We Are the City! social technologies forum

Goal: discuss the regional development agenda and collect practices in urban transformation driven by organisations and active citizens.

>400 participants in 2024
9 forums held since 2014

The forum's agenda is selected each year based on citizen surveys, with discussions grounded in local experience and pressing challenges. At the 2024 event, key topics included youth development opportunities in Norilsk, the use of digital technologies by non-profit organisations, a "test drive" of start-up ideas, and a workshop on Community Architecture.



Travel grant competition

Goal: support the organisational development of non-profit organisations to improve the quality of the social services they provide.

29 applications submitted in 2024 (40 people)
24 applications supported in 2024 for a total of RUB 3 mln

In 2024, the travel grant competition winners took part in the ICRED'2024 international conference, a bone carving competition, and an educational internship at Tomsk State University, where they exchanged experience with the university's research and development community.



We Are the City! picnic

Goal: foster community interaction in cities, promote healthy lifestyles, and showcase social initiatives in responsible consumption and environmental protection.

>5 thousand participants in 2024
2 cities participated in the picnic (Monchegorsk and Chita)

The 2024 programme featured the Bystrinsky Marathon charity run, with proceeds donated to a foundation supporting children with serious illnesses. The event also included public discussions, workshops, active games, sports, and interactive activities.



The Socially Responsible Initiatives Competition

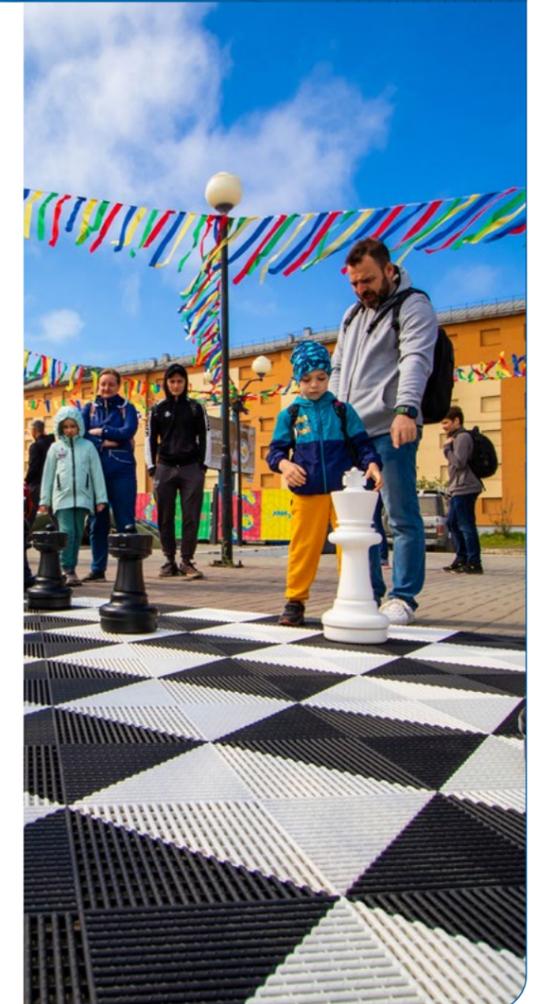
Goal: support community initiatives and foster sustainable development across the Company's footprint.

112 initiatives supported in 2023 (to be implemented in 2024 -2025)
RUB 155 mln Grant funding allocated in 2023

The 2023 winning initiatives covered a wide range of focus areas, including the launch of an animation school for school students, social integration of children with special needs, preservation of the spoken language and cultural traditions of the Sámi people, creation of urban green spaces, establishment of a digital skills centre, and promotion of youth skateboarding, snowboarding, and snowscooting.

The Hard-Earned Lessons project

The project was launched in spring 2024. During the year, entrepreneurs from Monchegorsk and the Pechengsky District hosted workshops, seminars, and master classes to share their experience and discuss how to avoid some of the common business pitfalls. The project will continue with the Windmills initiative, with new project workshops focused on overcoming fears and self-imposed barriers in entrepreneurship. The project team are multiple winners of the competition, traditionally working with entrepreneurs and striving to offer new learning opportunities each year.



