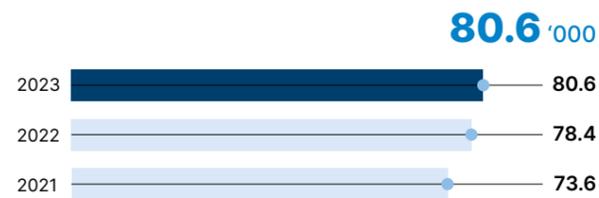


HIGHLIGHTS¹

Labour practices

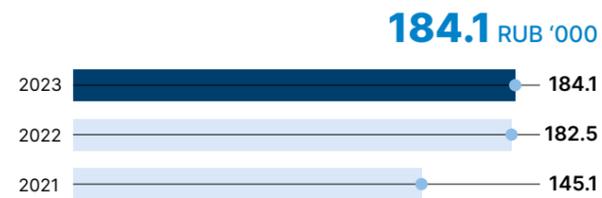
Employment

Nornickel's average headcount, ('000)



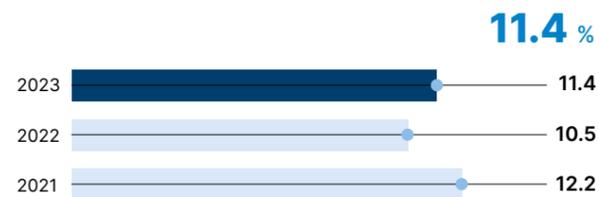
In 2023, the average headcount grew by 2.8%, resulting from our investment programme, expanded scope of works and services, organisational and technical changes.

Average monthly salary at Nornickel (RUB '000)



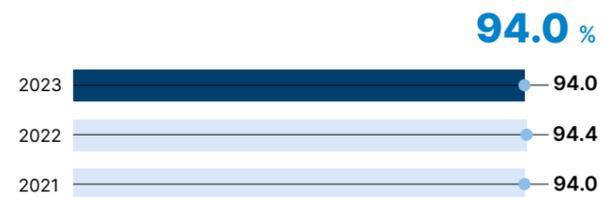
In 2023, the Company increased employee salaries by 6.1%. The monthly average pay at Nornickel is 2.5x the Russian average, standing at RUB 184,100.

Employee turnover %



By pursuing an effective human resources policy, the Company aims to reduce employee turnover, which rose marginally for 2023, among other things, driven by organisational and technical changes, to reach 11.4%.

Nornickel employees covered by collective bargaining agreements %

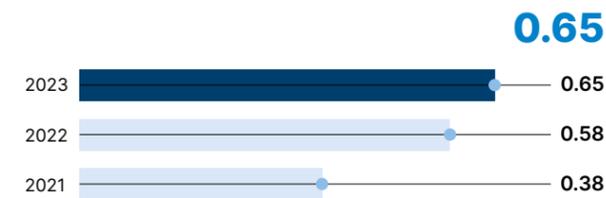


Nornickel respects the right of employees to enter into collective bargaining agreements, which currently cover the majority of the Group's personnel (over 94%).



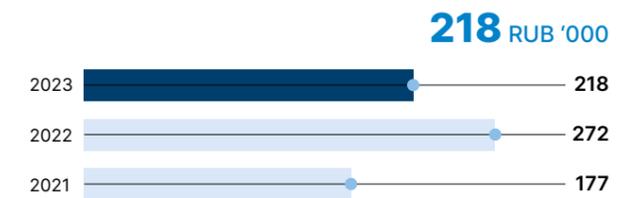
Health and safety

LTIFR



The increase in LTIFR is associated with a new approach to recording, classifying and investigating incidents at Nornickel.

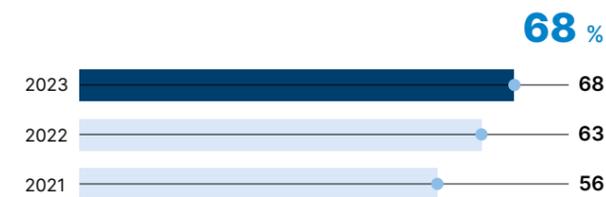
OHS expenses per employee (RUB '000)



The largest share of health and safety expenses came from purchasing personal protective equipment and making production facilities compliant with OHS requirements. Changes in this indicator, among other things, depend on the number and type of actual and planned activities to improve the OHS system during the reporting period.

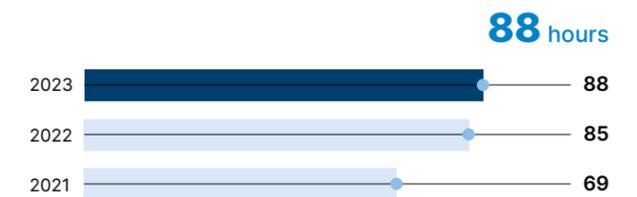
Human capital development

Employee engagement rate (%)



In 2021 to 2023, employee engagement has been improving on an annual basis, driven mostly by social protection that the Company guarantees through its extensive social benefits, along with respect and safety that all our employees enjoy.

