



20 YEARS OF CORPORATE SUSTAINABILITY



SUSTAINABILITY REPORT BROCHURE
OF NORNICKEL GROUP FOR 2023

The brochure contains an executive summary of Nornickel Group's 2023 Sustainability Report.



2023 Sustainability Report



2023 Human Rights Report



2023 Responsible Supply Chain Report



Climate Change Report

The Company's 2023 Sustainability Report and thematic reports feature images of paintings by Russian artists from the collection of the Museum of Norilsk.

ABOUT NORNICKEL GROUP

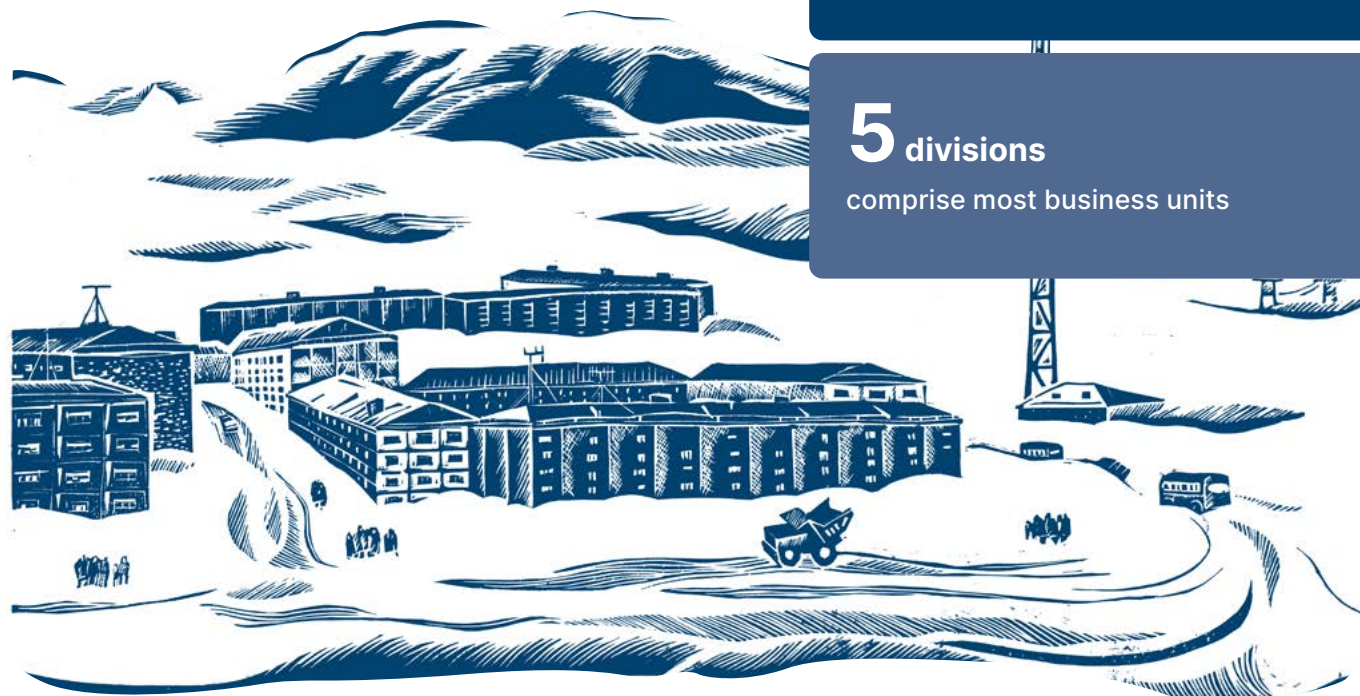
Norilsk Nickel Group (the "Group", "Nornickel" or the "Company") is a diversified mining and metals holding company, the world's largest producer of palladium and metallic nickel, and one of the major global producers of platinum, copper, and other metals with a low carbon footprint required for the global energy transition and green transport.

> 90

Business units within Nornickel Group as at year-end 2023

5 divisions

comprise most business units



Position in the industry

28 destinations of Nornickel's products

376 customers across the globe

Reserves-to-production ratio at the current mining volumes

> 70 years (Norilsk and Kola Divisions)

> 20 years (Trans-Baikal Division)

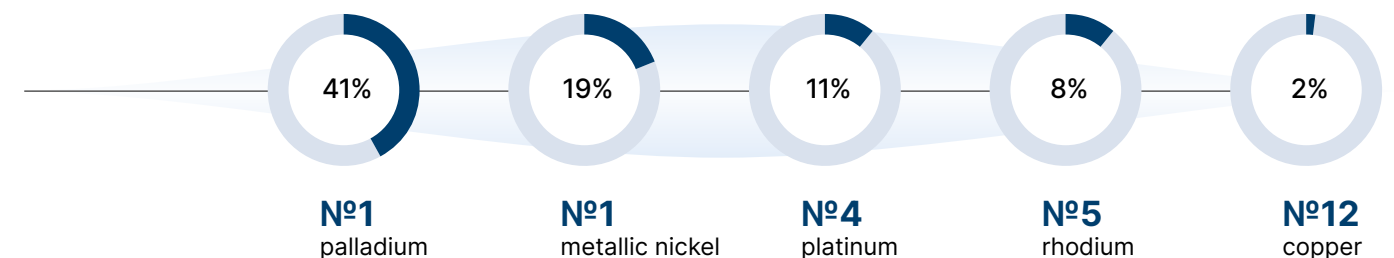
Proven and probable ore reserves

283 mt Trans-Baikal Division

1,267 mt Norilsk and Kola Divisions



Market share¹

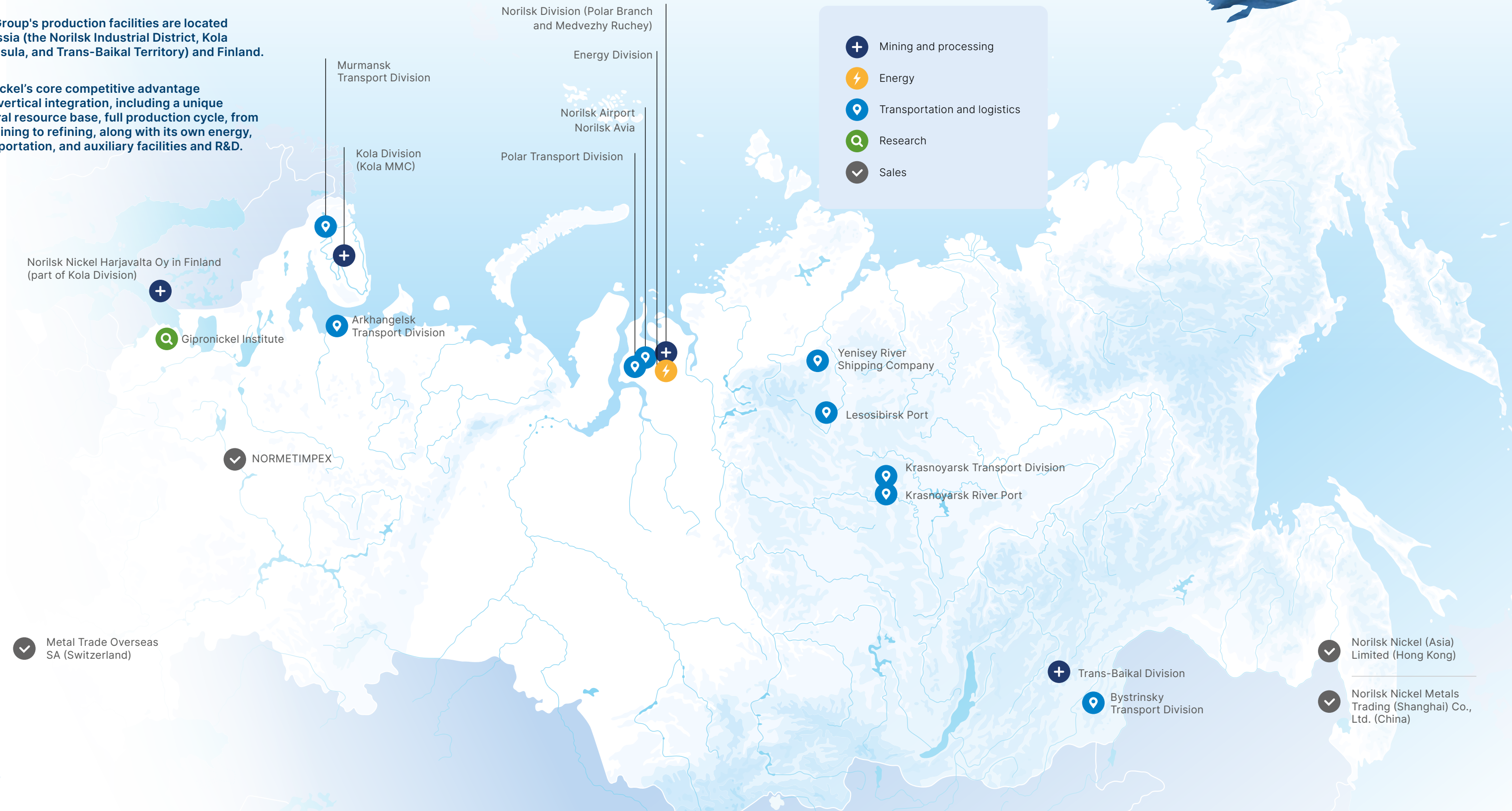


¹ For palladium, platinum, and rhodium markets – market share of refined metals production (including tolling arrangements), for the copper market – market share of mined metals (globally). Nickel market share is given of metallic nickel production.

GEOGRAPHY OF OPERATIONS

The Group's production facilities are located in Russia (the Norilsk Industrial District, Kola Peninsula, and Trans-Baikal Territory) and Finland.