The World of Taimyr project competition

Goal: support social-impact initiatives by non-profit organisations, tribal communities, and public and municipal institutions on the Taimyr Peninsula.

18 winning projects in 2023
RUB 53 mln Grant funding allocated in 2023

At the end of 2024, the results of the 2023 winning projects were announced: most notably, in the village of Potapovo, the Geodesic Dome public space was created – a unique ethnic, sports, and educational site; and in Khantayskoye Ozero, a permanent family-run school of fishermen was established. The third round of the competition was launched in 2025.



INVENT!

(fostering R&D creativity and the spirit of invention)

IMAKE League and IMAKE engineering marathon

Goal: build a system to engage children and teenagers in research and invention, stimulate their interest and motivation to grow in this field, and create the necessary conditions for engineering innovation and project implementation.

>3.5

thousand

school students from the Company's regions of operation participated in IMAKE events in 2024

>20

medals

won by IMAKE projects in total at international competitions to date

>100

prototypes

and models created by IMAKE participants and their mentors

In 2024, marathon participants presented their scientific and engineering inventions at various meetings, online events, exhibitions, and competitions (IEYI 2024, PowerTech 2024), and attended traditional training camps held in Moscow and Vladivostok. The project was expanded with new formats in 2024: a school for IMAKE mentors, preparatory training for League members and all interested school students ahead of submitting project applications to IMAKE PRO social project competitions, and invention competitions for young design engineers.



Arctic Wave festival of R&D discoveries and inventions

>2

thousand visitors

attended the festival over the two days of the event in each of the host cities (Monchegorsk and Norilsk)

Goal: spark interest in science and engineering among young people and support school students in developing creative engineering ideas and innovative thinking.

In 2024, for the first time since the festival was launched in 2015, all formats were integrated into the concept of the City of Engineering Solutions – a space where exploration, invention, and improvement are constantly taking place. Festival activities included demonstrations of VR technologies, an exhibition of metal art and mini-sculptures Welding: The Poetry of Metal, drone racing, meetings with Nornickel employees, and city tours in the immersive performance format.

For the first time, the final of the IMAKE invention competition was included in the Arctic Wave programme, with projects publicly defended in front of local residents and the media.

Another new festival format introduced in 2024 was the engineering career guidance contest, where participants constructed, sawed, drilled, soldered, and glued together a large chain illustrating Nornickel's production process. IMAKE League members, students, and participants of the In Good Company career programme were grouped into mixed teams to exchange skills and generate a synergy of experience, creativity, and innovation.



Arctic Wave is an opportunity to grasp the ungraspable and move from theory given at lectures to hands-on practice at interactive and scientific venues.

Visitors of the festival in Norilsk

ACT!

(growing the service economy, improving the business climate, and creating opportunities for SME development)

Business Projects Accelerator

Goal: support start-ups and existing business projects through training, mentoring, and expert assistance.

Refinancing programme

Amid high borrowing costs and inflationary pressure in 2024, a refinancing programme was launched in Norilsk for loans issued by the Company to SMEs between 2020 and 2023.

In addition, the Company continued to provide interest-free loans in 2024 for the expansion of existing businesses and the launch of new projects. This financial support was available to entrepreneurs who had previously received Company loans and demonstrated strong repayment discipline (with no overdue payments), including those with outstanding Nornickel loans.

Nine entrepreneurs took advantage of this support measure, receiving a total of RUB 29.1 million in interest-free loans.

For the 2024 programme for entrepreneurs in the Murmansk Region, 108 applications were submitted, with 54 entrepreneurs included in the programme, 18 reaching the investor session, and nine receiving financing from Nornickel to a combined total of RUB 7.5 million. Three projects were also supported by the Second School centre for community initiatives in the Pechengsky District for a total of RUB 15.9 million

Participants of the accelerator programme openly share their experience: for their stories about launching and developing their Nornickel-sponsored projects, please see the [dedicated webpage](#).

