



# Nornickel Group's 2024 Sustainability Performance



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# 01 Ecological well-being

Stanislav Seleznev

Vice President for Ecology and Industrial Safety

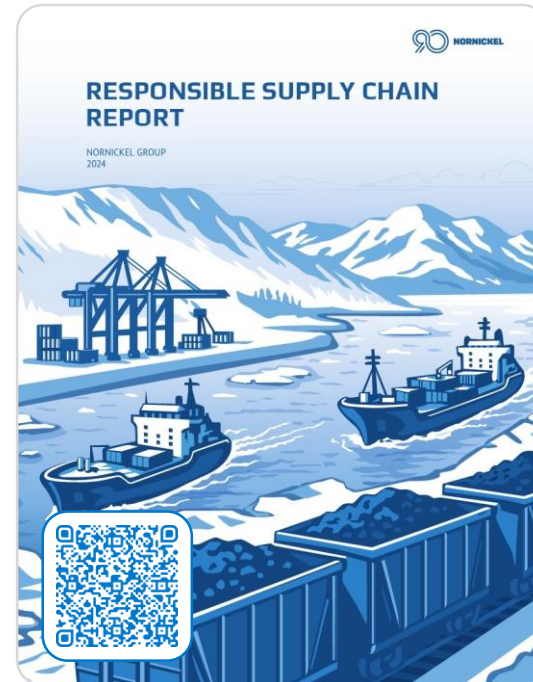




# SUSTAINABILITY REPORTS



*In line with the GRI Standards (2021)*



*In line with the OECD standard*



*In line with the CHRB*



*In line with the TCFD and IFRS S2\**

## STANDARDS AND GUIDELINES FOLLOWED IN NORNICKEL'S 2024 SUSTAINABILITY REPORT:

- GRI Standards (2021), including GRI 14: Mining Sector 2024 (pilot application)
- UNCTAD
- TCFD
- SASB Metals & Mining
- Methodological Recommendations of the Russian Ministry of Economic Development
- TNFD (pilot application)



NORNICKEL

| Nornickel ESG Insights

[esg.nornickel.com](https://esg.nornickel.com)



Source: Company data

Note: \* The Appendix to the 2024 Climate Change Report contains information on disclosures that the Company piloted in line with the formats set out in IFRS S2.

# NORNICKEL'S CONTRIBUTION TO RUSSIAN NATIONAL GOALS<sup>1</sup>



## ECOLOGICAL WELL-BEING

**RUB 94.4 bn**

Current and capital environmental expenditures in 2024  
(8% of revenue)

**–23%**

Reduction in air pollutant emissions year-on-year



## PRESERVATION OF THE POPULATION, STRENGTHENING HEALTH AND IMPROVING THE WELL-BEING OF PEOPLE, SUPPORTING FAMILIES

**RUB 2.8 bn**

Spending on Corporate Healthcare in 2024

**RUB 19.8 bn**

The Company's health and safety expenditures in 2024



## COMFORTABLE AND SAFE LIVING ENVIRONMENT

**RUB 4.1 bn**

Expenditures on activities under the Norilsk Renovation Plan in 2024

**>1 thousand families**

received company-provided housing from Nornickel in 2021–2024



## STABLE AND DYNAMIC ECONOMY

**USD 2.4 bn**

The Company's CAPEX for 2024  
(USD 2.2 bn – plan for 2025<sup>2</sup>)

**RUB 248 bn**








Staff costs in 2024  
(21% of revenue)

Source: Company data

Notes: 1. A full list of results and performance indicators is disclosed in the NORNICKEL'S CONTRIBUTION TO THE UN SDGS AND ALIGNMENT WITH THE NATIONAL STRATEGIC PRIORITIES section of the 2024 Sustainability Report.

2. Total capital investments planned for 2025 amount to RUB 215 billion (USD 2.2 billion at the USD/RUB exchange rate as at 10 February 2025).