Nornickel's core competitive advantage is its vertical integration, including a unique mineral resource base, full production cycle, from ore mining to refining, along with its own energy, transportation, and auxiliary facilities and R&D.



SUSTAINABILITY MANAGEMENT AT NORNICKEL

SUSTAINABLE DEVELOPMENT STRATEGY

Nornickel's development strategy is designed to meet the global trends, primarily the transition to a low-carbon economy, and the needs of its key stakeholders, such as employees, shareholders, investors, and customers.



Environmental and Climate Change Strategy through 2031

Nornickel has adopted the Environmental and Climate Change Strategy through 2031 covering the following key areas of environmental impact:



In 2023, the Strategy was updated to accommodate obligatory (meeting statutory requirements, seven target areas) and voluntary (incorporating additional measures) sections. It encompasses over 300 steps in total.

Sustainable Social Development Strategy through 2030

In 2023, the Company approved the Sustainable Social Development Strategy through 2030 centred around four strategic priorities:



NORNICKEL'S CONTRIBUTION TO THE UN SDGs

Nornickel makes a significant contribution to 13 SDGs (Sustainable Development Goals of the UN), focusing specifically on six of them as its core priorities.



RUB 338.5 bn spent in 2023 on SDG-linked projects (27.5% of consolidated IFRS revenue)

Nornickel's contribution to Russia's national projects

National and federal projects	Nornickel's projects	Nornickel's contribution
E <ul style="list-style-type: none"> Clean Air Clean Country Biodiversity Conservation and Ecotourism Development 	<ul style="list-style-type: none"> Sulphur Programme 2.0 Clean Norilsk Big Scientific Expedition 	~50% share in the Clean Air project investment ¹
S <ul style="list-style-type: none"> Demography Healthcare 	<ul style="list-style-type: none"> Creating jobs in the regions of operation Corporate Healthcare project in the regions of operation 	>20% share in the Clean Country project investment ¹
G <ul style="list-style-type: none"> SME Expansion Housing and Urban Environment 	<ul style="list-style-type: none"> Integration of local businesses into the Group's production chain Norilsk renovation programme 	>5% share in the Housing and Urban Environment project investment ¹

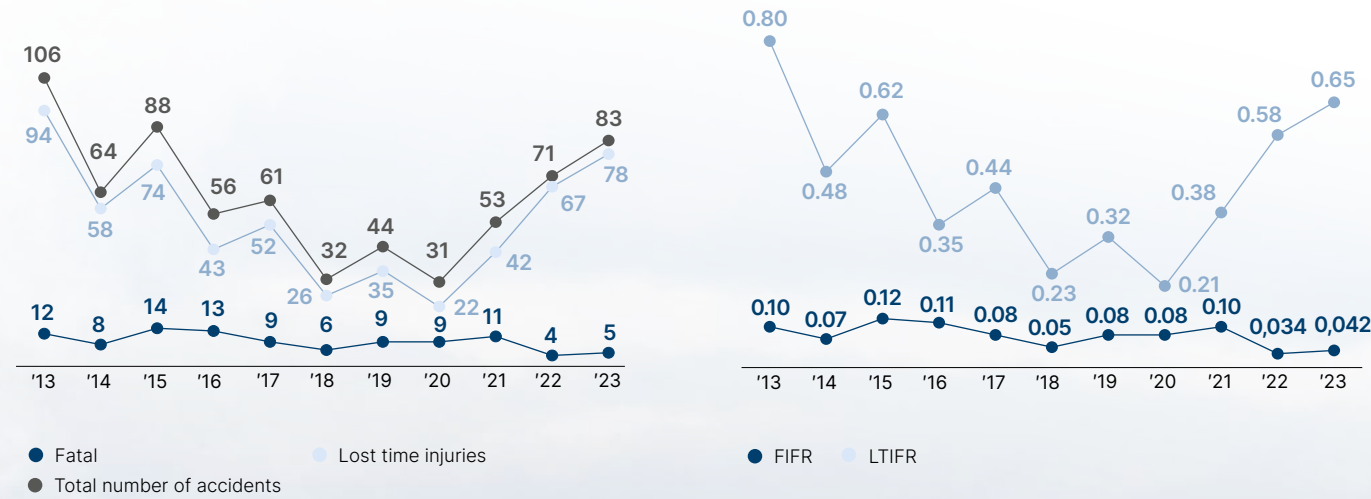
¹ Company estimate (Company's total investment in the project (Sulphur Programme 2.0, Clean Norilsk, Norilsk renovation programme) to the overall investment in the respective federal/national project)

HEALTH AND SAFETY

At Nor Nickel, we bear full responsibility for protecting the lives and health of everyone involved in our operations. The Company employs a risk-oriented approach and takes steps to prevent injuries. To that effect, we provide regular training, encourage our staff to identify risks, foster a safety culture, and gradually introduce innovative technologies.

WORKPLACE INJURIES

Number of accidents and workplace injuries¹



The increase in lost time injury frequency rate (LTIFR) from 2020 to 2023 was due to a roll-out of a new approach to recording, classifying and investigating safety accidents.

¹ Data for 2022 was updated as compared to data disclosed in the 2022 Sustainability Report.

OHS SYSTEM DEVELOPMENT

The Company plans to achieve its goals of reducing occupational injuries and eliminating fatalities by refining its occupational health and safety system.



Reducing key OHS risks

Nornickel is running a project to transform safety culture by identifying and mitigating workplace risks.

>2,000 OHS risks were identified by employees throughout the project

455 employees received cash rewards for identifying risks in 2023, for a total of **RUB 3.4** mln



ENGAGEMENT OF EMPLOYEES IN SAFETY MANAGEMENT

733 proposals, to improve workplace environment and OHS were submitted in 2023

>6,500 audits were conducted in 2023

To engage employees in OHS management, Nornickel organises joint OHS committees (councils).

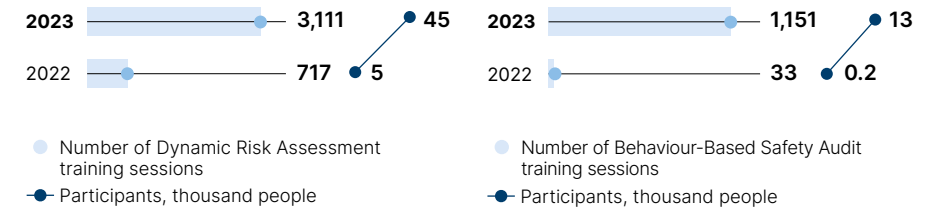
824 employees assigned by labour unions and workforce took part in preventive activities in 2023

OHS TRAINING

>57,000 employees received OHS pre-certification briefing, training and certification in 2023

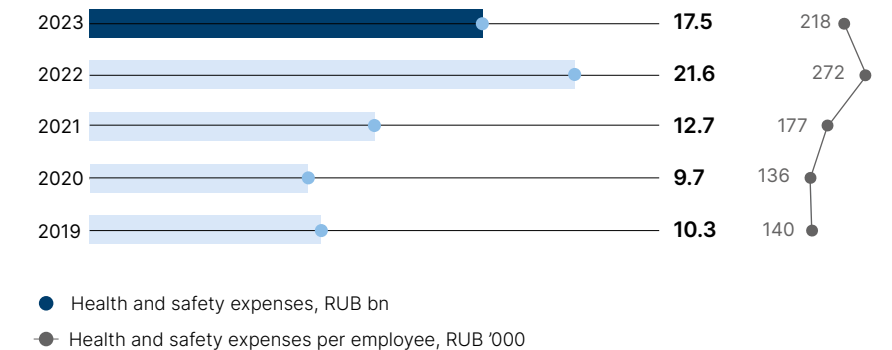
Workplace safety culture coaching system

The project involves two modules: Dynamic Risk Assessment and Behaviour-Based Safety Audit.



HEALTH AND SAFETY EXPENSES

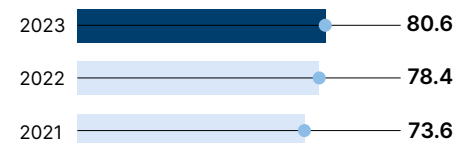
Nornickel provides employees with personal protective equipment, milk and special food, arranges for medical screening, keeps its facilities in compliance with OHS standards, and ensures fire safety.



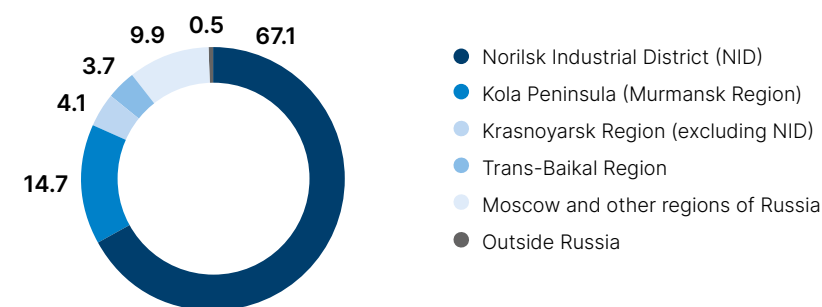
HUMAN CAPITAL DEVELOPMENT

People are at the core of Nornickel's success. We improve social and working conditions and expand social benefits for our employees. Nornickel developed a systemic approach to professional education of all employee categories at the Corporate University, organised leadership programmes, and created corporate communities for like-minded people carrying out projects for the benefit of the Company and society.