In Good Company youth programme: Business track

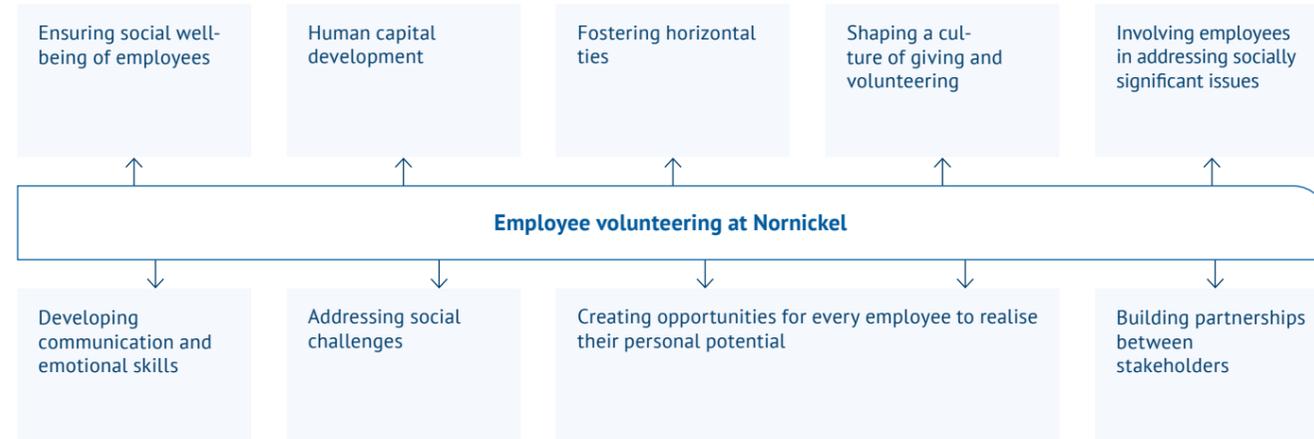
In 2024, the Company launched a programme to spark interest and foster a positive attitude towards entrepreneurship among young employees, develop their leadership and business skills, and create conditions for internal entrepreneurship.

The programme consists of seven educational modules (theory, training, and group-based practice, totalling 144 academic hours).

By the end of 2024, the programme had 460 registered applicants, 1.1 thousand views for the kick-off webinar, and 176 offline participants from Norilsk, Chita, and Monchegorsk.



Plant of Goodness corporate volunteering programme



For 10 years now, the Plant of Goodness programme has united committed Norinickel employees who care about the future of their home communities and work together on impactful social and environmental initiatives supporting regional sustainable development.

Employees actively involved in volunteering at Norinickel often go on to initiate their own projects. The skills they acquire through this experience help them both in everyday life and in developing soft skills and career pathways.

~4 thousand

Company employees, members of non-profit organisations, and active citizens participate in the programme's activities each year

>410 volunteer

events held in 2024 (development programmes, environmental drives, eco-camps, a charity fair, and a personal donation programme)

>40 partners

involved in the programme delivery

RUB 156 mln

allocated for the Plant of Goodness activities in 2024

The Green Trail team

A full interview with Anna Yevstremskaya, head of a project on the history of Gazimursky Zavod, is available on the [Company website](#).

The Green Trail team of 12 volunteers has launched a project to create a hiking trail in Gazimursky Zavod. The route will include five stops with information boards featuring short descriptions of each location, its history, and key events, with further details available on the [project website](#).

Since 2024, the team has also participated in the Icebreaker educational programme, supporting the Family rehabilitation centre. In 2025, the Green Trail team plans to help the centre set up a sewing workshop – a winning project of the Socially Responsible Initiatives Competition under the World of New Opportunities programme.

Plant of Goodness initiatives in 2024

Icebreaker educational programme

10 events

held in 2024 in the Company's host cities

The programme is focused on developing leadership and communication skills among Company employees to prepare them for addressing social issues and integrate leaders of the Plant of Goodness volunteer movement into life of the regions where the Company operates.

