

Nornickel’s contribution to the UN SDGs and alignment with the national strategic priorities

RUB **374** bn
spent in 2024 on SDG-related projects (32% of revenue under consolidated financial statement disclosures)¹

GRI 2-28

Nornickel has committed to supporting the achievement of the 2030 UN SDGs. The Company has conducted an analysis, mapping the SDGs against its own strategic priorities, key risks, current goals and commitments, as well as best practices of its peers. Based on the results, Nornickel identified a consistent contribution to 14 SDGs, with particular emphasis on Goals 3, 6, 8, 11, 12, and 13 – its key focus areas drawing the most attention and effort.

Nornickel has been systematically implementing environmental and socio-economic projects that contribute towards the national goals outlined in Executive Order of the Russian President No. 309 dated 7 May 2024. A list of new national projects has been approved to achieve the national goals, targets, and objectives outlined in the Executive Order. Nornickel has established itself as a reliable partner for the government in addressing the national agenda's goals and objectives.






MMC Norilsk Nickel has been officially awarded the status of Partner of Russia’s National



Projects. In 2024, **four** of the Company’s projects made it to the finals of Our Contribution, Russia’s first award recognising business and non-profit contributions to national goals and projects. The Poneslos (“Let’s Do It”) environmental initiative, Nornickel’s programme of mass sports events, and the Corporate Healthcare and Norilsk of the Future projects were highly praised




by the judging panel for their strong contributions to national projects such as Demography, Housing and Urban Environment, Healthcare, and Environment.




Nornickel’s contribution to the UN SDGs in 2024 and alignment with the national strategic priorities

UN SDGs	Nornickel’s contribution in 2024	Russia’s strategic priorities
 Goal 3: Ensure healthy lives and promote well-being for all at all ages	<ul style="list-style-type: none">24.6 thousand employees and their family members benefitted from the Company’s health resort treatment and recreation programme80.7 thousand Nornickel employees and their family members were covered by voluntary health insurance (VHI) policies, with RUB 2.2 billion allocated to the VHI programme during 2024The Company continued to expand its network of corporate healthcare centres: Nornickel opened a new medical centre in Talnakh ahead of schedule in December 2024Nornickel organised regular corporate sports events, tournaments, and training sessions (with over 32.5 thousand employees involved in sports and fitness activities in 2024) and continued advancing its Nornickel: Hooked on Sport corporate project For more details, please see the Prevention of Occupational Diseases and Social Support for Employees and Their Families sections	National projects: <ul style="list-style-type: none">Long and Active LifeFamily National goal: <ul style="list-style-type: none">Preservation of the population, strengthening health and improving the well-being of people, supporting families
 Goal 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all	<ul style="list-style-type: none">In 2024, the amount of employee training at Nornickel increased by 24% y-o-y to 389 thousand training completions per yearAverage hours of training per year per employee (based on average headcount) grew from 88 to 126The number of university students covered by Nornickel’s corporate scholarship programmes grew to 469, while those on industrial placement or pre-graduation internships at Nornickel totalled 1.4 thousandThe Kola Metals and Mining education and production centre was opened in Monchegorsk, with 85% of graduates expected to be employed by the Company upon completion of their trainingAI in Industry, a joint master’s degree programme offered by Nornickel and Central University, was launchedAn innovative learning solution – an AI-powered chatbot – was also introduced to support development programmes for line managers For more details, please see the Training Ecosystem and Contribution to the Development of Local Communities sections	National projects: <ul style="list-style-type: none">PersonnelYouth and Children National goals: <ul style="list-style-type: none">Stable and dynamic economySelf-fulfilment of each person, unlocking their talents, and educating a patriotic and socially responsible person
 Goal 6: Ensure availability and sustainable management of water and sanitation for all	<ul style="list-style-type: none">In the reporting year, water recycled and reused accounted for 81% of the Company’s total water consumptionThe Company supplies water to Norilsk residentsIn 2024, the Company’s waste collecting vessels removed approximately 13.9 kt of wastewater, including 6.83 kt of oil-containing water and over 282 tonnes of waste, while also delivering 4.68 kt of drinking water to ships For more details, please see the Water section	National project: <ul style="list-style-type: none">Ecological Well-Being National goals: <ul style="list-style-type: none">Comfortable and safe living environmentEcological well-being




¹ The year-on-year growth in this indicator in the reporting year is due, among other factors, to an adjustment to the methodology for calculating the metric.