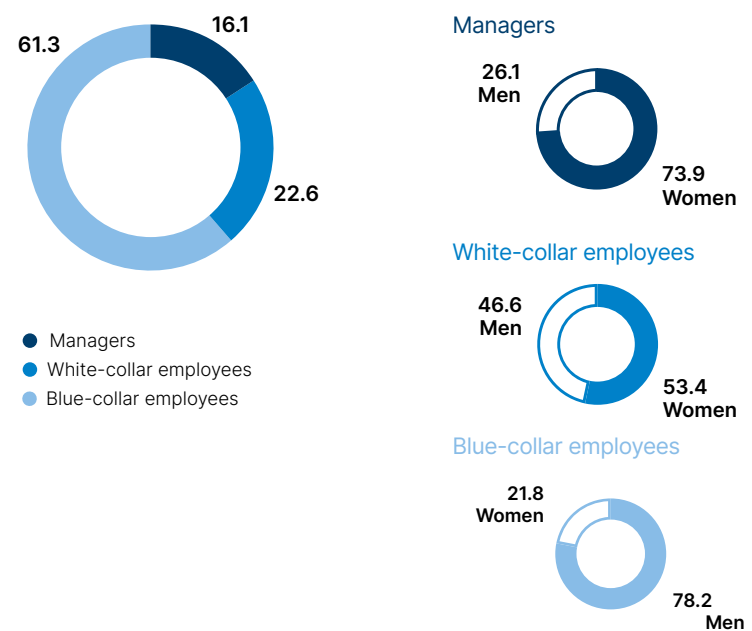
Nornickel's average headcount, thousand people



Group personnel structure by region¹ in 2023, %



Personnel structure by gender and category in 2023, %



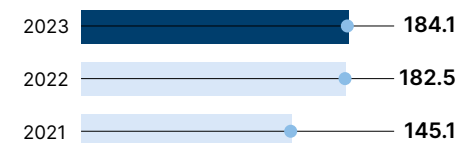
¹ Structure of salaried staff as at 31 December 2023. Group data, including foreign companies of Kola Division.



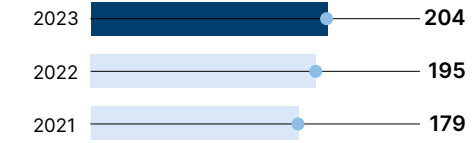
EMPLOYEE INCENTIVES AND REWARDS

A Company-wide average monthly salary is above Russia's monthly average and minimum wages.

Average monthly salary at Nornickel, RUB '000



Social expenses and benefits, RUB '000 per employee per annum



94%
share of salary
in total remuneration

6%
share of social payments
in total remuneration

Digital Investor

In 2023, Nornickel launched Digital Investor, a programme unmatched in the Russian market. Employees received funds to buy digital financial assets (minetokens) entitling them to cash payments and the Company's shares. Over 51,300 Nornickel employees now own digital financial assets.

ENGAGEMENT

An employee engagement survey is conducted by Nornickel on an annual basis, which is followed up by management response.

68% +5 p.p. y-o-y
total engagement index in 2023

57,400 +12.9% y-o-y
employees
took part in the survey in 2023

+6 p.p.
above industry average

SOCIAL PARTNERSHIP

94%
of Nornickel's employees are covered by collective bargaining agreements

7.3%
of the Group's employees are members of trade unions

76.5%
of the Company' employees are represented by social and labour councils

TRAINING

The Company is implementing the Training Strategy through 2025.



- Average annual training hours per employee (based on average headcount)
- Employees trained, thousand

221,000 courses completed by employees at the Nornickel Academy learning platform in 2023

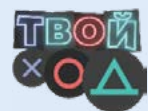
>1,000 employees took part in the 360-Degree Management programme for corporate and leadership competencies development

>500 students completed internships at Nornickel in 2023

>4,000 employees experienced career growth by 1 or 2 job grades in 2023

Youth ecosystem

As part of our youth educational ecosystem and a seamless candidate journey from school to university students and further to young professionals, we are running comprehensive programmes targeting audiences aged from 5 to 35.



IN'HUB



IMAKE

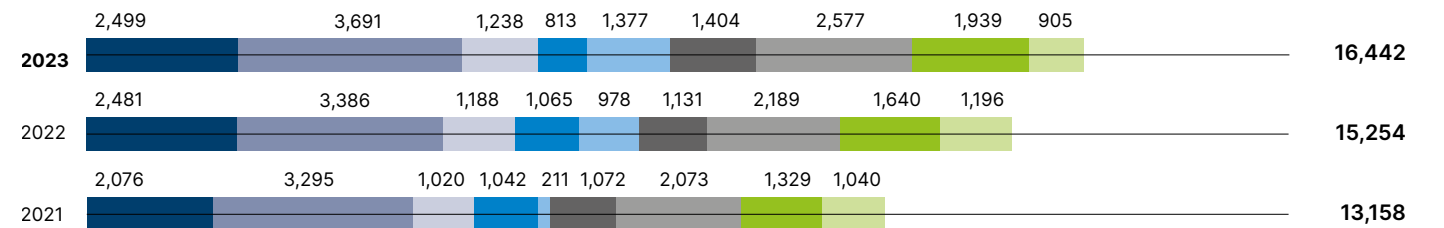
в хорошей компании



SOCIAL POLICY

Nornickel has a system of social support for its employees.

Social expenses and benefits, RUB mln



- Health resort treatment and vacations of employees and their families
- Reimbursement of round trip travel expenses and baggage fees to employees and their families
- Pension plans
- Housing programmes
- Relocation assistance to new employees
- Social projects for employees (development of target categories, sporting events and holiday celebrations)
- Voluntary health and personal accident insurance¹
- Social payments
- Other social expenses

CORPORATE VOLUNTEERING

Launched in 2015, the Plant of Goodness corporate volunteering programme brings together the Company's expertise and its vast track record of social and

environmental initiatives. Doing this kind of work helps employees not just in everyday life, but also in their extra-professional skills and career pursuits.



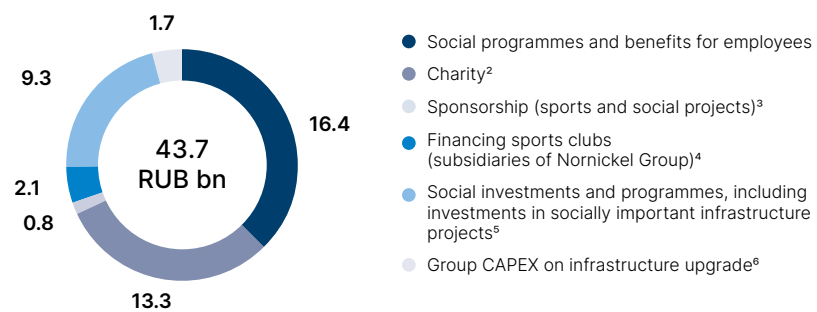
¹ Voluntary health insurance covers all of the Group's employees.

DEVELOPMENT OF LOCAL COMMUNITIES

Nornickel maintains a dialogue and fosters partnerships with regional and local authorities, civil society institutions, local communities, and indigenous peoples.

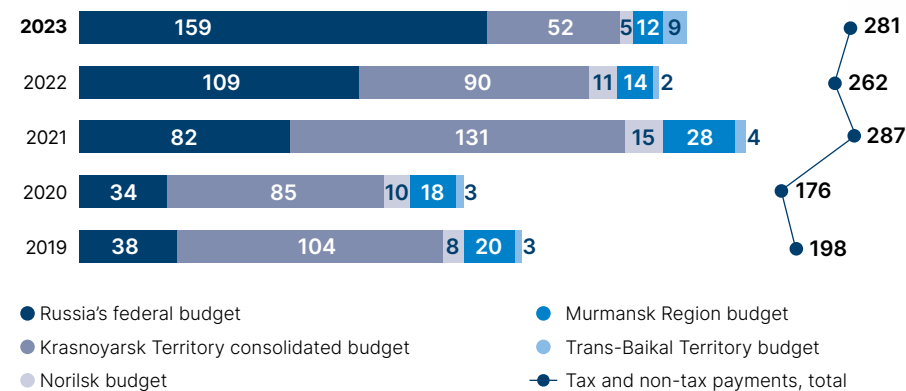
We make timely tax payments, maintain employment in our regions of operation, and run projects contributing to social and economic development, well-being, and quality of life of local communities.

Nornickel's social infrastructure, social, charity, and sponsorship expenses¹, RUB bn



Expenses on charity and sponsorship projects, social programmes, and benefits for employees accounted for 3.5% of the Group's revenue for 2023.

Tax and non-tax payments to local, regional, and federal budgets⁷, RUB bn



The change in tax and non-tax payments is driven by the introduction of export customs duties, windfall tax payment, and higher insurance payments and personal income tax.

¹ Total expenses may not fully add up due to rounding.
² Charity expenses exclude other social expenses and accrued social liabilities in the amount of RUB 1.5 bn in 2023. The indicator includes the expenses of the Group's foreign companies.
³ This section shows sponsorship expenses associated with external counterparties.
⁴ Starting 2023, expenditures to finance sports clubs (subsidiaries of Nornickel Group) are shown separately on the chart; expenses include contributions to the property of sports clubs (subsidiaries of Nornickel Group).
⁵ The indicator includes payments under long-term social commitments.
⁶ This indicator comprises capital investments to improve urban social infrastructure, including capital investments to construct social facilities under long-term arrangements.
⁷ Tax and non-tax payments include all taxes paid, net of VAT, as well as insurance payments and customs duties.

SELECTED CASES OF NORICKEL PARTNERSHIP WITH REGIONS OF OPERATION

THE CITY OF NORILSK AND TAIMYRSKY DOLGANO-NENETSKY MUNICIPAL DISTRICT

The Company participates in the implementation of **Agreement on Cooperation for Comprehensive Social and Economic Development of Norilsk for the period through 2024 and further through 2035**.

In 2023, the Company spent **RUB 2.9 bn** on comprehensive development of Norilsk

with total investments expected of RUB 81.3 bn by 2035¹

MURMANSK REGION

In the autumn of 2023, Nornickel and the Murmansk Region government signed a new agreement to drive local social and economic development. The agreement entails a **total investment of RUB 10 bn**.

On track is the Programme for Social and Economic Development of the Pechengsky Municipal District through 2025 developed with participation of Nornickel.