In the 2024 season, emphasis was placed on the creative side of projects, delivering on existing volunteer initiatives, and generating new stories capable of driving practical value. For example, in Monchegorsk, the programme culminated in the Kaleidoscope of Goodness festival – a large-scale event for local residents and visitors. The event programme featured a wide range of sports, entertainment, and environmental activities, all centred around the theme of conscious consumption.



Let's Do It environmental drive

988 volunteer

teams formed since project launch (2024: 206 teams)

>1.3 thousand

environmental projects completed since launch

9.7 thousand

employees have participated in the drive to date (2024: 1.8 thousand)

4 project stages

(communication, projects, nature reserves, and partnerships)

Since 2016, the project has significantly expanded in scope, evolving from clean-ups, landscaping, and urban beautification in the participating cities to full-scale environmental education campaigns.

In 2024, to raise public awareness about environmental issues and conservation, the drive introduced projects at the intersection of ecology and art. One such project was the installation of a grand sculpture of a European bison, developed by Moscow-based volunteers and placed at the Bison Breeding Centre in the Priksko-Terrasny Nature Biosphere Reserve.

The programme also continued to expand its gamified learning formats, offering a universal tool for environmental education accessible to all.



Your Habitat regional eco-camps

>200
volunteers

from the Murmansk Region, Norilsk, Chita, Saratov, and Moscow visited eco-camps in 2024

The eco-camps are aimed at building partnerships, increasing motivation, providing immersion in corporate and environmental values, sharing experience, and supporting conservation efforts in protected natural areas such as national parks and nature reserves.



Locations of selected volunteering projects

- Daursky Nature Reserve (Trans-Baikal Territory)**
Installation of wildlife support structures for Altai argali (mountain wild sheep)
- Darovoye estate (Moscow Region)**
Planting fruit trees to restore historical gardens
- Talnakh, near Oktyabrsky Mine (Krasnoyarsk Territory)**
Large-scale clean-up, including the installation of benches and information signs
- Ugra National Park (Kaluga Region)**
Renovation of recreation areas, clearing forest areas of deadwood and litter

Volunteers in the City charity fair

RUB
>1.3 mln
raised through the 2024 auction

For five years, Plant of Goodness volunteers have been organising an annual New Year's Eve charity fair, making handmade toys, souvenirs, and treats. Every visitor who buys an item contributes to the shared "piggy bank of goodness".

2 participation formats (in-person and online)

The fair features handmade items and is held in a hybrid format, online at волонтерывсити.рф offering lots at fixed prices, and offline in the Company's host cities.

x2 Nornickel

traditionally doubled the amount of charity auction proceeds and donated the total to support children with special needs and other individuals in need



Partner projects

Siberian Perspective sustainability summit

Held for the fourth time in 2024, the expert summit focused on shaping and discussing strategic plans and identifying areas of synergy in environmental volunteering and partner activities. In the reporting year, the key theme was the ecology of Siberian cities. More than 230 participants took part in expert sessions and TED-style talks on creating greener living environments. Employee volunteer teams traditionally supported area improvement works in the Krasnoyarsk Pillars National Park and the Bobrov Log Fun Park.



The summit was a finalist of the People Are Key: Companies Investing in the Future, the 17th all-Russian competition of corporate projects, and was awarded a special mention in the international category of ERP HONOURS 2024.

Nornickel was assigned an A+ in the Corporate Philanthropy Leaders 2024 rating by the Donors Forum.

Regional development agencies



For us, city dwellers, what matters is not only urban infrastructure and appearance but also the community we live in and the norms that shape our behaviour. New life scenarios and creative economy careers are emerging, while the education and hospitality sectors are developing systematically – all of which align with the values of the new generation: positive emotions, connection, and life diversity. These profound changes are made possible in part thanks to the development institutions initiated and established by the Company. We are fortunate to have this opportunity to develop our cities together with Nornickel.

