

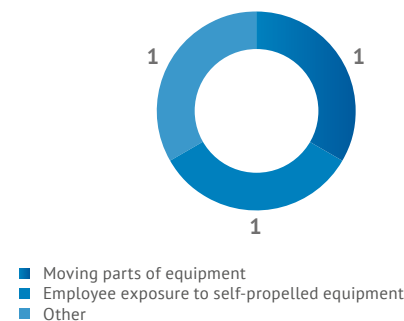
Work related injuries

GRI 403-9, 403-10 / SASB EM-MM-320a.1

GRI 14.15.3, 14.16.10, 14.16.11

Work-related injuries among Group employees

Number of fatalities by accident type in 2024

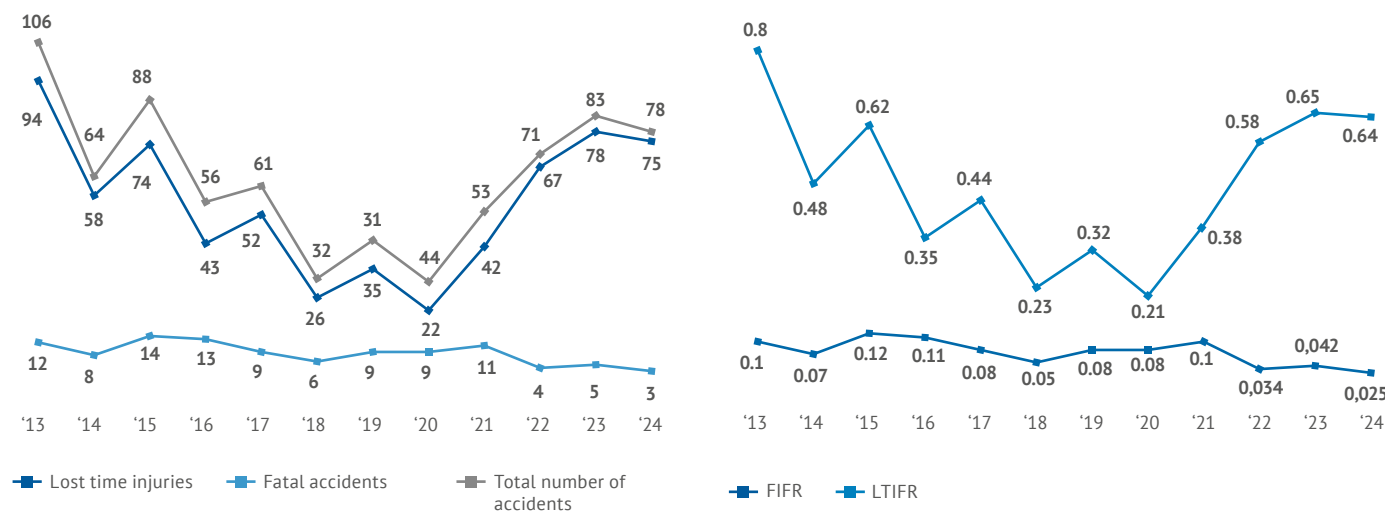


3

Number of fatalities by work type in 2024 (in mining operations)

Underground operations represent a high-risk area where serious incidents are most likely to occur. To address this, a project was launched in 2024 to establish a three-level system of safety barriers: technical (physical prevention of hazards), procedural (alerts providing safety-related information), and behavioural (personal awareness, the need to assess the situation and pay attention to potential hazards). An analysis of fatal injuries in underground operations helped identify 11 critical risks, with protective measures defined for each. Units operating in underground environments conduct barrier-based self-assessments, benchmarking their current situation against the conditions of an “ideal” mine model. This approach helps determine which protective mechanisms are already in place and which still need to be implemented. The next step will be to verify whether the self-assessment results reflect the actual situation.