UN SDGs	Nornickel's contribution in 2024	Russia's strategic priorities
 Goal 7: Ensure access to affordable, reliable, sustainable, and modern energy for all	<ul style="list-style-type: none">• The share of renewables in the Group's electricity consumption was 54% (or 12% of total electricity and fuel consumption)• The Company continued renovating its generation facilities and grid infrastructure in Norilsk (with total spending on related investment projects at RUB 4.7 billion in 2024)• The Company supplies electricity and heat to Norilsk residents For more details, please see the <u>Energy Consumption and Energy Efficiency</u> section	National project: <ul style="list-style-type: none">• Infrastructure for Life National goal: <ul style="list-style-type: none">• Comfortable and safe living environment
 Goal 8: Promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all	<ul style="list-style-type: none">• Employee salaries were increased by 10% to reflect the cost-of-living adjustment. The average monthly salary of employees was RUB 207 thousand• The percentage of total employees covered by collective bargaining agreements was 94.3%. The collective bargaining agreements of MMC Norilsk Nickel and three other Group enterprises were extended for another three years• The Tenure module was launched as part of the second cycle of the Digital Investor motivation programme. Over 69.5 thousand employees were programme participants and digital investors at the year-end (51.3 thousand employees received a scheduled payment of RUB 796.33 per digital financial asset (DFA) (net of tax) in January 2024)• Spending on improvements to workplace amenities for employees was increased to RUB 6.0 billion (comprehensive overhauls completed at 187 welfare facilities, with workplace amenities improved for 11.8 thousand employees)• The Company launched the comprehensive Mother at Work support programme to assist female employees returning to work following a period of parental leave• The Company established cooperative ties with small and medium-sized businesses across its footprint and implemented initiatives to support entrepreneurs For more details, please see the <u>Nornickel's HR Strategy, Incentives and Rewards, Social Support for Employees and Their Families, and Contribution to the Development of Local Communities</u> sections	National projects: <ul style="list-style-type: none">• Personnel• Family• Efficient and Competitive Economy National goals: <ul style="list-style-type: none">• Stable and dynamic economy• Preservation of the population, strengthening health and improving the well-being of people, supporting families• Self-fulfilment of each person, unlocking their talents, and educating a patriotic and socially responsible person