¹ In addition to the comprehensive development plan, the Company takes steps to develop Norilsk infrastructure as agreed with local authorities.

Projects in progress in 2023 as part of the city of Norilsk Comprehensive Development Plan

The city of Norilsk

Construction of a clinic

1,000 patient visits per shift

Kayerkan District

Capital repairs of a building to house a kindergarten

236 children

Oganer municipal area

Construction (renovation) of multi-storey residential buildings, construction of a school and a kindergarten

879 apartments (8 buildings)

270 children (kindergarten)

1,100 children (school)

Central district, Talnakh District

Construction of two multi-storey and four mid-rise residential buildings

~299 families to move into new apartments

TRANS-BAIKAL TERRITORY

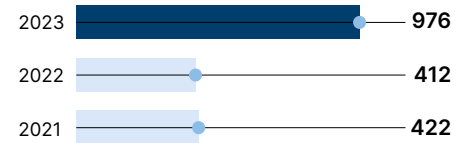
The Company's total social investment in the region in 2023 amounted to **RUB 838 mln**.



COMMUNICATION WITH INDIGENOUS PEOPLES

Nornickel implements a Programme for Promoting Social and Economic Development of the Taimyrsky Dolgano-Nenetsky Municipal District in 2020–2024.

Support for indigenous populations of the North,
RUB mln



WORLD OF NEW OPPORTUNITIES CHARITABLE PROGRAMME

The programme seeks to support and promote public initiatives and encourage cross-sector partnerships.

>15,000
people residing in the Company's regions of operations took part in the programme in 2023¹

4 programme components:
DEVELOP!, INVENT!, ACT!, CREATE!

RUB 355 mln
total funding in 2023

¹ Participants of the School Break educational project, IMAKE engineering marathon, and Picnic urban family fest.

SPORTS SPONSORSHIP

The Company is actively engaged in sponsorship projects in partnership with leading sports federations and associations.



CORPORATE HEALTHCARE

The project involves the construction and upgrade of medical infrastructure facilities, recruitment of highly qualified medical personnel, introduction of advanced information technologies, and promotion of healthcare in the regions where the Company operates.



Target
7 healthcare facilities
(3 commissioned by the end of 2023)

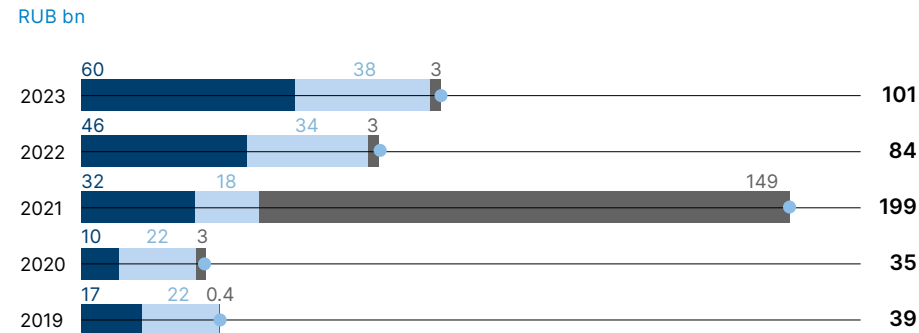
>70 medical aid posts and examination rooms to be upgraded
(>30 commissioned by the end of 2023)



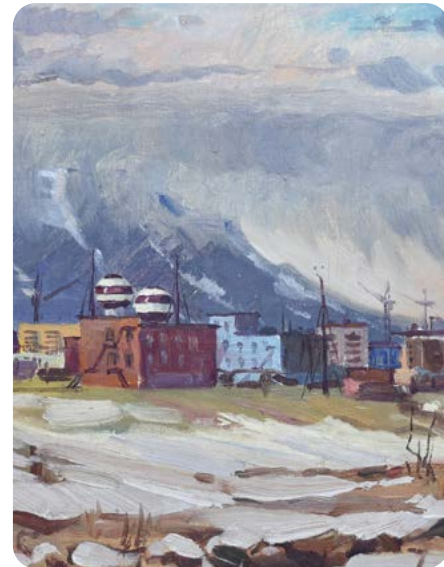
ENVIRONMENTAL PROTECTION

The Company aims to reduce and, where possible, prevent negative impact on the environment caused by its production and logistical operations.

Environmental costs and expenditures¹, RUB bn

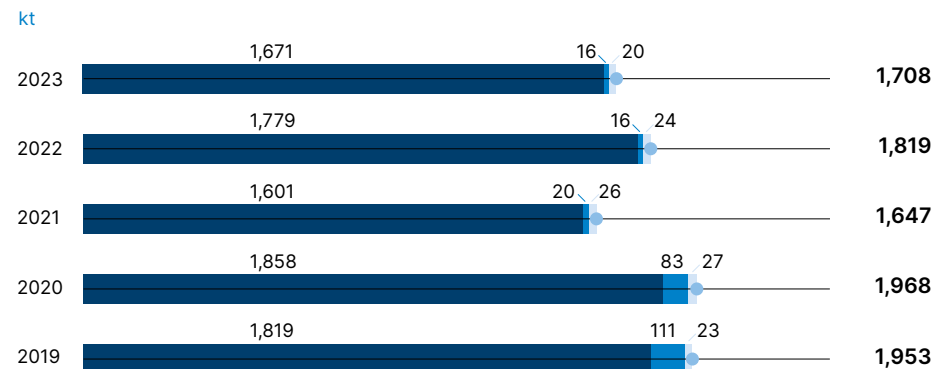


- Capital investments to ensure environmental protection and sustainable use of natural resources
- Environmental protection OPEX
- Other



AIR

Air pollutant emissions, kt



- Polar Division
- Kola MMC
- Nornickel Group's other business units and entities

Nornickel is developing a system for automatic monitoring of emission sources at industrial facilities. In 2023, we piloted a system for real-time monitoring of air quality in residential settlements, and in 2024, we plan to put the system into operation in cities/towns and at industrial facilities.

¹ RUB 146 bn was paid in 2021 to compensate for the damage sustained by environmental facilities as a result of the fuel spill at NTEC's CHP-3 in 2020.

One of Nornickel's priorities is to cut sulphur dioxide emissions. To this end, the Company is running the Sulphur Programme, a major environmental project to capture and utilise sulphur dioxide in the key regions of operation.



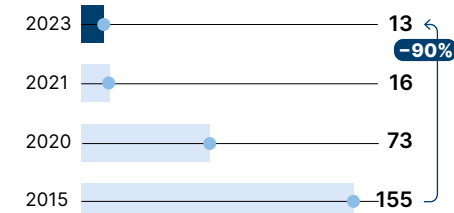
> **180 RUB bn**

investment in the Sulphur Programme at Nadezhda Metallurgical Plant

Kola Division

SO₂ emissions fell by 90% since 2015, ahead of the 85% target

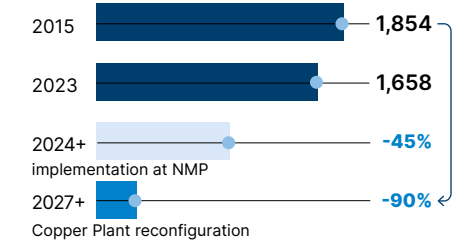
kt of sulphur dioxide (SO₂)



Norilsk Division

The Sulphur Programme was launched at Nadezhda Metallurgical Plant (NMP) in October 2023 (Phase 1)

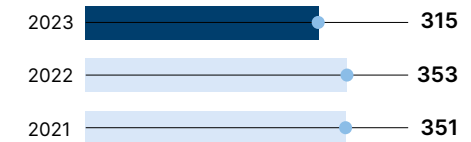
kt of sulphur dioxide (SO₂)



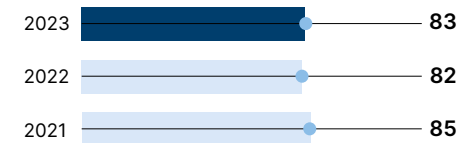
WATER

Nornickel has established a closed water circuit ensuring a high level of water reuse and recirculation. We run surveillance programmes for all water bodies and water protection zones where water is used. All utility wastewater outlets are equipped with treatment facilities.

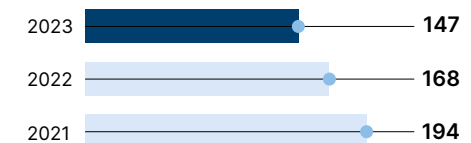
Total water withdrawal, mln m³



Share of water reused and recycled, %

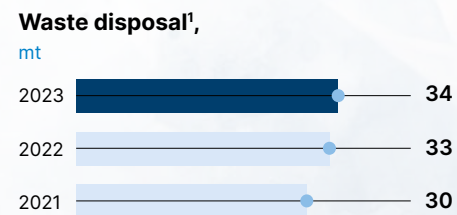
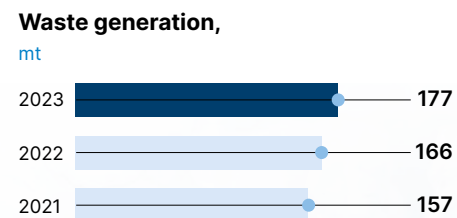


Total effluents, mln m³

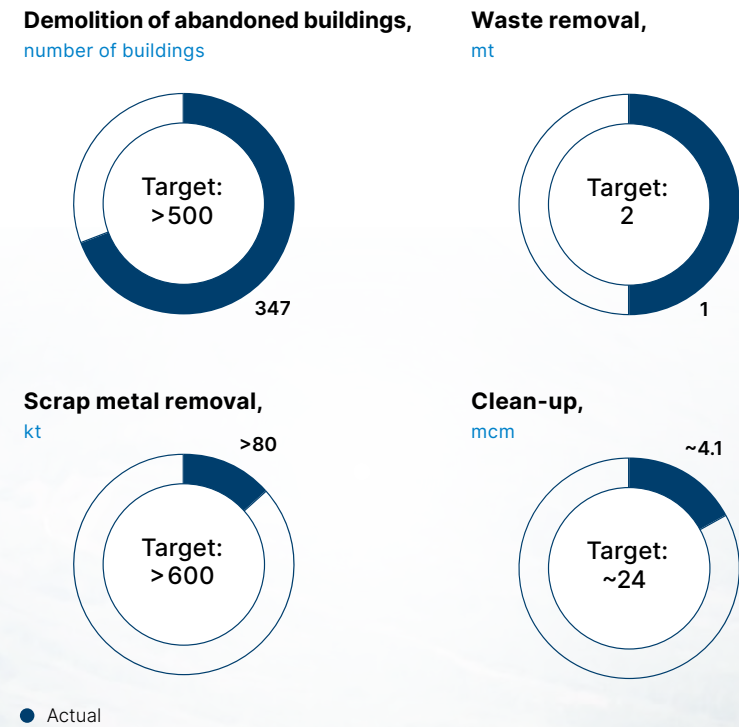


TAILINGS AND WASTE

Nornickel aims to manage waste in a safe way, including efforts to minimise waste sent to disposal sites and increase the share of waste to be recycled and reused by implementing relevant projects and initiatives.