Average annual training hours per employee (hours)



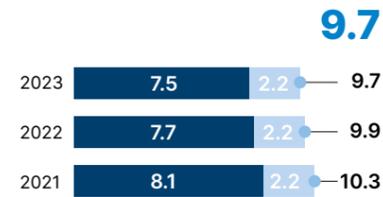
During the reporting year, we continued our training activities designed to improve critical, professional and managerial competencies of the employees, with the average annual training per employee going up by 3.5%.

¹ All intensity metrics are per RUB mln of IFRS revenue.

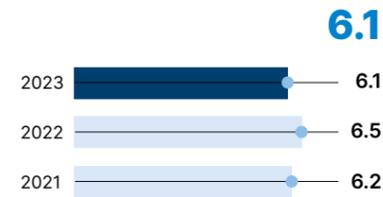
Environment

Climate change

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

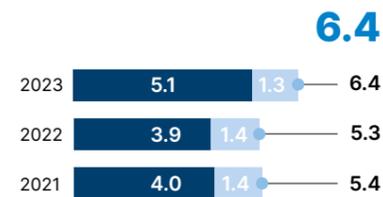


Actual GHG emissions intensity (Scope 1 and 2) t of CO₂ equivalent / RUB mln



In 2023, GHG emissions (Scope 1 and 2) were down by 2% as a result of higher energy efficiency, increased reliance on renewable energy (hydro power plants) in generation, and reduction in the volume of diesel fuel.

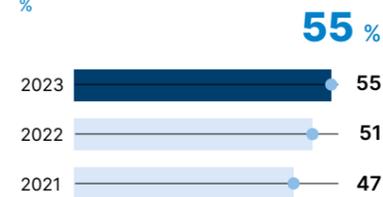
GHG emissions (Scope 3) mt of CO₂ equivalent



- Downstream
- Upstream

The key driver behind the higher Scope 3 (downstream) emissions in 2023 was a rise in the sales of semi-products (mainly iron ore concentrate from Bystrinsky GOK).

Share of renewables in electricity consumption %

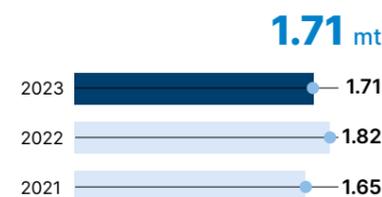


Projects to ramp up the use of renewables, achieve savings in fuel and energy consumption, and improve reliability of electricity and gas supplies helped increase the share of renewables in total electricity consumption.

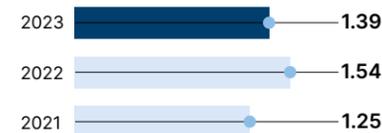
¹ Including a GHG emissions provision for the Sulphur Programme and GHG emissions generated from heat and electricity supply to the public.

Air

Air pollutant emissions mt



Air pollution intensity t / RUB mln

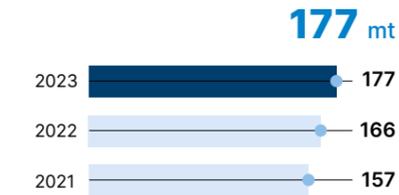


Air pollutant emissions were down by 6.1% vs 2022 as a result of the use of low-sulphur fuel at the Monchegorsk site and lower sulphur content in the concentrate fed to smelting facilities at Polar Division.



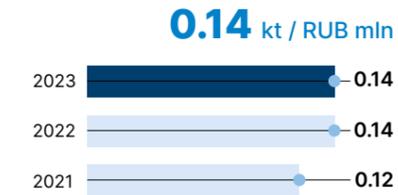
Waste

Waste generation mt

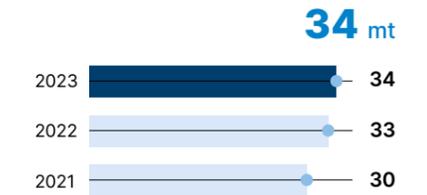


Waste generation in 2023 was up by 6.6% associated with the development of a new Mokulaevskoye limestone deposit.

Waste generation intensity kt / RUB mln



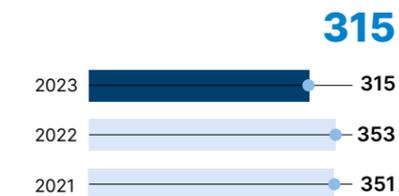
Waste recovery mt



In order to increase its waste recovery, Norinickel implements projects to process construction waste into certified crushed stone, sort waste in Monchegorsk, and transfer waste to third parties for recovery.