Maxim Mironov,
Director of the Norilsk Development Agency

Established with Nornickel's support, development agencies offer educational, informational, advisory, marketing, and other forms of assistance to local residents; they also contribute to infrastructure development, the creation of business activity centres, and act as a liaison between government authorities and local communities. Based on a survey of 8 thousand residents across seven cities, they identified priority focus areas for sustainable regional development.



Performance highlights of development institutions in 2024

	<u>Norilsk Development Agency</u>	<u>Monchegorsk Development Agency</u>	<u>Second School centre for community initiatives in the Pechengsky District</u>
Business and investment	Supporting investment projects, including tenant companies in the Arctic zone A series of trainings for entrepreneurs (ABC of an Entrepreneur, No-Conflict Tuesday, and others) Norilsk business fest	Agency academy of grants Business House online show	Business Residence Business Goes to School
Development and urban environment	Presentation of Residents Change the City initiatives Tower public and culture space A polar night festival	Update of the city master plan Consumer demand survey of Monchegorsk residents	—
Tourism	The Norilsk Trail cross-country run X-WATERS Yenisei 2024 Seminar on mandatory certification of guides to the state standard	City tours in Monchegorsk Cooperation agreement between the Agency and the Tyumen Region Guide school Imandra projects RuTrail	Gastro Industry Fest 2024 Industrial tourism development programme in the Pechengsky Municipal District Tourism to School educational field trips
Social and cultural projects	Gastro Forum 2024 Lake of Winter Impressions, a festival of winter outdoor activities Summer handmade fair Exhibition and an art master class by contemporary artist Mikhail Rubankov Animation educational course New Names music competition Singing workshop	Rebooting the Arctic Creative Cluster Lakes Around Us, a festival of short videos About You women's forum Live in the North, Work in Monchegorsk forum GARAGITIZENS 2024 festival	Nikel – Polar Night 2024 winter art residency Woman of the North: Path to Your True Self forum Arts workshops (painting, ceramics, etc.)

Endowment funds

Our Norilsk

RUB
94 mln

allocated to support non-profit organisations in 2021–2024

RUB
3.45 bn

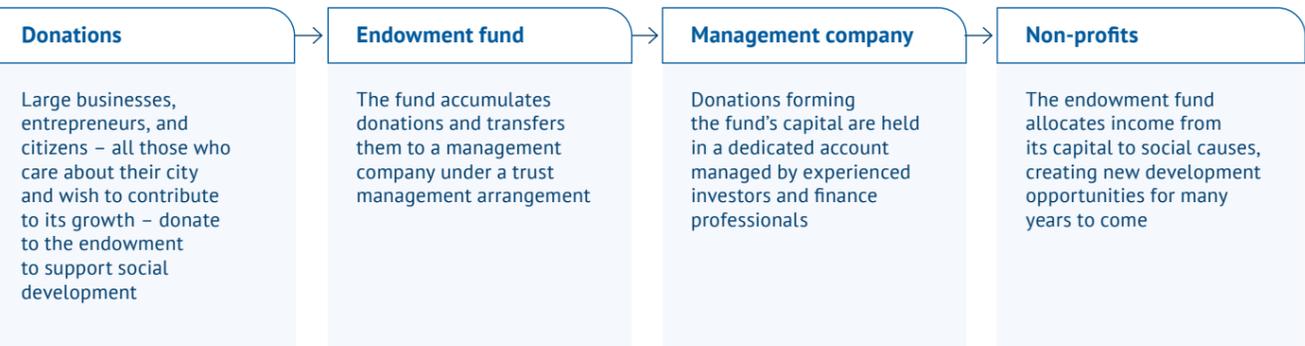
Endowment as at 30 June 2024

16 non-profit organisations received support in 2021–2024

The Our Norilsk endowment fund was established to support social development in Norilsk and the Taimyrsky Dolgano-Nenetsky Municipal District. The fund serves as a unique long-term support mechanism and an additional source of funding for positive social initiatives and social-impact projects run by non-profit organisations. By enabling resource pooling, fostering collaboration, and facilitating

effective communication among participants, the fund seeks to bring together those who feel personally connected to Norilsk and Taimyr and are committed to their social development.