Clean Norilsk programme incorporates efforts to clean up and revamp industrial territories in the Norilsk Industrial District and the Arctic, and bring affected and used land in line with environmental, sanitary, and epidemiological standards.



BIODIVERSITY

The Company, jointly with the Siberian Branch of the Russian Academy of Sciences, launched a large-scale biodiversity study programme called the Big Scientific Expedition in 2022.

> 100 representatives from research institutes, universities, and nature reserves took part in 2023

> 2,800 species of key organisms found in the Trans-Baikal Territory and Norilsk Industrial District

2 new species discovered

2 innovative scientific solutions introduced into the assessment of ecosystem health

¹ Including in-house waste disposal and transfer to third parties for disposal.

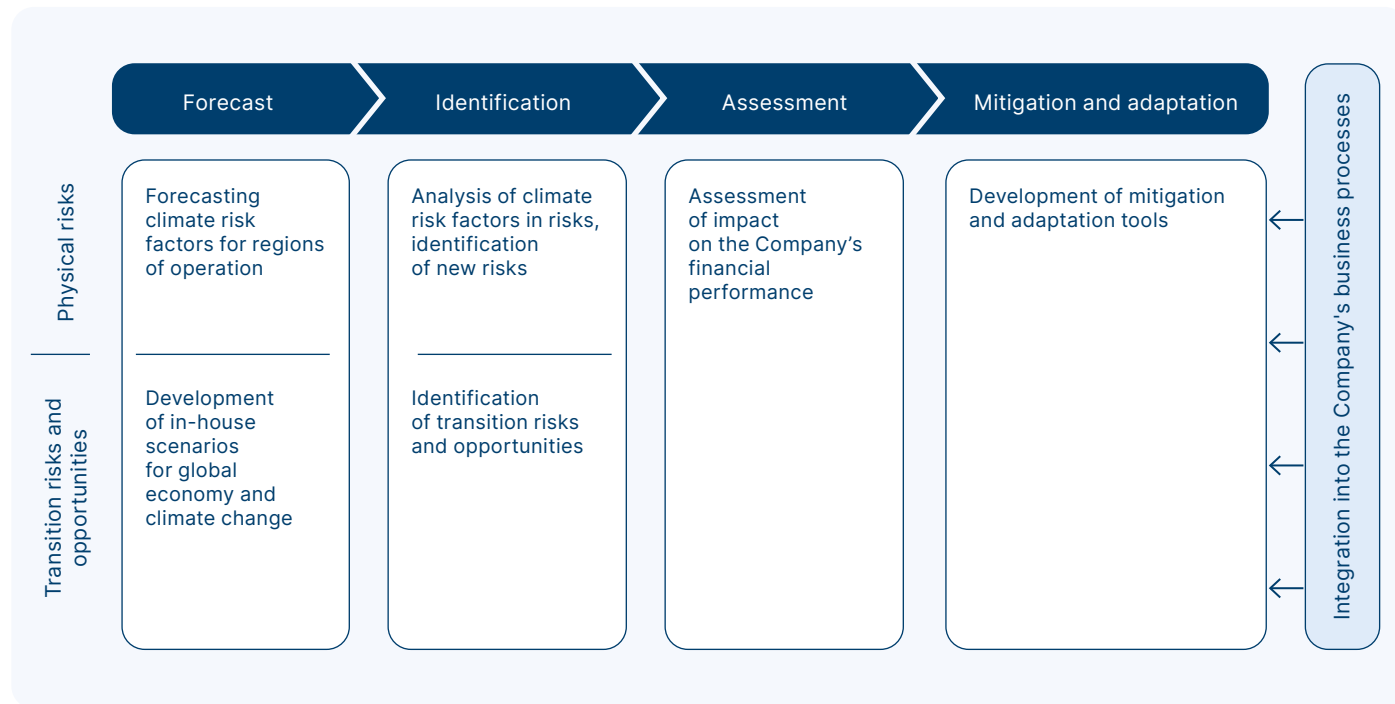


CLIMATE CHANGE

Nornickel invests in green technology development, upgrades its core production facilities, engages in international and national initiatives to combat climate change, and collaborates with various stakeholders to facilitate global energy transition.

CLIMATE CHANGE RISKS AND OPPORTUNITIES

Procedures to manage climate change risks and opportunities



Physical risks

- Historical data on climate change since the 1960s analysed;
- Scenario modelling of changes in climate factors up to 2050 performed.

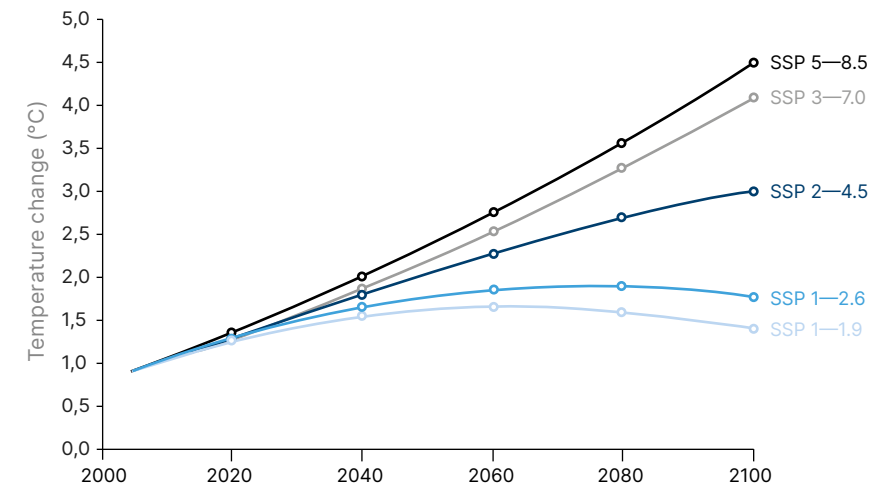
Key climate risk factors:

- degradation of permafrost soil;
- higher frequency of heavy precipitation;
- higher annual precipitation.

Low water levels in rivers the Company has already faced also pose a risk to Nornickel.



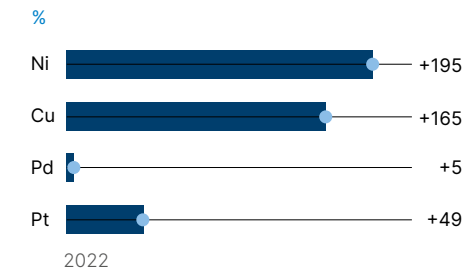
IPCC's scenarios



Transition risks and opportunities

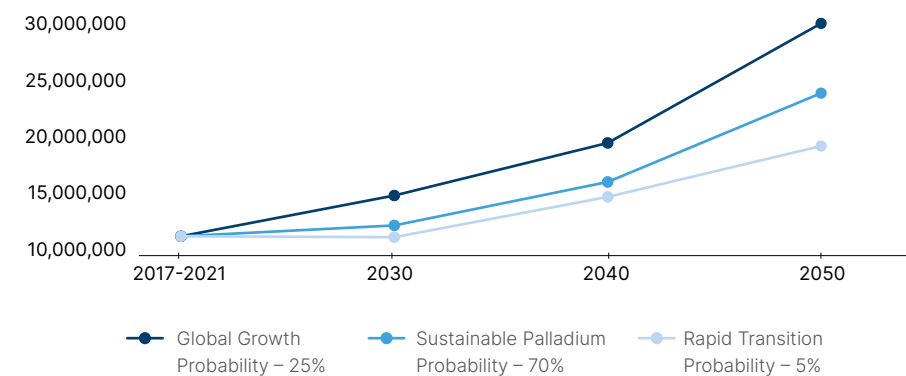
- Three long-term global economic and climate change scenarios until 2050 developed by the Company¹;
- Potential transition risks and opportunities identified.

Forecasted changes in metal demand by 2050 under the Sustainable Palladium scenario,



Scenario analysis of the consolidated financial and economic model through 2050

Revenue from Nornickel's basket of metals



¹ Sustainable Palladium is considered to be the baseline scenario.

Monitoring of permafrost soil

Nornickel performs visual inspections and instrumental monitoring of deformations in the bases and foundations of buildings and structures, groundwater levels, and soil temperatures. The Company has rolled out a proprietary information and diagnostics system (IDS).

