

Business model



Contribution to the UN SDGs

↑ A 20–25% growth in the output of the Company's core metals by 2030

↓ Reduced environmental footprint across regions of operation

✓ Deeper integration into emerging value chains and diversification of production capacities

Resources

Mineral resource base

1,267 MT
Proven and probable reserves copper-nickel sulphide ores

283 MT
Proven and probable (gold-iron-copper ores)

Workforce

>80 THOUSAND
employees

Mining and metallurgical assets

- 9** mines
- 4** concentration facilities
- 4** metallurgical plants

Auxiliary assets

- Transport enterprises
- Energy enterprises
- Global sales network
- R&D: Gironickel Institute

Performance highlights

Mining

Norilsk Division

19.2 **MT**
of ore
Ni 1.14% Cu 1.98% PGMs 6.48 g/t

Kola Division

7.2 **MT**
of ore
Ni 0.52% Cu 0.22% PGMs 0.08 g/t

Trans-Baikal Division

15.0 **MT**
of ore
Cu 0.63%

Energy Division

2,720 **MCM**
of natural gas
85 **KT**
of gas condensate

Group's metals production

Ni 209 **KT**

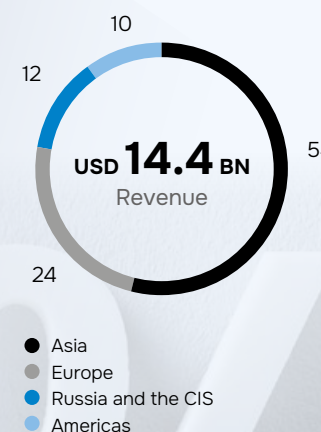
Cu 425 **KT**

Financial highlights

USD 6.9 BN **USD 2.9 BN**
EBITDA Net income

48% **1.2x**
EBITDA margin Net debt/EBITDA

Revenue by sales market, %



Environment and climate

8.6 MT
GHG emissions from operations (Scope 1 + 2)

6.4 MT
GHG emissions (Scope 3)

99%
of the Company's industrial waste is non-hazardous

55%
Share of renewables

83%
Share of reused and recycled water

Value for stakeholders

Shareholders

USD 1,475 MLN
Total dividends paid in 2023

Employees

USD 193 MLN
Spending on social programmes for employees

>USD 2,000
Average monthly pay

USD 15 MLN
Spending on pension plans

Suppliers

95%
Share of Russian companies in supplies to Nornickel

Customers

The Company's products are supplied to

28 COUNTRIES WORLDWIDE

Government

RUB 281 BN /

USD 3.3 BN
Tax and other payments to budgets