The list of projects supported by the fund includes the From PolArt to AMMA project to develop an institute of contemporary art, equipping the Victoria rehabilitation centre for children, setting up an emotional burnout prevention centre, launching a theatre studio, creating and equipping a space for mothers and children, and other initiatives; for more details, please see the [fund website](#).



Kolsky

RUB
1.8 bn

Endowment as at 2024

The Kolsky endowment fund operates in the Murmansk Region as a regional endowment that invests in non-profit organisations and social-impact initiatives aimed at creating new opportunities for self-development, living, and working in Monchegorsk, Zapolyarny, and Nikel.

The Kolsky endowment fund supports non-profit projects across three areas: creative industries, human capital, and digital environment. The fund was established for an indefinite term to use and

allocate income from the placement of its capital to support non-profit organisations, including non-governmental organisations and public and municipal budgetary institutions (excluding state corporations, political parties, and social movements), active in the Murmansk Region in the areas of education, science, healthcare, culture, physical culture and sports (excluding professional sports), arts, social assistance (support), and environmental protection. For more details, please see the [fund's report](#).



Valla Tunturi and Zatundra tourism investment projects

These Nornickel-sponsored tourism projects aim to drive the social and economic development of the Taimyr and Kola Peninsulas, promote historical and industrial tourism, and create new jobs.

RUB 0.9 bn
OPEX for tourism investment projects in 2024

Valla Tunturi tourist and recreation centre (Rybachy and Sredny Peninsulas)

The list of project works in 2024 included continued registration of land plots required for implementation, construction of new accommodation units, building service driveways, and conducting FEED for the Whale Coast Arctic hotel facilities and associated infrastructure. In 2024, the Arctic hotel expanded to 32 rooms¹, with necessary utilities commissioned and expanded. In 2024, Whale Coast was recognised as the best glamping site in Russia.

RUB 2.1 bn
CAPEX for tourism investment projects in 2024

Zatundra nature tourism centre (around the Putorana Plateau)

Near the borders of the Putoransky Nature Reserve, the Company is building the Zatundra tourist facility, in line with environmental laws and the principles of respect for the environment. The project includes renovation of the historic house at Lake Lama, built in 1941 for the recreation of children of Norilsk Plant employees. Another project facility, the four-star Neralakh park hotel, is currently under construction. In 2024, Zatundra welcomed more than 350 guests.

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

Targets and objectives under the national goal:

- o) Increase the share of the tourism industry in gross domestic product to 5% by 2030



Relevant UN SDGs



Related federal projects

Creation of Hotel Capacities, Infrastructure, and Points of Attraction

National Tourist Attractiveness

Nornickel's key initiatives and focus areas

Implementation of the Valla Tunturi and Zatundra tourism investment projects (total spending in 2024: RUB 3.0 billion)

Projects of the Norilsk Development Agency, the Monchegorsk Development Agency, and the Second School centre to promote tourism and recreation initiatives

Reimbursement of holiday travel expenses for a round trip and baggage fees for employees and their families living in the Far North and equivalent regions

For more details, please see the [Social Support for Employees and Their Families](#) section

Shine public art festival

In 2024, the Pechengsky Municipal District hosted the Shine public art festival, supported by Nornickel. The festival showcased diverse forms of public art, including street art, vocal and musical performances, and dance. Master classes on recycling and reusing pre-collected plastic were also held for all interested participants. During the festival, more than 3 thousand local residents attended creative laboratories, master classes, and workshops, with the most active participants receiving prizes.

Add Colours to Your Town project

For 11 years, Nornickel has been holding its annual [Add Colours to Your Town](#) art contest for children and young people living in Norilsk and Monchegorsk. The idea of the event is to foster open dialogue between local authorities and residents, build a positive image of Nornickel, increase loyalty to the Company and its visibility, and support the improvement and beautification of local communities in partnership with residents. For example, in 2024, a unique mural was painted in an aboveground pedestrian crossing at Copper Plant.