17 production units connected to the IDS

> 600 employees use the IDS

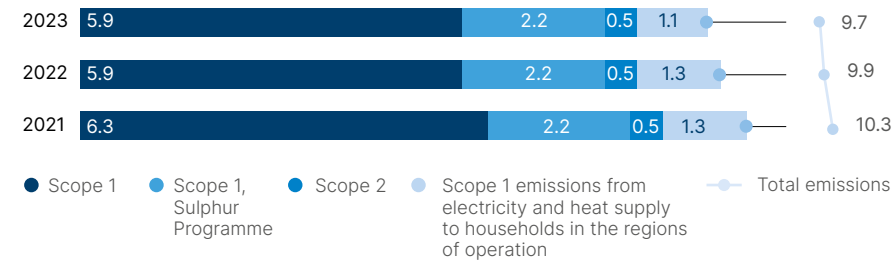
> 950 facilities connected to the IDS

> 49 facilities decommissioned to minimise risks

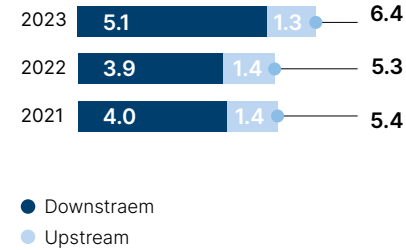
In 2023, the Company adopted the Innovation Strategy, which includes plans for developing new products as a way to mitigate market risks and leverage energy transition opportunities.

GREENHOUSE GAS EMISSIONS AND CARBON FOOTPRINT OF PRODUCTS

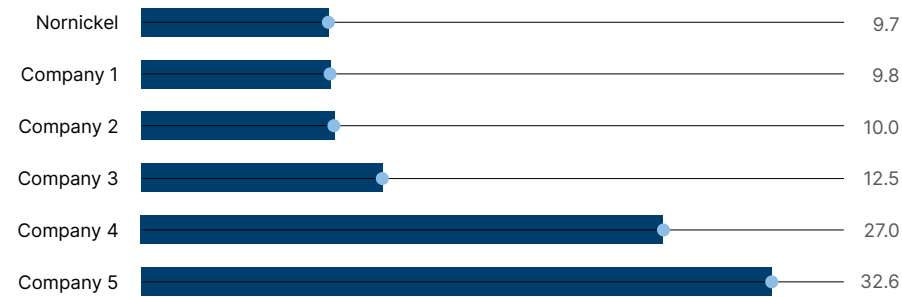
GHG emissions (Scope 1 and 2)¹,
mt of CO₂ equivalent



GHG emissions (Scope 3)²,
mt of CO₂ equivalent

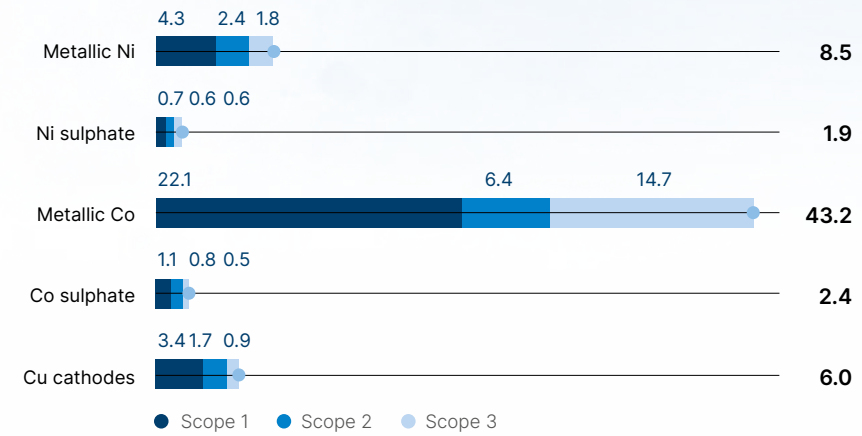


GHG emissions (Scope 1 and 2): Nornickel vs global industry peers³,
mt of CO₂ equivalent

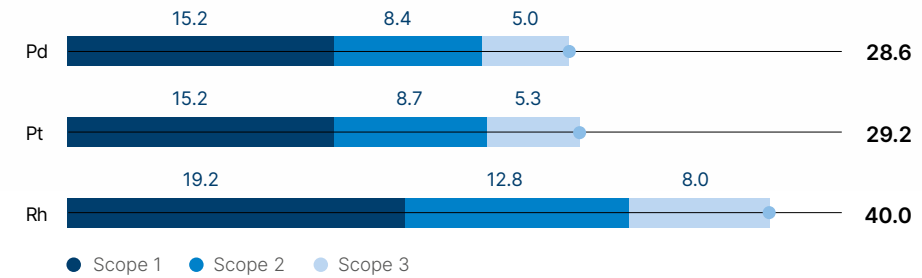


Assessment of product carbon footprint (PCF) in 2023¹

Carbon footprint of the product (non-ferrous metals),
kg of CO₂ equivalent per kg of metal in the product



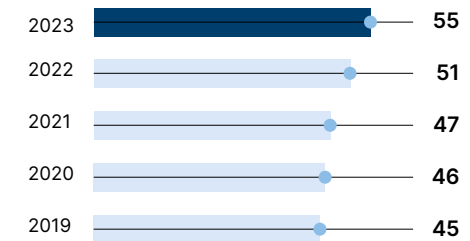
Carbon footprint of PGM,
kg of CO₂ equivalent per g of metal



ENERGY CONSUMPTION AND EFFICIENCY

Nornickel runs energy infrastructure development initiatives aimed at both increasing the reliability of asset operation and reducing greenhouse gas emissions.

Share of renewable energy in total electricity consumption by Nornickel Group,
%



¹ GHG emissions are calculated in line with the GHG Protocol methodology. The Group's total GHG emissions encompass direct carbon dioxide (CO₂) emissions of 9.5 mt, nitrogen oxide (N₂O) emissions of 51 t, methane (CH₄) emissions of 5.2 kt (mainly generated by gas transportation units), including those associated with the Sulphur Programme and heat and electricity supply to households. The calculation includes potential GHG emissions after the completion of the Sulphur Programme. Group data, including foreign companies of Kola Division.

² In order to standardise the approach to identifying sources of GHG emissions, the calculation uncertainty of upstream Scope 3 emissions was reduced by excluding insignificant sources within the categories of Purchased Goods and Services, and CAPEX from the calculation boundaries. As a result, the emissions data for 2022 was recalculated using the new approach. Recalculated emissions amounted to 1.4 mt of CO₂ equivalent in 2022.

³ Company analysis based on the most current available data (FY 2023). The list of competitors includes leading international diversified mining and metals companies: BHP Billiton, Rio Tinto, Vale, Glencore, Anglo American.

¹ Including the Sulphur Programme provision. Group data, including foreign companies of Kola Division.

INNOVATIONS

RESEARCH AND DEVELOPMENT

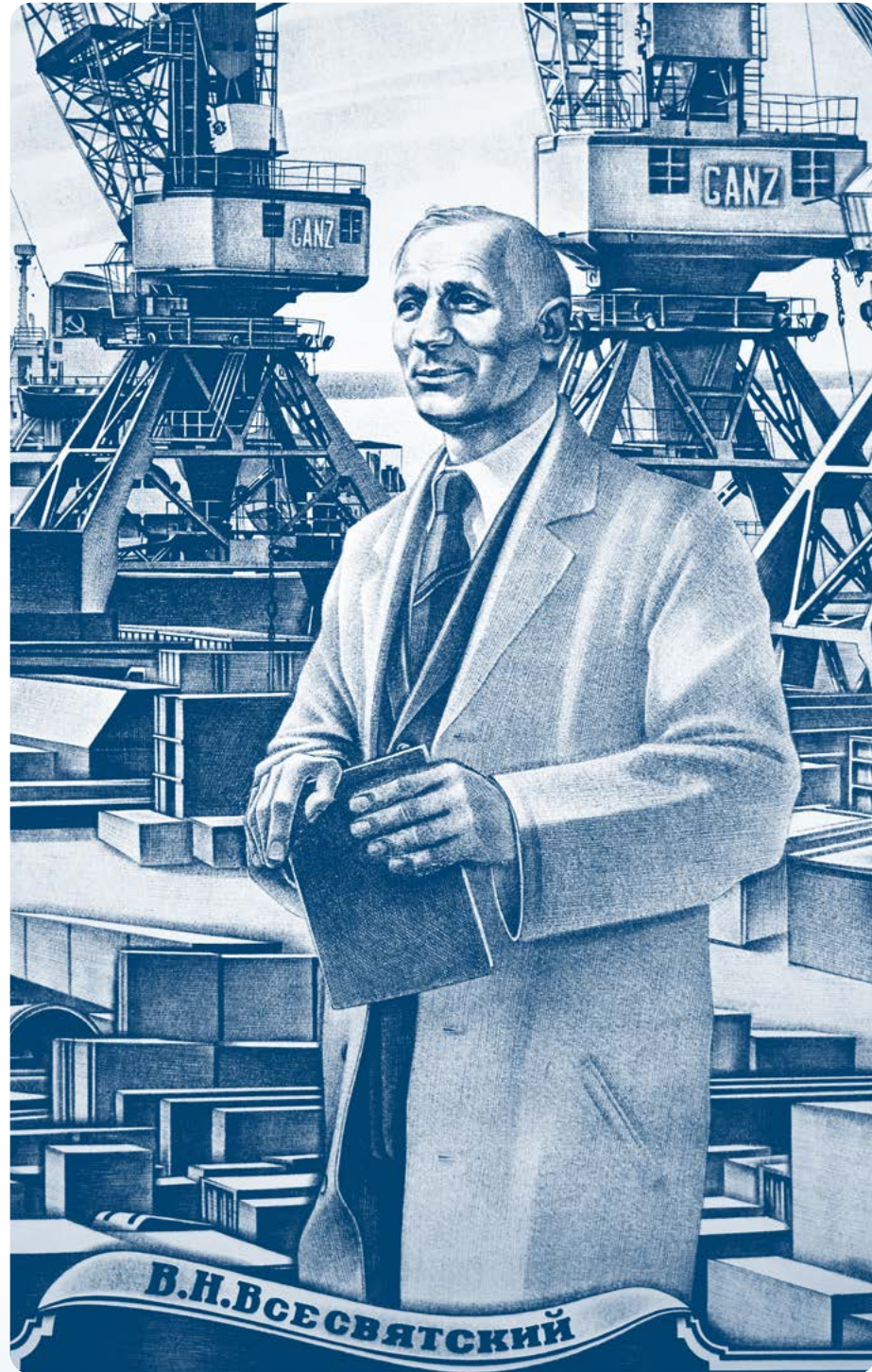
Fundamental and applied research and the practical adoption of innovative, cost-efficient, and eco-friendly technologies are key to delivering on Nornickel's strategic ambitions.