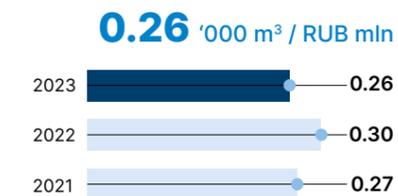
Water use

Total water withdrawal m³

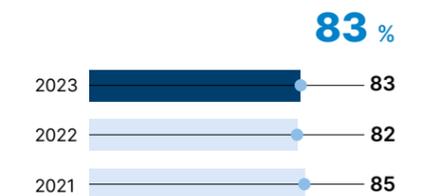


Total water withdrawal declined by 10.8% y-o-y following the introduction of automated power consumption metering for commercial purposes, water conservation, and reduction in the withdrawal of water used for HPP equipment cooling.

Water withdrawal intensity '000 m³ / RUB mln



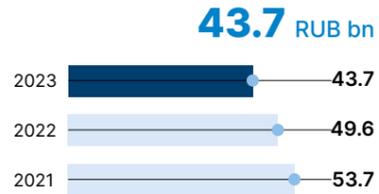
Share of water reused and recycled %



The Company's key production assets have a closed waster circuit to make sure water withdrawal remains fairly low.

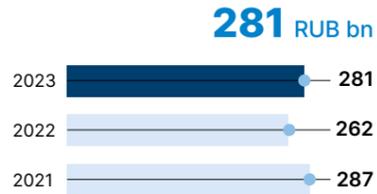
Development of regions and local communities

Spending on social programmes, charity, and social infrastructure¹, RUB bn



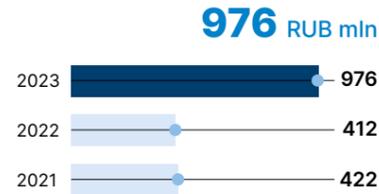
Nornickel's expenditure on charity and social projects, social programmes and benefits for its employees accounted for 3.5% of the Group's revenue for 2023.

Tax and non-tax payments to budgets of various levels, RUB bn



The changes in tax and non-tax payments in 2023 were associated with the introduction of export customs duties, windfall tax payment, and higher insurance payments and personal income tax.

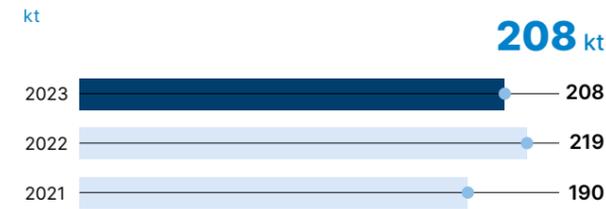
Support for indigenous Northern minorities, RUB mln



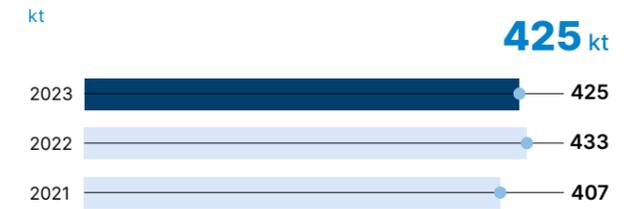
Nornickel continues to support indigenous peoples. In 2023, this expense item increased, as the Company constructed new facilities for them.

Operational performance¹

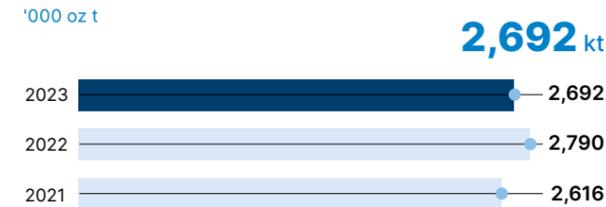
Production of nickel (from the Company's own feedstock)



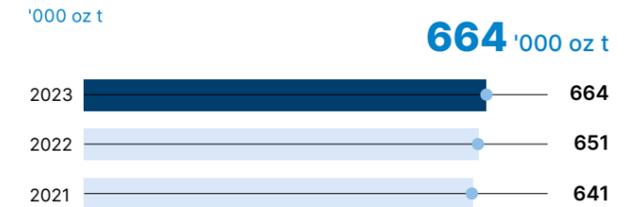
Production of copper (from the Company's own feedstock)



Production of palladium (from the Company's own feedstock)



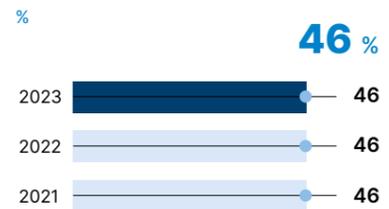
Production of platinum (from the Company's own feedstock)



In 2023, Nornickel marginally reduced the output of all metals except platinum, attributable to a temporary decline in the extraction of rich cupriferous ore, associated with transition to new mining machinery.