# KEY TARGETS AS PART OF NORNICKEL'S ENVIRONMENTAL AND CLIMATE CHANGE STRATEGY

AREA <sup>1</sup>	TARGET INDICATORS	2031 TARGETS
 <b>NUMBER OF INCIDENTS</b>	<ul style="list-style-type: none"> <li>Number of interregional and federal emergencies affecting the environment in the regions of operation</li> </ul>	<b>0</b>
 <b>AIR</b>	<ul style="list-style-type: none"> <li>SO<sub>2</sub> emissions (kt)</li> <li>Reduction of SO<sub>2</sub> emissions<sup>2</sup></li> </ul>	<b>213</b> <b>≈90%</b>
 <b>WATER</b>	<ul style="list-style-type: none"> <li>Compliance with the Russian regulatory requirements as regards pollutant concentration in discharges</li> <li>Compliance with freshwater withdrawal limits</li> </ul>	<b>100%</b> <b>100%</b>
 <b>TAILINGS STORAGE FACILITIES AND WASTE</b>	<ul style="list-style-type: none"> <li>Compliance of waste disposal facilities with Russian regulatory requirements</li> </ul>	<b>100%</b>
 <b>SOIL</b>	<ul style="list-style-type: none"> <li>Disturbed land rehabilitation in 2022–2031 (reclamation, reforestation, and clean-up) (ha)</li> </ul>	<b>3,996</b>
 <b>BIODIVERSITY</b>	<ul style="list-style-type: none"> <li>Achievement of net zero biodiversity losses as a result of the Company's operations (Δ IEHI)</li> </ul>	<b>≥0</b>
 <b>STOCK EXCHANGE REQUIREMENTS</b>	<ul style="list-style-type: none"> <li>Compliance with stock exchange requirements (London Metal Exchange, Shanghai Futures Exchange, etc.)</li> </ul>	<b>100%</b>

Source: Company data

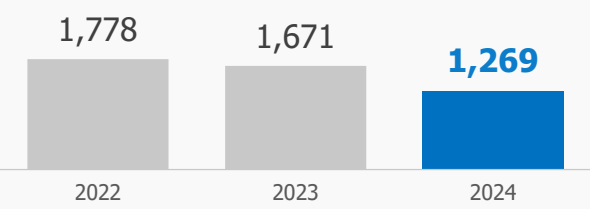
Notes: 1. Areas and targets from the mandatory part of the Strategy. For more details on the Strategy's voluntary part, please see the 2024 Sustainability Report. 2. Vs the 2015 base year.

# ENVIRONMENTAL AND CLIMATE CHANGE HIGHLIGHTS

## AIR

### SO<sub>2</sub> emissions

[ktpa]

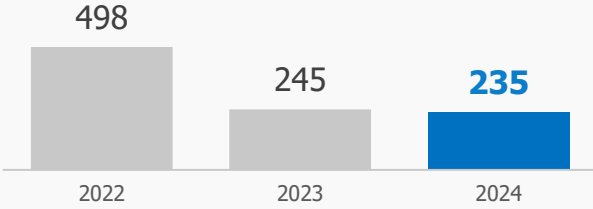


- ✓ This significant decline in emissions was driven by the launch of two process lines under the Sulphur Project for comprehensive testing

## SOIL

### Land disturbed and rehabilitated<sup>1</sup>

[ha per annum]

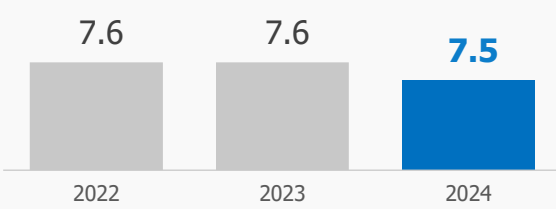


- ✓ In 2024, the Company planted **over 174 thousand pine seedlings** in the Sivyakovskoye Forestry of the Trans-Baikal Territory, across a total of **87 ha**. This brought the total rehabilitated area to **480 ha**, including previous periods

## CLIMATE CHANGE

### Absolute GHG emissions (Scope 1 + 2)<sup>2</sup>

[mln t of CO<sub>2</sub> equivalent per annum]

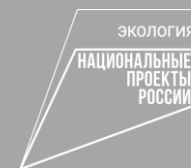


- ✓ Lower per unit fuel consumption for heat and electricity generation
- ✓ Updating of regional CO<sub>2</sub> emission factors for electricity supply within the energy systems of the Murmansk Region and the Trans-Baikal Territory

Source: Company data  
Notes: 1. Including landscaping, reforestation, and reclamation.  
2. Excluding GHG emissions from electricity and heat supply to local communities and other consumers, including the Sulphur Project and logistics.



