

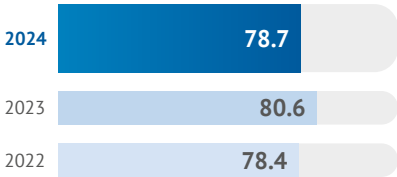
# Key figures<sup>1</sup>

## Labour practices



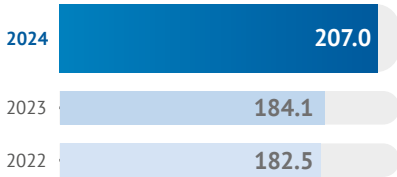
### Employment and social support for employees

#### Nornickel's average headcount (thousand people)



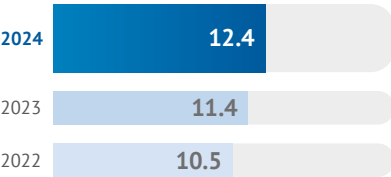
The launch of the Sulphur Project at Nadezhda Metallurgical Plant, along with the start of other projects, significantly contributed to headcount growth in 2023. The year-on-year decrease in 2024 was driven by the Company's investment strategy, efficiency improvement programme, and organisational and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



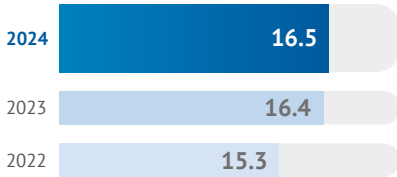
Employee turnover remains in line with industry benchmarks. The 1 p. p. y-o-y increase was due to the Company's ongoing efficiency initiatives.

#### 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)

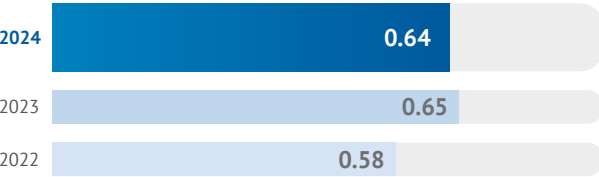


In 2024, spending on social programmes and benefits totalled 1.4% of the Group's revenue. Travel expenses and baggage fees (22.1%), health resort treatment (15.1%), and VHI (13.4%) accounted for the largest share of total expenses.



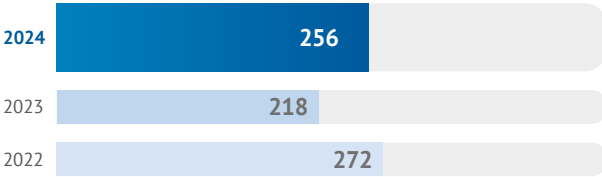
### Occupational health and safety

#### 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.

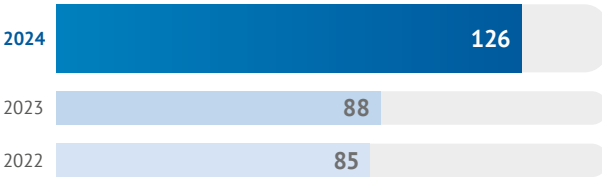
### Human capital development

#### 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.

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

Environment

Climate change

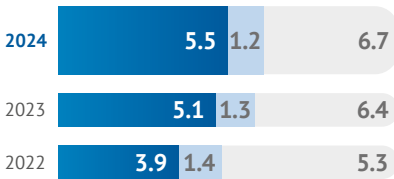
GHG emissions (Scope 1 and 2)<sup>1</sup>  
(mln t of CO<sub>2</sub> equivalent)<sup>2</sup>



■ 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.

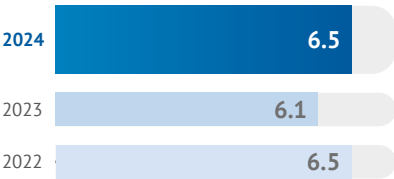
GHG emissions (Scope 3)  
(mln t of CO<sub>2</sub> equivalent)<sup>4</sup>



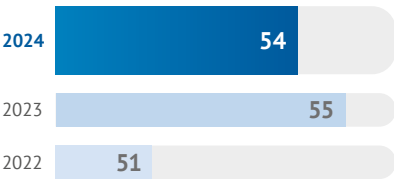
■ Upstream  
■ Downstream

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)<sup>3</sup> (t of CO<sub>2</sub> equivalent/RUB mln)<sup>2</sup>



Share of renewables in electricity consumption (%)



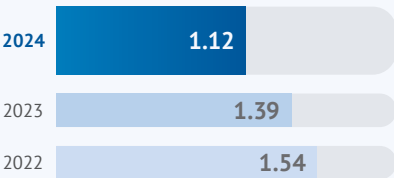
In 2024, the Company made further progress on its projects to ramp up the use of renewables, achieve energy savings, and improve the reliability of electricity and gas supplies.