¹ The projected capacity across all accommodation facilities is 633 keys, with the expected tourist flow starting from 131 thousand guests per year.

Sports sponsorship



RUB
456.8
mln

Sponsorship OPEX in 2024

RUB
2.4 bn

Financing for sports clubs in 2024

In addition to organising local sports events for employees and local communities in the regions of operation, Norilsk actively supports sports institutions and facilities by investing in their

development and acts as a partner of major sports events in Russia, multiplying its contribution to the country's sports potential and promoting mass fitness, sports at all levels, and healthy lifestyles.

Key principles of managing sponsorship programmes

Developing partnerships with stakeholders to improve the quality of corporate projects and events promoting sports and healthy lifestyles

Promoting the Company's values, its social, healthcare, and medical programmes through brand synergies with sponsored organisations and projects

Maximising positive social impact by engaging employees in the Company's programmes, projects, and events aimed at improving the well-being and quality of life of local communities

2024 highlights

Basketball

- The Norilsk-sponsored basketball team won the 2023/2024 VTB United League Championship.
- Norilsk hosted the Polar Stars Match, where top basketball players conducted master classes for young talents, played a mixed-team friendly match with Norilsk residents, and visited the Company's industrial sites.
- During their visit to Oktyabrsky Mine in the Arctic, the famous CSKA basketball team brought the trophy Belov Cup, and one of the team's top players signed a contract with the Company 750 metres underground.
- A 3x3 basketball tournament was held on the deck of the diesel-electric vessel Talnakh by Norilsk's transport division. Olympic bronze medallists, Norilsk employees, and journalists participated in the tournament.

Hockey

- Norilsk hosted the 7th charitable hockey match between the Hockey Legends and Hockey Club Norilsk. The match raised RUB 3 million, traditionally doubled by Norilsk and donated to support youth hockey clubs in Norilsk and Dudinka.
- As part of the Red Machine national programme, a three-day training camp for talented hockey players from the Arctic region was organised in Norilsk and the Murmansk Region, including theory classes, on-ice training, and interactive leisure activities.
- An unusual hockey match was held in the Arctic port of Murmansk: the ice rink was set up directly on the quay of the Company's transport division – between two harbour cranes.

Chess

- Norilsk supported Ian Nepomniachtchi in his preparation for the Candidates Tournament in Toronto. The Russian grandmaster took the third place.

Motor racing

- Norilsk partnered with the Igora Drive Drift Challenge, which included qualifying and tandem runs, a driver parade, a rare car showcase, and a children's entertainment zone.

Curling

- The Norilsk Curling Cup, the northernmost international curling tournament, took place for the eighth time, gathering teams from Russia, Belarus, and Kazakhstan. Before the competition, all visitors could attend master classes from famous curling athletes. The tournament was preceded by the Junior Norilsk Curling Cup, with young athletes from Krasnoyarsk, Irkutsk, Norilsk, and Kemerovo showcasing their skills.

Football

- The Norilsk-sponsored team won the Russian Futsal Cup 2023/2024.
- In 2024, the 20th season of the Futsal to Schools project was launched under Norilsk's patronage. The initiative provides schools with essential equipment and training materials, offers professional development opportunities for physical education teachers, and helps school students develop healthy habits. The anniversary season was marked with the Polar Bear futsal tournament for school teams across Norilsk's footprint – Norilsk, Dudinka, Murmansk, Monchegorsk, Nickel, and the Trans-Baikal Territory.
- In March 2024, a media football team visited Norilsk and held a series of events in the Arctic region, visiting Anhydrite Mine, playing football on Oktyabrskaya Square, and meeting with fans at the Aika sports centre.
- Norilsk also hosted the Norilsk Superfinal, the first-ever futsal match between media football teams. The match featured two leading Russian media football teams and finalists of the fifth season of the Media Football League.