# CLEAN AIR FEDERAL PROJECT



**National project:**  
Environment



**National goal:**  
Ecological well-being

NORNICKEL LAUNCHED AN INTEGRATED REAL-TIME AIR QUALITY MONITORING SYSTEM FOR COMMUNITIES<sup>1</sup>



## IMPLEMENTATION OF THE SULPHUR PROJECT AT NADEZHDA METALLURGICAL PLANT

**RUB 250** bn  
Project cost

**734.5** kt  
SO<sub>2</sub> capture target starting from 2025



## FIRST METHANE FILLING STATION IN NORILSK

**RUB 740** mln  
Project cost

**~300** vehicles  
can be refuelled at the filling  
station every day

Source: Company data

Notes: 1. For more details, please see the website of the city of Norilsk ([норильск.рф](https://norilskrf.ru)).



# CLEAN NORILSK CLEAN-UP PROGRAMME

**10 years**

Programme duration

**RUB 40 bn**

Total funding

**RUB 15 bn**

Total cost of work from 2021 to 2024  
(as at 2024-end)

**406 facilities**  
demolished

**1.1 mln t**  
of waste removed

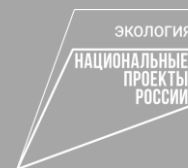
**4.8 mln sq m**  
of land cleaned up

**83.5 kt**  
of scrap metal collected

**124 units**  
of special-purpose  
machinery purchased

**97 units**  
of special-purpose  
equipment purchased

Source: Company data



**National project:**  
Environment

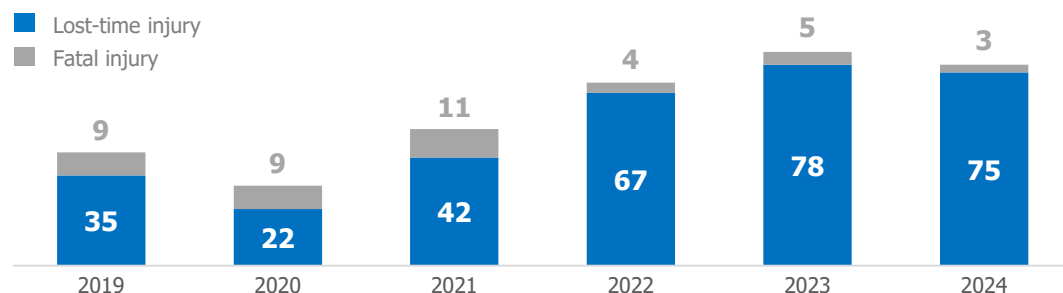


**National goal:**  
Ecological well-being

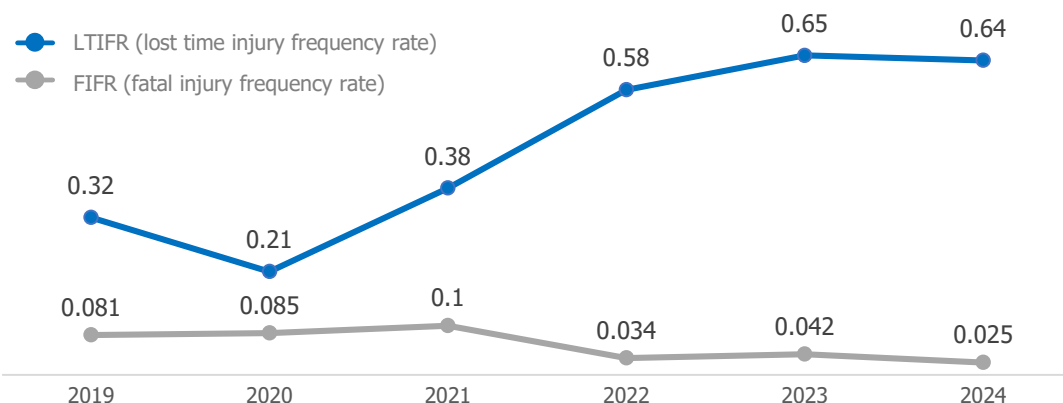


# HEALTH AND SAFETY – STRATEGIC PRIORITY FOR NORNICKEL

## NUMBER OF WORK-RELATED ACCIDENTS INVOLVING COMPANY EMPLOYEES



## WORK-RELATED INJURIES OF COMPANY EMPLOYEES



## ACHIEVING ZERO WORK-RELATED FATALITIES REMAINS THE KEY STRATEGIC PRIORITY FOR THE COMPANY

- In 2024, the Company achieved **an all-time low** fatal injury frequency rate (FIFR)
- **High level of** incident **awareness**
- **Key initiatives** to improve occupational safety:
  - ✓ Changing the communication format, with an emphasis on clear, engaging examples related to health and safety
  - ✓ Implementing proprietary digital solutions
  - ✓ Introducing a new audit format
  - ✓ Sharing and replicating lessons learned from incident investigations

Source: Company data





# 02 Fostering talent and improving employee well-being

Larisa Zelkova

Senior Vice President – Head of HR, Social Policy, and Public Relations

# NORNICKEL'S THREE STRATEGIC HR GOALS for 2024–2026



1

## CREATING A CONTINUOUS DEVELOPMENT SYSTEM FOR THE COMPANY'S FUTURE SUCCESS

BUILDING CORE CAPABILITIES CRITICAL FOR THE COMPANY'S SUCCESS:

- Implementing the **talent management strategy**
- Creating a **learning ecosystem** to unlock everyone's potential, from student to retirement
- **Building a strong employer brand** to attract high-potential talent and youth



2

## FOSTERING A NEW CULTURE OF PERFORMANCE AND CHANGE READINESS

FOSTERING A NEW CULTURE THROUGH BEST PRACTICES AND DIALOGUE:

- Continuously identifying opportunities to **improve efficiency**
- Providing a **feedback** system and maintaining regular team **dialogues**
- Enhancing the **work environment** and **corporate culture**



3

## PROVIDING EMPLOYEE BENEFITS AND MOTIVATING PAY

SUPPORTING OUR EMPLOYEES AND THEIR FAMILIES:

- Offering **motivating pay** and running retention programmes
- Providing a wide **range of social benefits** with flexible options for employees
- **Promoting** employee **health** and **supporting** them in various life situations
- **Improving the quality of life** in the cities hosting our production assets to make our employees active citizens

Source: Nornickel's 2024–2026 Human Capital Strategy



# EMPLOYEE SUPPORT AT NORNICKEL



## 1 CAREER AND SALARY

**2024** **10%** – pay increase in 2024

**2025** **Maintaining competitive** pay levels

**745**  
**career consultations**  
delivered in 2024



## 2 MADE WITH CARE PROGRAMME

**187**  
facilities repaired, with a total  
area of

**25** thousand sq m

**~11.8** thousand  
**employees**  
benefitted from improved  
working conditions through the  
**Made with Care** programme



## 3 HOUSING PROGRAMMES

**240** **apartments**  
delivered to participants of the  
**Your Home** programme

**300** **quotas**  
planned within the subsidised  
loan programme

Source: Company data.

# EMPLOYEE SUPPORT AT NORNICKEL



4

## HEALTH RESORT TREATMENT

**85%**

of the voucher cost for employees,  
on average, **is reimbursed by the  
Company**

**~25 thousand**

health resort vouchers provided  
annually by the Company for  
employees and their family  
members

**9 health resorts**  
across the country



5

## CORPORATE SPORTS

- Nornickel: Hooked on Sport
- Unified sports portal

**>40%**

**of employees**  
took part **in sports events** in  
2024



6

## GENOME SEQUENCING

**27%**

**of employees and their  
family members** participated  
in a human genome sequencing  
programme

Source: Company data.