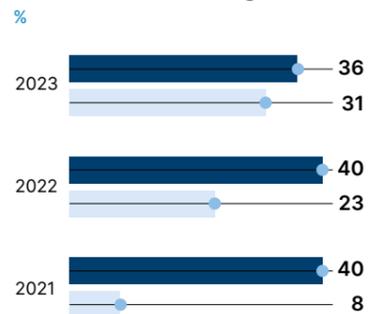
Corporate governance

Percentage of independent directors on the Board of Directors

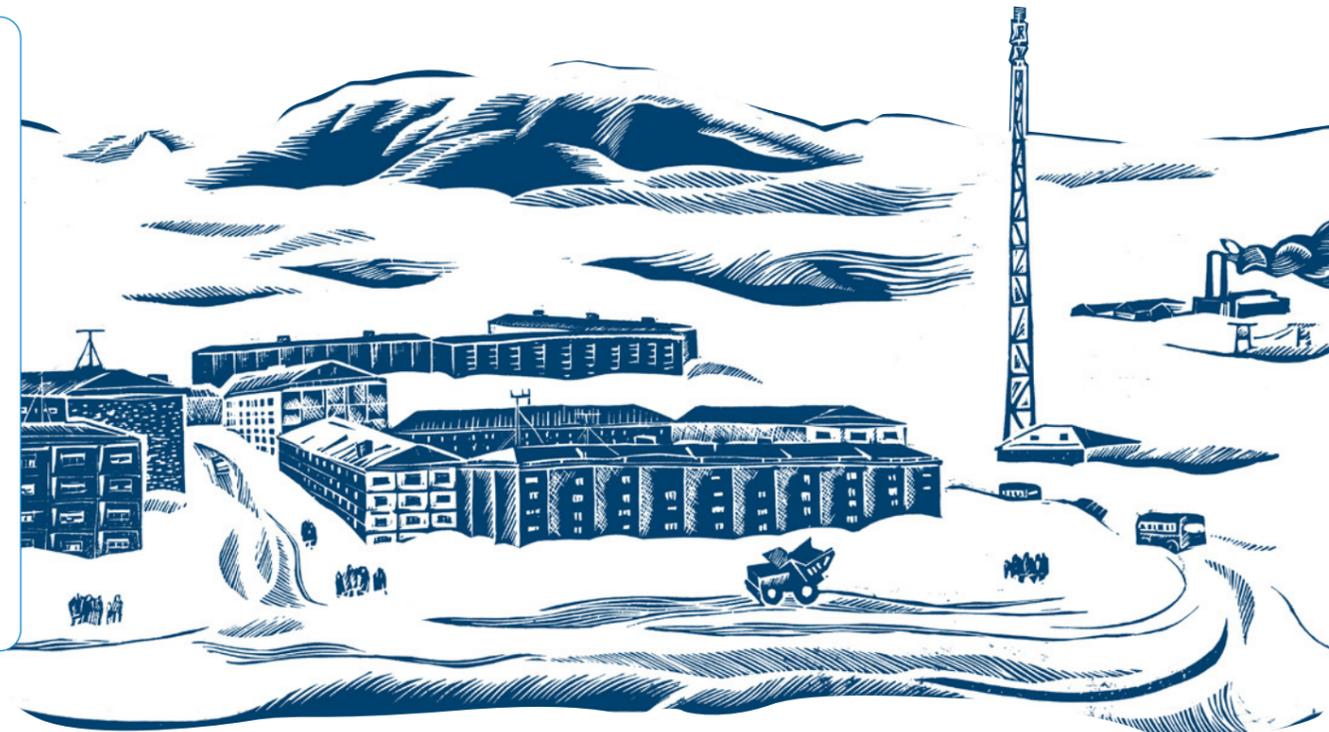


The Board of Directors is well-balanced in terms of independence of its members, contributing to effective decision-making that aligns with the highest global standards and caters to the interests of varied stakeholders.

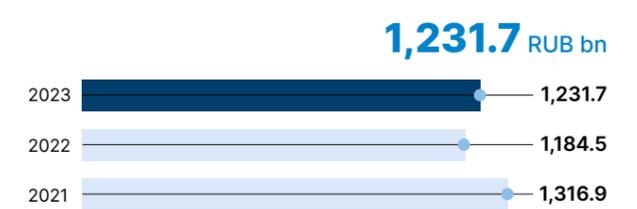
Percentage of women on the Board of Directors and Management Board



- Percentage of women on the Management Board, %
- Percentage of women on the Board of Directors, %



Revenue



In 2023, Nornickel sold all of its output and some of the metal stocks accumulated in 2022.

¹ Group data, including foreign companies of Kola Division.

¹ Excluding contingent liabilities in relation to future social projects.