198.9 RUB mln

Nornickel's total funding of R&D projects and feasibility studies in 2023

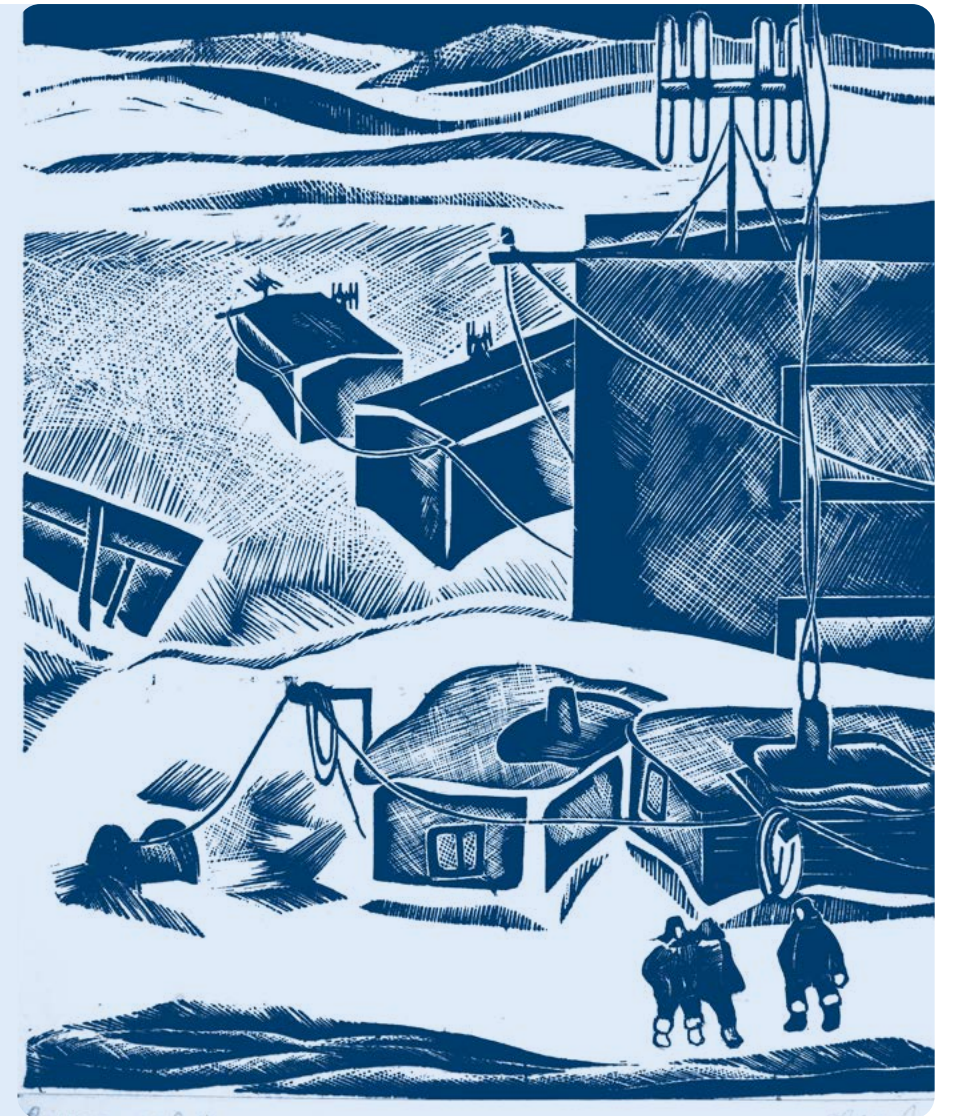
14

R&D projects and feasibility studies completed in 2023



Research into the absorption capacity of tailings (waste rock)

Ore mining and delivery to the surface create conditions for carbon dioxide capturing – natural mineralisation of mining waste. Based on the findings of a natural mineralisation study, we calculated the amount of CO₂ assimilated in 2022 and 2023 to be around 300 kt of CO₂. The Company's further efforts are aimed at developing an accelerated and engineered mineralisation technology to increase tailings absorption capacity to 1 mt of CO₂ per year.



Gipronickel Institute

Gipronickel Institute, one of the largest research institutes in Russia, is the Company's principal research and design hub

90 years experience

12 countries, where Gipronickel's projects have been implemented

>1,000 employees

>6,500 R&D innovations in Gipronickel's history

Palladium Centre

The Company engages in R&D focused on palladium due to its significant role in fostering a green economy.

14 ESG products in the portfolio (out of more than 20)

>100 new palladium-based materials in the long run¹



¹ The Company's internal projections.

DIGITAL TECHNOLOGY

By developing and deploying digital solutions across its business processes, the Company lays the groundwork for building a high-tech business and contributes to greater industrial safety, operational efficiency, and quality of life for local communities.

7.6 RUB bn overall investment in initiatives and projects focusing on IT, innovation, and digitalisation in 2023

117 projects with a focus on IT, innovation, and digitalisation implemented in 2023

Ensuring technological independence

Nornickel implements **over 20** major initiatives aimed at renovating the IT landscape, which cover the replacement of **more than 50** imported and import-dependent information and operating systems, as well as infrastructure components. In 2023, we sourced about **80%** of IT infrastructure solutions from domestic manufacturers and/or started the process of developing in-house products, with some of them in the pilot testing phase.

Project examples with a focus on IT, innovation, and digitalisation in 2023



Video analytics and computer vision systems to solve production tasks, improve environmental performance, and ensure labour safety



Projects of the Metallurgy and Environment industrial competence centres to replace foreign IT solutions and develop new digital products in Russia



Project landscape for Data Lake – basis for business process digitalisation and data-driven approach adoption Company-wide



The Digital Medicine programme, which introduces innovative IT solutions in the realm of medical technology



IT infrastructure and communications projects: migration of information systems to a new data centre, development of IT infrastructure monitoring systems, and process data network upgrades

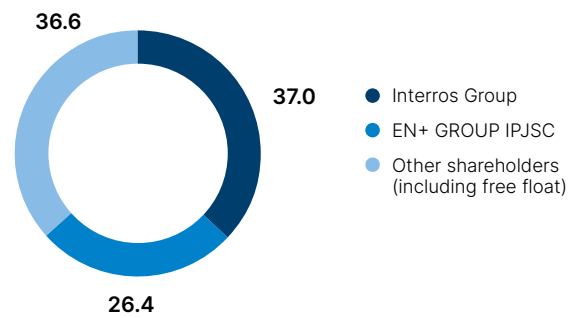


Digital projects in the regions of operation: construction of a 956 km fibre optic communication line, creation of a digital platform for Norilsk renovation

CORPORATE GOVERNANCE

Nornickel's corporate governance system is aimed at protecting the interests of the Company's shareholders, ensuring efficient and transparent operations of the Board of Directors and senior management, and building relationships with investors, employees, and other stakeholders.

Share capital structure as at 31 December 2023, %



152,863,397
ordinary shares

Nornickel's authorised capital as at the end of 2023

2,472
RUB bn

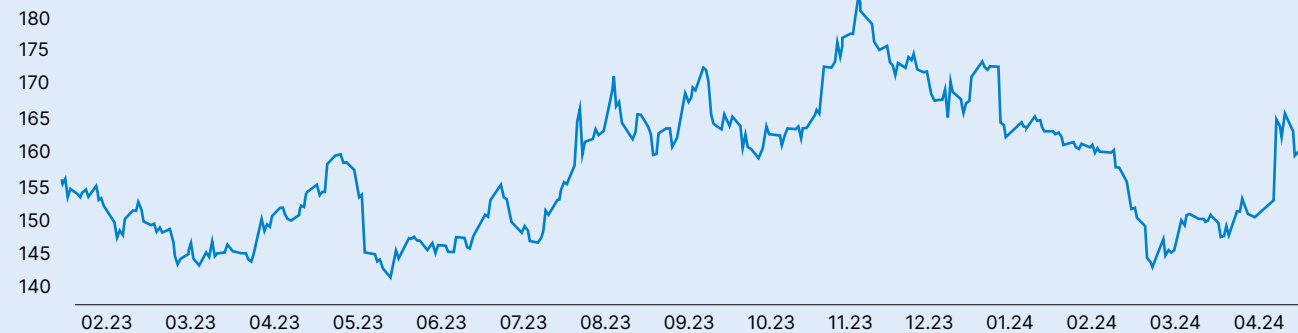
Nornickel's market cap as at the end of 2023

Nornickel share split

In 2023, Nornickel's Extraordinary General Meeting of Shareholders resolved to split the Company's ordinary shares at a ratio of 1:100. The split was completed on 4 April 2024.

Nornickel's stock performance, RUB per share

RUB per share



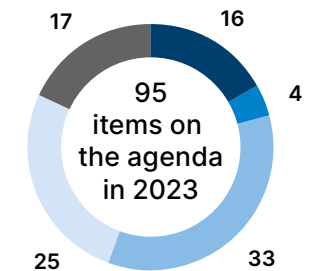
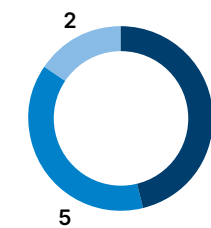
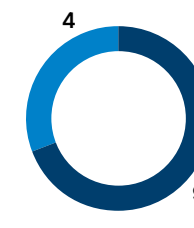
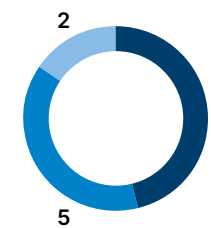
BOARD OF DIRECTORS

13 members

of the Board of Directors, with the Board size being fully aligned with Nornickel's goals and objectives



Composition of the Board of Directors as at 31 December 2023



- 35-50 y.o.
- 51-59 y.o.
- >60 y.o.