# DIGITAL INVESTOR

## KEY RESULTS

**69.5** thousand employees had become digital investors and received their minetokens by end-2024  
(+35.5% y-o-y)

**51.3** thousand employees received a scheduled payment of RUB 796.33 per DFA (after tax) in January 2024

**45.6** thousand employees completed training under the Digital Investor programme

**>250** HR professionals became programme ambassadors and experts across Nor Nickel enterprises

2024 OPEX



RUB **2.3** BN

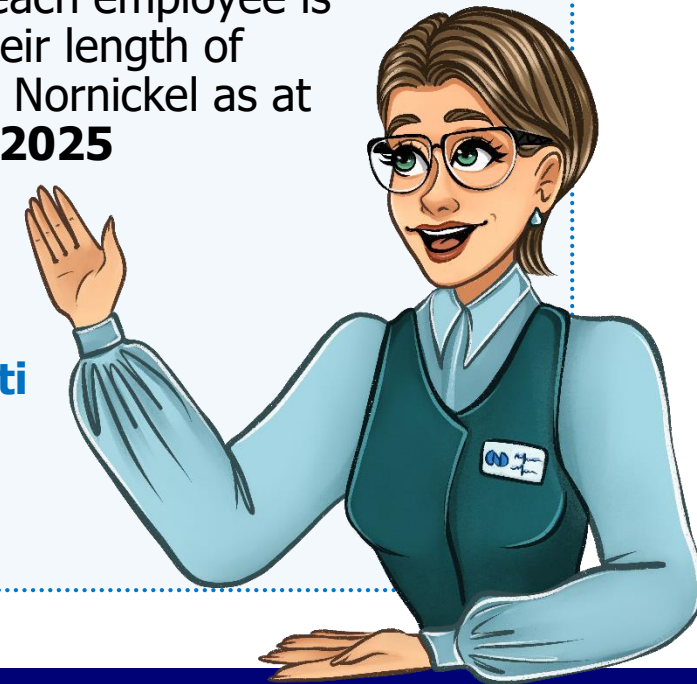
Source: Company data.

## THE ANNIVERSARY MODULE LAUNCHED

- **100% funding** of employee DFA purchases to mark the Company's 90th anniversary
- The number of DFAs granted to each employee is based on their length of service with Nor Nickel as at **1 January 2025**

**Implementation period:**

March–April 2025



# YOUTH ECOSYSTEM AND SUPPORT FOR FAMILIES AT NORNICKEL

## 1 ATTRACTING YOUNG TALENT

- ▶ OPENING OF THE KOLA METALS AND MINING EDUCATION AND PRODUCTION CENTRE AT MONCHEGORSK
  - **175 students** enrolled
  - **85% of graduates** expected to join the Company
- ▶ LAUNCH OF THE AI IN INDUSTRY, A JOINT MASTER'S DEGREE PROGRAMME OFFERED BY NORNICKEL AND CENTRAL UNIVERSITY
- ▶ INVOLVEMENT IN CORPORATE YOUTH PROGRAMMES
  - **821 students** completed internships
  - **574 students** participated in the Career Start-Up and Polar College programmes
  - **>50% of students** employed by the Company upon graduation
- ▶ THE NUMBER OF STUDENTS RECEIVING SCHOLARSHIPS INCREASED to **470** in 2025

## ..... 2 SUPPORTING FAMILIES

- ▶ LAUNCH OF THE MOTHER AT WORK PROGRAMME
- ▶ NORNICKEL DYNASTIES
  - **>200 family dynasties** in Norilsk and Dudinka
  - **In 135 family dynasties** at the Company, the combined length of service per family **exceeds 200 years**



Source: Company data.