Air

Air pollutant emissions (mln t)



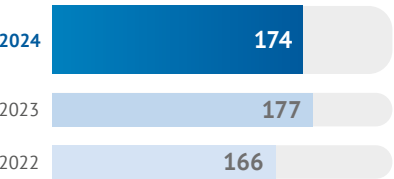
Air pollution intensity (t/RUB mln)



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.

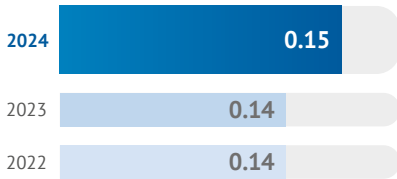
Waste

Waste generation (mln t)

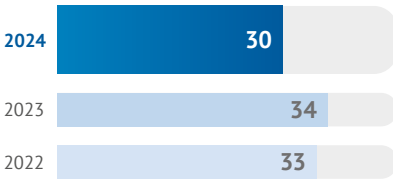


No significant year-on-year changes in waste generation were recorded in 2024.

Waste generation intensity (kt/RUB mln)



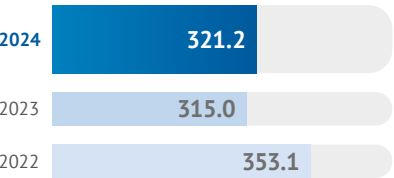
Waste recovery (mln t)



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.

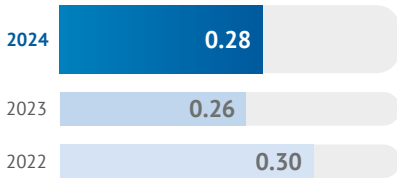
Water use

Total water withdrawal (Mcm)

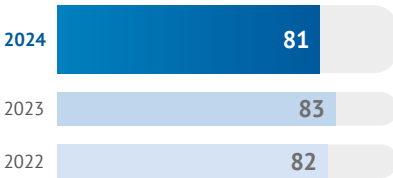


In 2024, total water withdrawal grew by 6 Mcm y-o-y. The Company runs regular monitoring programmes for water bodies and water protection zones at all operational sites where water is used.

Water withdrawal intensity (thousand m<sup>3</sup>/RUB mln)



Share of water reused and recycled (%)



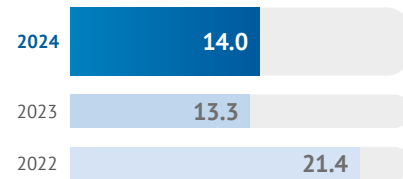
Nornickel's key production facilities operate closed-loop water systems to make sure water withdrawal levels remain fairly low.

<sup>1</sup> Including a GHG emissions provision for the Sulphur Project and GHG emissions generated from heat and electricity supplies to the public.  
<sup>2</sup> Retrospective data have been adjusted to include the Sulphur Project GHG emissions provision at Copper Plant.  
<sup>3</sup> Net of the Sulphur Project GHG emissions provision at Nadezhda Metallurgical Plant, but including actual emissions from the Sulphur Project in 2024.  
<sup>4</sup> Scope 3 (downstream) includes all of the Company's products.



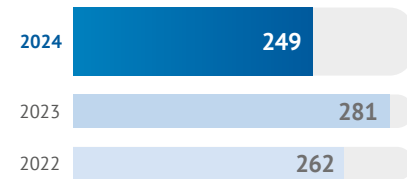
## Contribution to the development of regions and local communities

### Charitable expenses (RUB bn)



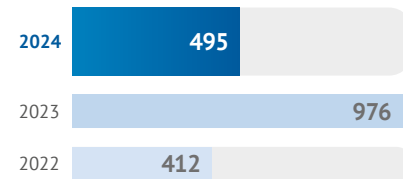
In 2024, charitable expenses totalled 1.2% of Group revenue for the year.

### 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, Nornickel 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, Nornickel plans to advance efforts across its key strategic focus areas for engagement with indigenous peoples.

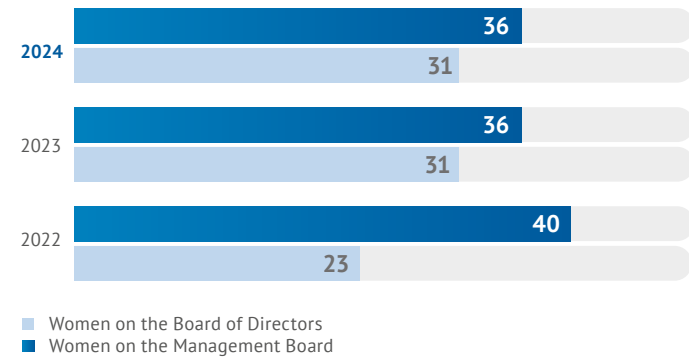


## Governance

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



### Percentage of women on the Board of Directors and 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.

## Operational performance<sup>1</sup>

### 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 palladium (from own feed) (koz)



### Production of copper (from own feed) (kt)



### Production of platinum (from own feed) (koz)



Throughout 2024, Nornickel 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.

<sup>1</sup> Group data, including foreign companies of the Polar Division.