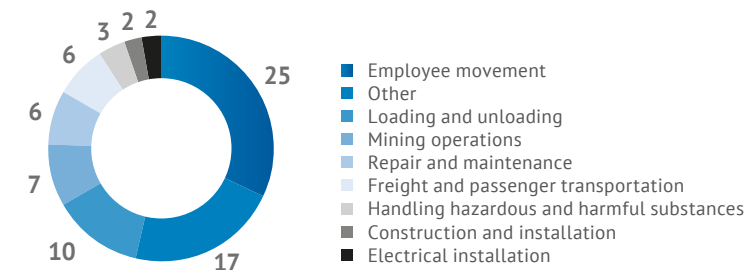
Trends in accident and work-related injury rates^{1,2}



¹ Excluding one accident until its work-related status and severity are determined.

² All accidents that occurred after 31 December 2024 up to the date of this Report, including three fatal accidents involving the Company's employees, have been investigated, and appropriate corrective actions are underway. The total number of accidents as at the Report's date is in line with global mining industry averages. For more details on the accidents, please see the Company's 2025 Sustainability Report.

Number of injuries by work type in 2024



Nornickel's performance in this area is in line with global mining industry averages.

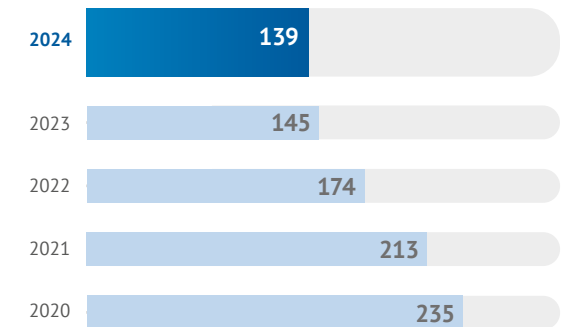
In 2024, the Group recorded three fatal accidents: one fatality resulted from an employee being pinned by a load-haul-dump machine, another from an employee being pinned between a pipeline and a mine wall, and the third one was caused by a dump truck striking a pipeline.

Investigation of fatal accidents

All fatal incidents are subject to internal investigation and are reported to the Board of Directors.

To address the root causes of an incident in which an employee was pinned between a pipeline and a mine wall, the Company improved the functionality of the positioning system to enable monitoring of self-propelled diesel equipment while stationary during shift breaks. The standard pipeline fixation design was also updated, providing detailed guidance on approved securing methods. All designated vehicle access points for passenger boarding and exiting were brought into compliance with established standard requirements.

The number of cases of work-related ill health identified



In 2024, 75 lost time injuries were recorded, with a lost time injury frequency rate (LTIFR) of 0.64. The Company continues to strengthen its system for recording, classifying, and investigating incidents.

Following the investigation into the incident involving a dump truck striking a pipeline, the overhaul of the mine's production control processes was initiated across all levels of management. The requirements for planning the installation and dismantling of process pipelines, as well as the inspection and acceptance of completed work, were revised.

Nornickel extends its deepest condolences to the families and friends of the victims and reaffirms that achieving zero work-related fatalities remains a key strategic priority. Nornickel will continue to implement programmes aimed at the prevention of workplace accidents.

Changes in the accident investigation procedure in 2024

- Commission chairs (general directors or unit heads) now personally present investigation reports at emergency committee meetings and assume responsibility for the findings.
- Dedicated groups have been established to monitor the implementation of investigation-related actions. These groups facilitate discussions of findings and corrective measures and develop universal solutions that are then adapted to each Group enterprise.
- A competition was held to identify the best accident investigations: evaluation criteria were established, top investigations were selected, and winners were named across four categories.

In 2025, an Incident Investigation Office will be launched, along with a 24/7 rapid response team in Norilsk, which will be dispatched to incident sites.

Contractors' work-related injuries

In 2024, systematic data collection from contractors was implemented for the first time. All information on incidents involving contractors, as well as statistics on hours worked, is now captured in a centralised system. These data are used to calculate injury rates among contractors, enabling comprehensive monitoring of safety performance metrics.