# LONG-TERM SUPPORT SYSTEM FOR FUTURE ENGINEERS AND THE ENGINEERING POTENTIAL DEVELOPMENT PROGRAMME

TO RAISE A NEW GENERATION OF ENGINEERS, IT IS ESSENTIAL NOT ONLY TO PROVIDE YOUNG PEOPLE WITH ACCESS TO KNOWLEDGE BUT ALSO TO ENGAGE THEM IN HANDS-ON PRACTICAL WORK – **FROM THEIR FIRST INVENTIONS TO ACTUAL EMPLOYMENT**

## 1 FIRST EXPOSURE TO INVENTION AND ENGINEERING CREATIVITY

**ENGAGING FORMATS** involving local organisations and leading Russian scientists and inventors:

- **7,600+** participants of the Arctic Wave festival of R&D discoveries and inventions and the SVET ON youth forum
- **150+** families of Nor Nickel employees took part in the IMAKE.Mayevka festival of family inventions



Source: Company data

## 2 HANDS-ON EXPERIENCE WITH FIRST INVENTIONS AND OUTSTANDING SUCCESS IN COMPETITIONS

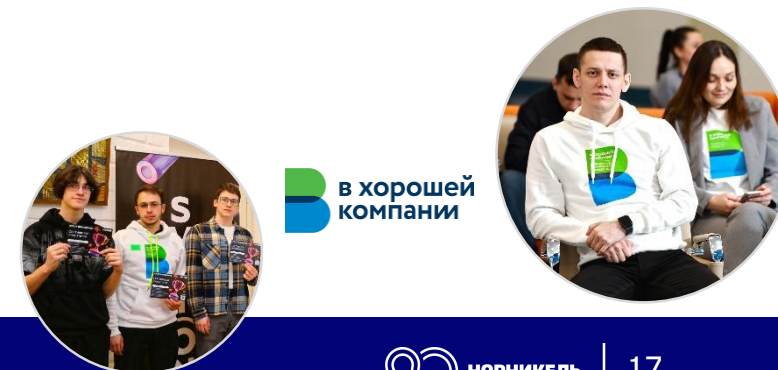
**IMAKE** – a year-round engineering marathon where school students develop design skills, create their first inventions, and present them at major Russian and international exhibitions:

- **2,200+** participants in 2024
- **2** gold medals and a **special prize** from the South Korean delegation, Platinum **special award** for participation in the International Exhibition for Young Inventors in Taiwan
- **2** first-place wins at the **PowerTech 2024** international young engineers' competition
- **22** IMAKE graduates rejoined the programme as mentors and moderators

## 3 MENTORING AND SHARING EXPERIENCE WITH YOUNG INVENTORS

**IN GOOD COMPANY** – fostering engineering thinking and innovation initiatives among Nor Nickel employees and students:

- **30 mixed teams** – young specialists and school students participating in the Engineering Challenge Championship and the Engineers' Cup
- **24** participants of the **In Good Company** programme act as mentors in programmes for school students and young specialists