UN SDGs	Nornickel's contribution in 2024	Russia's strategic priorities
 Goal 9: Build resilient infrastructure, promote inclusive and sustainable industrialisation, and foster innovation	<ul style="list-style-type: none">• A total of 119 IT projects were implemented (with overall funding amounting to RUB 8.7 billion) <p>The Company took part in:</p> <ul style="list-style-type: none">• the work of the Metallurgy and Ecology industrial competence centres (development of industry-specific solutions)• efforts to create a more mature information security market in collaboration with developers and vendors of relevant products and services• implementing digital projects across the Company's footprint (construction of a fibre link in the Norilsk Industrial District). <p>The Company's R&D team designed new palladium-based components and solutions to synthesise nickel-containing cathodes. Nornickel also launched the Battery Technology Centre in Saint Petersburg</p> For more details, please see the <u>Digital Technology Development, Information Security, and Research and Development</u> sections	National projects: <ul style="list-style-type: none">• Data Economy and Digital Transformation of the State• Infrastructure for Life National goals: <ul style="list-style-type: none">• Digital transformation of state and municipal administration, the economy, and social sphere• Technological leadership• Comfortable and safe living environment
 Goal 10: Reduce inequality within and among countries	<ul style="list-style-type: none">• Nornickel spent RUB 830 million to relocate residents of Norilsk and Dudinka to regions with better climate conditions• In 2024, spending on employee housing programmes such as Your Home, Our Home, and My Home totalled RUB 917 million• The number of participants in the relocation support programme increased to 4.9 thousand• Population mobility across the Company's footprint improved due to the development of Nornickel's transport assets• The Company provides financial, infrastructural, educational, social, and other types of support to indigenous communities For more details, please see the <u>Social Support for Employees and Their Families, Contribution to the Development of Local Communities, and Engagement with Indigenous Peoples</u> sections	National projects: <ul style="list-style-type: none">• Infrastructure for Life• Family• Efficient Transport System National goals: <ul style="list-style-type: none">• Comfortable and safe living environment• Self-fulfilment of each person, unlocking their talents, and educating a patriotic and socially responsible person
 Goal 11: Make cities and human settlements inclusive, safe, resilient, and sustainable	<ul style="list-style-type: none">• During the year, air pollutant emissions were reduced by 23.5%, driven by the implementation of the Sulphur Project at Nadezhda Metallurgical Plant. Sulphur dioxide recovery at the plant exceeded 99%• Since the launch of the Clean Norilsk programme, a total of 406 buildings have been dismantled, 1.1 mln t of waste and 83.5 kt of scrap metal have been removed, and a total of 4.8 million sq m of land have been cleared• An environmental monitoring programme was launched, featuring an automated emissions control system and compact atmospheric air quality monitoring stations• The Company contributed to area improvements across its footprint, as well as to housing construction and infrastructure renovation• Nornickel continued to implement its Valla Tunturi and Zatundra tourism investment projects and to support the Bobrov Log Fun Park For more details, please see the <u>Contribution to the Development of Local Communities, Improving the Well-Being of Local Communities, Air, and Waste and Tailings Storage Facilities</u> sections	National projects: <ul style="list-style-type: none">• Ecological Well-Being• Infrastructure for Life• Tourism and Hospitality National goals: <ul style="list-style-type: none">• Ecological well-being• Stable and dynamic economy• Comfortable and safe living environment

UN SDGs	Nornickel's contribution in 2024	Russia's strategic priorities
<div></div> <div>Goal 12: Ensure sustainable consumption and production patterns</div>	<ul style="list-style-type: none">Onsite waste recovery totalled 26.7 mln t in 2024The Company continued its projects and initiatives aimed at increasing the share of waste recycling and treatmentNornickel continued the deployment and adoption of more advanced and efficient solutions across its operations while further upgrading and replacing its capacity (specifically, the new furnace at Nadezhda Metallurgical Plant is capable of processing concentrates with lower sulphur content) <div>For more details, please see the <u>Waste and Tailings Storage Facilities</u> section</div>	National project: <ul style="list-style-type: none">Ecological Well-Being National goal: <ul style="list-style-type: none">Ecological well-being
<div></div> <div>Goal 13: Take urgent action to combat climate change and its impacts</div>	<ul style="list-style-type: none">Scope 1 and 2 GHG emissions totalled 8.6 mln t of CO₂ equivalent¹ (one of the lowest levels in the industry)The Company made further progress on its 2025 Climate Change Action PlanThe Board of Directors approved the 2050 Key Focus Areas of Carbon Neutrality, used as a framework for developing a renewable project in the Trans-Baikal Territory, implementing climate projects (such as a mining waste mineralisation project), and deploying more energy-efficient technologies and equipmentNornickel registered its first climate project with the Russian Register of Carbon Units: the project to retire a fuel oil boiler facility reduced the Company's GHG emissions by 17.5 kt of CO₂ equivalentNornickel also signed Russia's largest-ever deal to purchase carbon units <div>For more details, please see the <u>Climate Change</u> section</div>	National project: <ul style="list-style-type: none">Efficient and Competitive Economy National goal: <ul style="list-style-type: none">Stable and dynamic economy
<div></div> <div>Goal 14: Conserve and sustainably use the oceans, seas, and marine resources for sustainable development</div>	<ul style="list-style-type: none">Total contaminated wastewater discharge declined by 6% y-o-y to 68.7 Mcm in 2024Total wastewater discharge was 223.8 McmStocking of aquatic biological resources across the Company's footprint (including fish fry of common carp, sturgeon, nelma, etc.) <div>For more details, please see the <u>Water and Biodiversity</u> sections</div>	National project: <ul style="list-style-type: none">Ecological Well-Being National goal: <ul style="list-style-type: none">Ecological well-being