1

Number of fatalities among contractor employees by accident type in 2024 (moving parts of equipment)

1

Number of fatalities among contractor employees by work type in 2024 (in mining operations)



In 2024, one fatal accident involving a contractor employee occurred as a result of the employee being pinned by a conveyor belt. The FIFR rate for contractors was 0.017.

In 2024, 30 lost time injuries were recorded among contractor employees, resulting in a lost time injury frequency rate (LTIFR) of 0.52.

H&S system development and mitigation of key risks

GRI 403-1, 403-2

GRI 14.16.2, 14.16.3

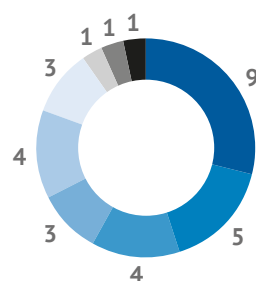
The Company plans to achieve its goals of reducing work-related injuries and eliminating fatalities by enhancing the health and safety system, which is implemented across all operations.



As part of its ongoing effort to develop the H&S system, Nor Nickel applies Patrick Hudson's Safety Culture Ladder methodology. By 2030, the Company aims to gradually progress to higher maturity levels within Hudson's model, from the current score of 2.4–2.7 to the target level of 5.0. To do this, the Company

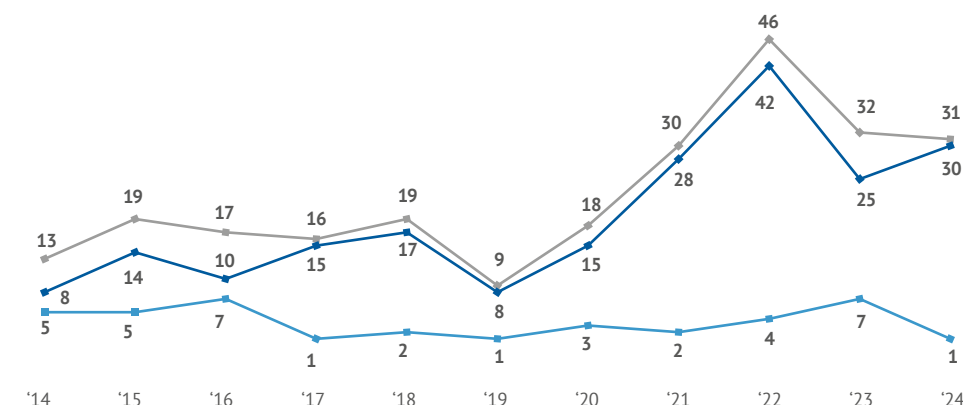
is implementing safety culture projects of varying scale and scope, including Developing Risk-Based Thinking, Reframing the Image of H&S, Developing the H&S Train-the-Trainer Programme, H&S Internal Communication System, and others.

Number of injuries among contractor employees by work type in 2024



- Employee movement
- Mining operations
- Other
- Construction and installation
- Work at height
- Repair and maintenance
- Loading and unloading
- Freight and passenger transportation
- Electrical installation

Accident and work-related injury rates among contractor employees



- Lost time injuries
- Fatal accidents
- Total number of accidents

Developing risk-based thinking

In 2024, Nor Nickel continued implementing its safety culture transformation project across Polar Division mines by developing risk-based thinking – specifically, identifying and mitigating workplace hazards.

In 2023, Nor Nickel launched a unified incentive system to encourage workplace hazard identification, offering fixed payments ranging from RUB 5 thousand to RUB 10 thousand depending on the employee's level of involvement in risk management. Employees are informed about this process during dynamic risk assessment training sessions, and memos have been developed to outline the reporting procedure.

>1 thousand

Group employees received cash rewards totalling over RUB 10 million for identifying workplace hazards in 2024

>4.2 thousand H&S hazards

in total have been identified by workers, engineers, and technicians over the course of the project