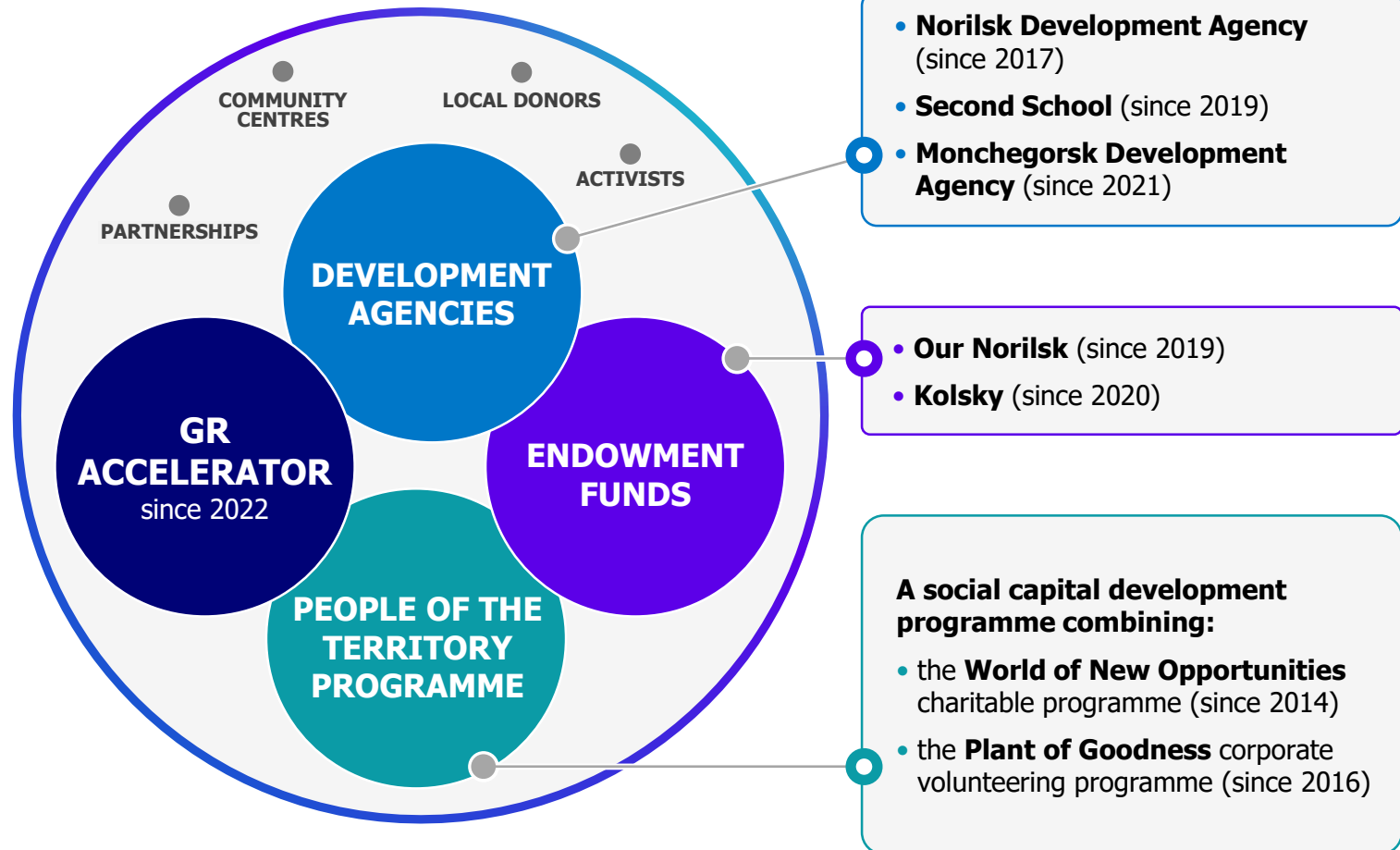


# TERRITORY DEVELOPMENT ECOSYSTEM

Over the years, Nornickel has developed and implemented a **UNIQUE TERRITORY DEVELOPMENT MODEL** based on stakeholder engagement, incorporating elements of public-private partnerships, and involving non-profit organisations and local communities



Source: Company data





# 03 Engagement with the regions of operation



Nikolay Utkin

First Vice President – Head of Government Relations



# DEVELOPMENT OF LOCAL COMMUNITIES

## COOPERATION WITH THE MURMANSK REGION



RUB **1.6**  
bn

Total funding by Nor Nickel under the Cooperation Agreement between the Government of the Murmansk Region and Nor Nickel in 2024

- Demolition of unsafe buildings in Zapolyarny and Nikel
- Window replacement in kindergartens and schools
- Upgrades of a hockey arena in Zapolyarny and renovation of a stadium in Monchegorsk
- Continued upgrades of the Monchegorsk Polytechnic College and the Pechenga Polytechnic College as part of the Professionalitet federal project

Source: Company data

## COOPERATION WITH THE TRANS-BAIKAL TERRITORY



RUB **400**  
mln

spent to implement cultural and social-impact projects in 2024

Cooperation Agreement with the Government of the Trans-Baikal Territory for 2025–2029

Including:  
**RUB 800 mln**

Participation in a project to construct the Transbaikalian State University campus