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

UN SDGs	Nornickel's contribution in 2024	Russia's strategic priorities
<div></div> <div>Goal 15: Protect, restore, and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss</div>	<ul style="list-style-type: none">A total of 235 ha were covered by reclamation, reforestation, and clean-up activities in 2024In 2024, the Company released 3 million fingerlings of Siberian sturgeon and nelma into water bodies of the Krasnoyarsk Territory, planted over 174 thousand pine saplings in the Trans-Baikal Territory, and sowed 5 kg of pine seeds (about 710 thousand seeds) in the Murmansk RegionNornickel also continued its cooperation with protected areas (Lapland Nature Reserve, Pasvik Nature Reserve) and signed an agreement with a new partner, the Kandalaksha Nature Reserve <div>For more details, please see the <u>Biodiversity and Soil Protection and Responsible Mining</u> sections</div>	National project: <ul style="list-style-type: none">Ecological Well-Being National goal: <ul style="list-style-type: none">Ecological well-being
<div></div> <div>Goal 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all, and build effective, accountable, and inclusive institutions at all levels</div>	<ul style="list-style-type: none">The percentage of employees that the Company's anti-corruption practices have been communicated to is 100%A remote learning course on Anti-Corruption for Managers is offered to members of the Board of Directors, the Management Board, and top managers. All employees sign an addendum to their employment contracts outlining their anti-corruption obligations and have access to the Anti-Corruption course <div>For more details, please see the <u>Business Ethics and Anti-Corruption</u> section</div>	–
<div></div> <div>Goal 17: Strengthen the means of implementation and revitalise the Global Partnership for Sustainable Development</div>	<ul style="list-style-type: none">The Company produced and exported energy transition metalsThe Company participated in international and Russian sustainability conferences (UN Climate Change Conference 2024 (COP29) and others)Nornickel engaged in international collaboration on science, technology, and innovationA number of cooperation and partnership agreements were signed with government authorities, businesses, and other stakeholdersThe Group's representatives sit on 88 working bodies established by non-governmental organisations and government authorities <div>For more details, please see the <u>Stakeholder Engagement</u> and <u>Key Figures</u> sections</div>	National project: <ul style="list-style-type: none">International Cooperation and Exports National goal: <ul style="list-style-type: none">Stable and dynamic economy

Nornickel's contribution to Russian national goals¹



Preservation of the population, strengthening health and improving the well-being of people, supporting families

Nornickel's strategic documents related to the national goal

- Nornickel's 2030 Socially Sustainable Development Strategy
- Nornickel's HR Strategy for 2024–2026
- Key Focus Areas in Health and Safety for 2023–2025

For more details, please see the [Nornickel's HR Strategy, Social Support for Employees and Their Families, Prevention of Occupational Diseases, H&S System Development and Mitigation of Key Risks, and Sustainable Growth Strategy](#) sections

Nornickel's performance highlights in 2024 and future plans

10%

Pay rise in 2024
(target: maintain competitive pay levels)

>32 thousand

employees involved in sports and fitness activities in 2024

100%

of employees covered by voluntary health insurance (2024 VHI costs: RUB 2.2 billion)

4

healthcare facilities commissioned under the Corporate Healthcare project, with over 319 thousand medical services and examinations provided since 2021 (one facility opened in 2024; overall target: seven facilities)

>30

medical aid posts and health check rooms opened under the Corporate Healthcare project (overall target: 70 facilities)

RUB 2.8 bn

spent on the Corporate Healthcare project in 2024

24.6 thousand

people received vouchers for health resort treatment and recreation in 2024 (2025 target: increase coverage by 5%) (2024 costs: RUB 2.5 billion)

1.6 thousand

employees on maternity and/or childcare leave at the end of the year

1.1 thousand

employees returned to work in 2024 after maternity and/or childcare leave ended

RUB 19.8 bn

Expenditures on employee health and safety in 2024

¹ Executive Order of the Russian President No. 309, On the National Development Goals of the Russian Federation Through 2030 and for the Future Until 2036, dated 7 May 2024.