- Men
- Women

- Independent directors
- Non-executive directors
- Executive directors

- Economics and finance
- Social and environmental matters
- Corporate Governance
- Transaction approval
- Other matters

COMMITTEES OF THE BOARD OF DIRECTORS



MANAGEMENT BOARD

11 members
on the Management Board

36%
percentage of women on the Management Board

KEY SUSTAINABILITY PERFORMANCE INDICATORS

In 2023, the Group's team KPIs included sustainability-linked indicators, with HSE selected as the priority area.

Period	Annual team KPIs of the Group		Long-term KPIs
Focus area	Occupational health and safety	Environment	Ecology and environment
KPI weight	30%	20%	30%
KPI target	Achievement of the OHS plan depending on FIFR ¹	Reduction in GHG emissions and zero environmental incidents	Delivery of environmental projects

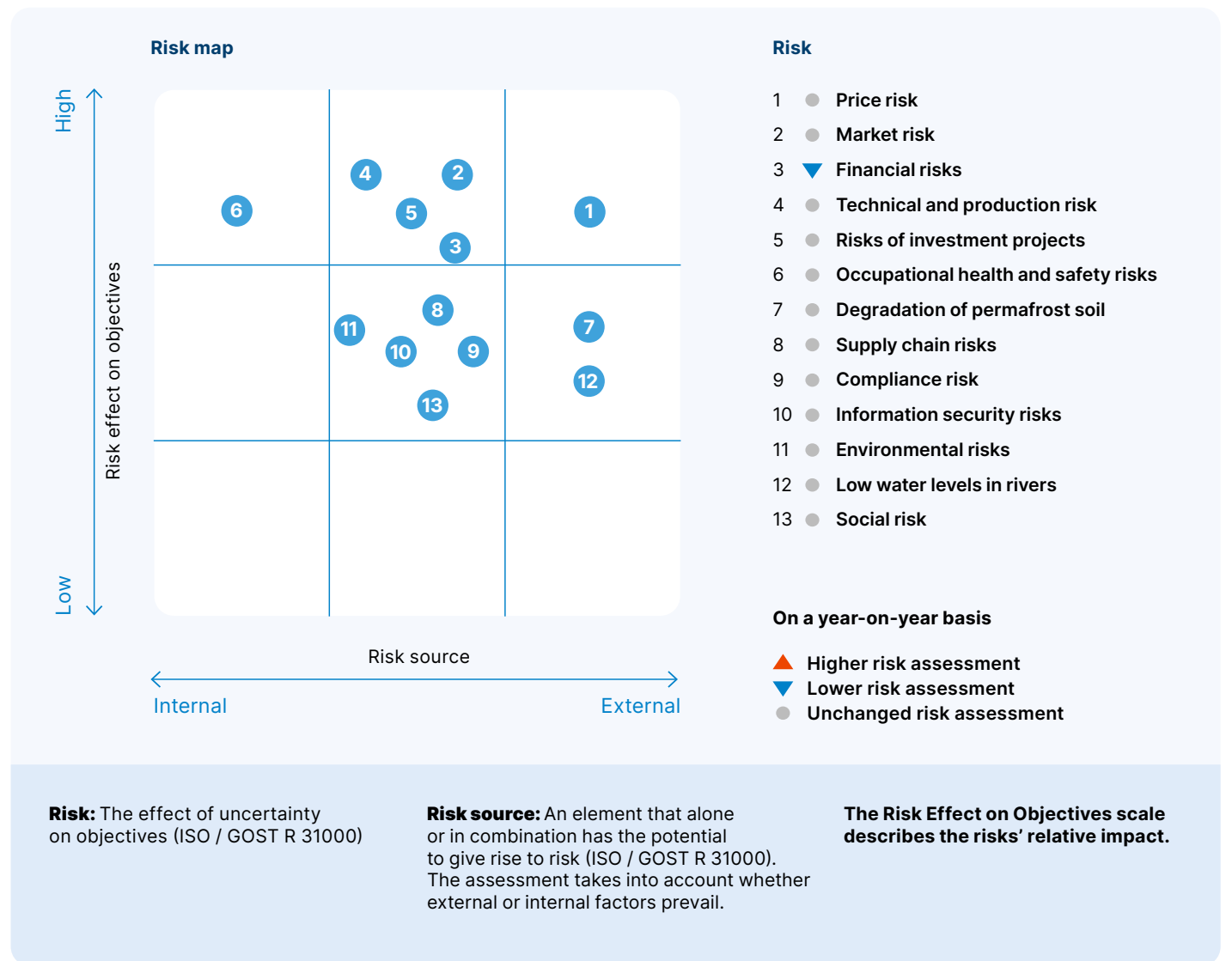
¹ Fatal Injury Frequency Rate.

INTERNAL CONTROL AND RISK MANAGEMENT

Nornickel's risk management aims to facilitate the achievement of its goals, enhance resource utilisation, strengthen the investment case, and grow shareholder value.

The most significant risks in terms of their impact on the Company's goals and sources are presented on the key risk map (risks No. 4–13 are classified as sustainability risks).

Map of key risks, including changes in assessment introduced in 2023



RESPONSIBLE BUSINESS CONDUCT

RESPONSIBLE SUPPLY CHAIN

Managing ESG aspects across the entire value chain helps communicate Nornickel's sustainability requirements

to suppliers, manage relevant risks and respond to growing consumer needs.

[Nornickel's 2023 Responsible Supply Chain Report](#)

RESPECT FOR HUMAN RIGHTS

Nornickel respects the rights of all people working in the Company, residing in the regions of its operation, and interacting with it throughout operational processes.

In 2022, Nornickel launched comprehensive efforts to develop and implement the Human Rights Due Diligence System across the Group in line with international standards.

[Nornickel's 2023 Human Rights Report](#)



BUSINESS ETHICS AND ANTI-CORRUPTION

Nornickel sets the bar high for its employees and partners with respect to responsible business conduct, and has zero tolerance to any form of corruption at all levels.

Key results of anti-corruption efforts



corruption practices revealed in 2023

confirmed cases of corruption-related employee dismissal / penalties or non-extension or termination of contracts with business partners in 2023

corruption-related lawsuits against the Company or its employees initiated/completed in the reporting period

81,347 employees informed about the Group's corruption prevention policy and practices

25,800 employees trained in corruption prevention policies and practices














COMPLIANCE WITH RUSSIAN AND INTERNATIONAL SUSTAINABILITY STANDARDS AND INITIATIVES

Nornickel aims to meet the provisions of international and national standards, guidelines and initiatives on sustainability, introducing new approaches and mechanisms.

Together for Sustainability (TfS) initiative	International Platinum Group Metals Association (IPA)	Nickel Institute
Initiative for Responsible Mining Assurance (IRMA)	ICMM Mining Principles	Global Battery Alliance (GBA)
London Metal Exchange (LME)	Extractive Industries Transparency Initiative (EITI)	UNCTAD Guidance on core indicators for entity reporting on contribution towards implementation of the UN Sustainable Development Goals
SASB Metals & Mining Sustainability Accounting Standard	IFRS S2 Climate-Related Disclosures	Order of the Ministry of Economic Development of Russia No. 764 On Approval of Methodological Recommendations for Sustainability Reporting dated 1 November 2023
National ESG Alliance		TCFD (Task Force on Climate-Related Financial Disclosures) recommendations

NORNICKEL'S ESG RATINGS

The recognition from the expert community with high scores in environmental protection, social policy, and corporate governance serves as a testament to our continuous improvement and implementation of cutting-edge initiatives in sustainability.

Description	As at 31 December 2023
 SUSTAINALYTICS	ESG Risk Score: 44.0 out of 100 on a scale from 1 (low risk) to 100 (high risk)
 MSCI	ESG rating: B, score of 3.1 (out of 10)
 ecovadis	ESG Score: 58 out of 100 on a scale from 1 (low) to 100 (high)
 World Benchmarking Alliance	Human rights ranking (compliance with the Corporate Human Rights Benchmark – CHRb): score of 21.0 out of 100 on a scale from 1 (low) to 100 (high)
 RAEX	ESG Ranking: A, high ESG level
 Expert	ESG rating: ESG-III(a), strong sustainability commitment in key decision-making, outlook: stable ESG Transparency Ranking: 2 out of 2 on a scale from 0 (low) to 2 (high)
 АКРА	ESG rating: ESG-B, level: ESG-2 (meaning high assessment of the Company's environmental, social, and governance achievements)
	ESG Index by RBC: level I (high)
 ДаСтратегия	ESG rating – A, Best Corporate ESG Practice in Russia
 MOEX	Since 2023, Nornickel has been part of the Moscow Exchange's new stock index: MOEX – RAEX ESG Balanced Index
 РСПН	RSPN Responsibility and Transparency index: A RSPN Sustainable Development Vector index: A

In 2023, Nornickel was awarded a special diploma of the Russian Union of Industrialists and Entrepreneurs (RSPN) For High Quality of Sustainability Reporting and Maintaining Leadership

in This Area. Also, the Company was named the first-degree laureate of the national Responsible Business Leadership award, with its projects (Comprehensive Plan for Social and

Economic Development of Norilsk through 2035, Sulphur Programme, Clean Norilsk project, and Building the Future: Nurturing Engineering Talent) receiving high acclaim from the jury.