# DEVELOPMENT OF LOCAL COMMUNITIES: KRASNOYARSK TERRITORY

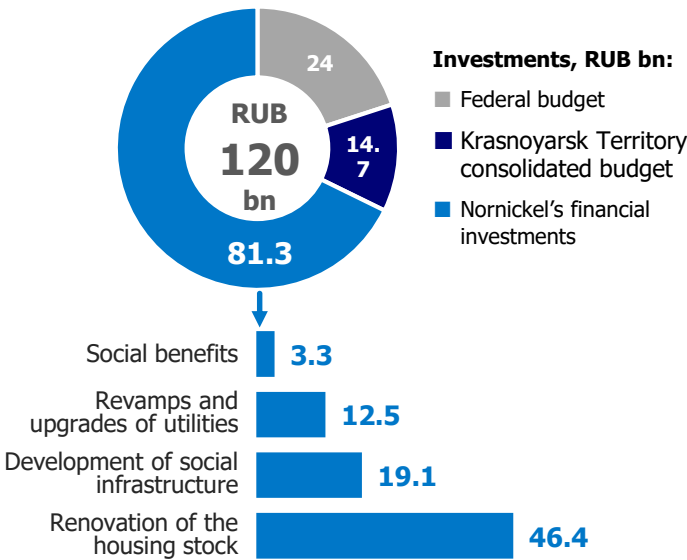
## COMPREHENSIVE DEVELOPMENT PLAN<sup>1</sup> FOR NORILSK

**1,086 families**

purchased homes in 2021–2024 under the relocation programme with financial support from the Company (total spending: **RUB 3.3 billion**)

**4 residential apartment buildings** of varying heights at an advanced stage of completion

## COMPREHENSIVE PLAN FOR THE CITY'S DEVELOPMENT until 2035



### CONSTRUCTION OF AN OUTPATIENT CLINIC

**RUB 2.1 bn** Cost  
**1 thousand** patient visits per shift

### OVERHAUL OF A BUILDING TO HOUSE A KINDERGARTEN

**236 children**

- **CONSTRUCTION (REFURBISHMENT)** of houses in Norilsk's Central District (dismantling, FEED)
- **THERMAL STABILISATION OF SOILS** under apartment buildings and social facilities

## PARTICIPATION IN KRASNOYARSK PROJECTS



### PROGRAMME TO DEVELOP THE BOBROVY LOG SPORTS COMPLEX SOCIAL-IMPACT PROJECT (2023–2024)

- The Snow Class social-impact project was successfully implemented for the second consecutive year, engaging school students from Krasnoyarsk in alpine skiing and snowboarding, with shuttle buses transporting up to **700 children per week** from city schools to Bobrov Log for training sessions

Source: Company data. Note: 1. Projects continued in 2025.

# PROGRAMME TO SUPPORT INDIGENOUS PEOPLES

**RUB 2 bn** Promoting social and economic development of the Taimyrsky Dolgano-Nenetsky Municipal District in 2020–2024

## KEY RESULTS IN 2021–2024

**33 houses**  
commissioned in the  
Volochnanka and Ust-Avam  
settlements

**21 apartments**  
acquired in Dudinka  
for orphaned indigenous  
children

**3 rural health posts** built in the  
Volochnanka, Ust-Avam, and Ust-Port  
settlements

**73 students**  
from indigenous communities are  
studying at Fedorovsky Polar State  
University under the Company's  
scholarship programme

**46 social-impact initiatives**  
supported under the World of  
Taimyr grant programme in 2023–  
2024



**Additional RUB 400 mln**

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



**ПОЛИТИКА В ОБЛАСТИ  
ВЗАИМОДЕЙСТВИЯ  
С КОРЕННЫМИ  
МАЛОЧИСЛЕННЫМИ  
НАРОДАМИ**



**RUB 25 mln**

Agreement with the Federal Agency for Ethnic Affairs (FAEA) to provide support to indigenous small-numbered peoples of the North

- Support for the Social Diplomacy educational project
- In 2024, the project's participants gave **50** presentations at international events.

Source: Company data





**Thank you for  
your attention!**