Self-fulfilment of each person, unlocking their talents, and educating a patriotic and socially responsible person

Nornickel's strategic documents related to the national goal

- Nornickel's 2030 Socially Sustainable Development Strategy
- Nornickel's HR Strategy for 2024–2026
- Training Strategy for 2022–2025

For more details, please see the [Training Ecosystem, Improving the Well-Being of Local Communities, Contribution to the Development of Local Communities, and Sustainable Growth Strategy](#) sections

Nornickel's performance highlights in 2024 and future plans

>6.7 thousand

employees are members of the In Good Company youth community

>3 thousand

students were involved in the Company's activities in 2024 (including apprenticeships, student construction brigades, and the Career Start-Up, Polar College, and Conquerors of the North programmes)

>21 thousand

people took part in the World of New Opportunities programme in 2024 (total programme costs in 2024: RUB 388 million)

410

activities implemented as part of the corporate volunteering programme in 2024 (about 4 thousand participants)



Comfortable and safe living environment

Nornickel's strategic documents related to the national goal

- Nornickel's 2030 Socially Sustainable Development Strategy
- Nornickel's HR Strategy for 2024–2026

For more details, please see the [Contribution to the Development of Local Communities, Social Support for Employees and Their Families, and Sustainable Growth Strategy](#) sections

Nornickel's performance highlights in 2024 and future plans

RUB 4.1 bn

Spending on activities under the Norilsk Renovation Plan in 2024 (including housing construction and renovation, public area improvements, etc.)

RUB 1.6 bn

Spending on activities under the Cooperation Agreement with the Murmansk Region in 2024

>1 thousand

families provided with homes with financial support from the Company between 2021 and 2024

RUB 0.4 bn

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

RUB 917 mln

Spending on the Your Home, Our Home, and My Home employee housing programmes in 2024



Stable and dynamic economy

Nornickel's strategic documents related to the national goal

- Core Production Strategy
- Marketing/Sales Strategy
- Operational Efficiency Programme for 2024–2026
- Nornickel's 2030 Socially Sustainable Development Strategy
- Training Strategy for 2022–2025

For more details, please see the [Norilsk Nickel Group Profile, Sustainable Growth Strategy, Training Ecosystem, Climate Change, Contribution to the Development of Local Communities, and Social Support for Employees and Their Families](#) sections

Nornickel's performance highlights in 2024 and future plans

USD 2.4 bn

The Company's CAPEX in 2024 (forecast for 2025: USD 2.2 billion)¹

1.6 mln t

Cargo traffic along the Northern Sea Route (projected to increase to 3 mtpa by 2028–2030)

RUB 248 bn

Staff costs in 2024

RUB 1.4 bn

Spending on pension plans in 2024

95%

Percentage of employees trained in 2024 (total training costs: RUB 1.3 billion). Nornickel also builds infrastructure and creates conditions for student training across its footprint

RUB 3.0 bn

Spending on tourism investment projects in 2024

RUB 4.8 bn

Spending on climate change adaptation projects in 2024

¹ Total investment planned for 2025 is RUB 215 billion, or USD 2.2 billion based on the USD/RUB exchange rate as at 10 February 2025.



Ecological well-being

Nornickel's strategic documents related to the national goal

- 2031 Environmental and Climate Change Strategy

For more details, please see the [Ecological Well-Being](#) and [Sustainable Growth Strategy](#) sections

Nornickel's performance highlights in 2024 and future plans

1.3 mln t

Pollutant emissions in 2024 (~23.5% y-o-y), with SO₂ emissions down 90% from 2015 at the Kola site and by 30% at the Norilsk site (overall target by 2031: 90% reduction)

29.6 mln t

Waste recovered in 2024 (17% of total waste generated during the year)

RUB 2.7 bn

Spending on the Clean Norilsk programme in 2024 (overall budget: over RUB 40 billion), with 406 of 500 buildings dismantled, 1.1 mln t of waste out of 2 mln t and 83.5 kt of scrap metal out of 600 kt removed, and a total of 4.8 million sq m of land out of 24 million sq m cleared over the period

68.7 Mcm

Total contaminated wastewater discharge in 2024 (~6% y-o-y)

235 ha

covered by reclamation, reforestation, and clean-up activities in 2024 (target: 3,996 ha by 2031)

RUB 94.4 bn

Current and capital environmental expenditures in 2024



Technological leadership

Nornickel's strategic documents related to the national goal

- Innovation and R&D strategy
- Nornickel's 2030 Socially Sustainable Development Strategy

For more details, please see the [Research and Development](#) and [Sustainable Growth Strategy](#) sections

Nornickel's performance highlights in 2024 and future plans

RUB 192.7 mln

Total funding for 13 R&D projects and pre-feasibility studies in 2024 (with a consistent annual investment growth rate from 2022 to 2024)

RUB 1.1 bn

Spending on innovation in 2024 (including innovation prototyping, development of battery and palladium-based technologies, etc.)

>100

new palladium-containing materials expected to reach the market (potentially driving at least 40–50 tonnes of new palladium demand by 2030)



For more details, please see the [Digital Technology Development and Information Security](#) sections

Nornickel's performance highlights in 2024 and future plans

RUB 8.7 bn

Spending on IT initiatives and projects (119 projects in total)

Information security focus areas:

- protecting the Company's information systems and infrastructure;
- supporting import substitution and domestic solutions;
- contributing to market development by establishing and strengthening strategic partnerships;
- contributing to policymaking and best practices;
- fostering an information security culture among employees.



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The priorities set by companies and the efforts made at the regional level already cover virtually all the national goals the government has set for itself. We simply need to strengthen the areas already prioritised by the Krasnoyarsk Territory and Norilsk Nickel, and continue making improvements to maintain our leadership in sustainability.

Olga Bernatskaya,

Vice President of non-profit partnership Certified Professional Accountant (CPA)

Stakeholder engagement

GRI 2-29 / TNFD Gc

Building mutually beneficial, long-term relationships is at the core of the Company's efforts to achieve its goals and maintain agile and robust risk management while delivering results that align with the interests of both the Company and its diverse stakeholder groups.

Nornickel adheres to the principle of open dialogue, ensuring reliable and timely communication with stakeholders on key matters, and welcomes feedback in the form of opinions, questions, comments, and suggestions to enable the development of joint solutions and identify common ground.

The Company uses its corporate website and social media platforms to regularly share information about its operational and financial results, social programmes for employees and local communities, environmental initiatives, and broader sustainability efforts.

In 2024, for the first time, stakeholder engagement plans of [the metals and mining enterprise at the Polar Division's Kola site](#), the [Trans-Baikal Division's mining and processing enterprise](#), and the [Norilsk site of the Polar Division](#) were published on the Company website. Each plan serves as a public document intended to facilitate communication with stakeholders. The documents outline the Company's principles, key engagement tools, and specific activities

designed to foster a transparent and trusted dialogue with various stakeholder groups. These plans are updated and prioritised annually as part of a consolidated register.

Final reports on the implementation of the 2024 stakeholder engagement plans showed that the majority of activities were completed on time and to a high standard. Participants demonstrated strong interest, shared their opinions and suggestions, and expressed willingness to continue cooperation under the announced projects and programmes. An analysis of external and internal stakeholder surveys as well as open dialogues and Q&A sessions with stakeholders demonstrated a high level of satisfaction with the quality and quantity of information provided and compliance with the Company's principles outlined in PJSC MMC [Norilsk Nickel's Regulations on the Information Policy](#).

In 2024, the Company also developed and adopted procedural documents governing stakeholder engagement. These documents established engagement requirements and procedures and identified the employee roles responsible for implementing this process on the ground.

Through constructive engagement, the Company not only addresses stakeholder information needs related to its activities but also contributes to stronger governance and more effective efforts to support the development of its operating regions, civil society groups, and broader society.