

Business model

Capital

Mineral resource base

Proven and probable reserves

1,373 MLN T
of copper-nickel sulphide ores

272 MLN T
of gold-iron-copper ores

7 existing deposits

Workforce

>80 THOUSAND
employees

Mining and metallurgical assets

- 7** mines
- 2** open pits
- 4** concentration facilities
- 4** metallurgical plants

Auxiliary assets

- Transport enterprises
- Energy enterprises
- Network of sales companies
- R&D institute

Performance

Mining

Norilsk site

20.1 MLN T
of ore

Ni	Cu	PGMs
1.15%	1.87%	6.28 g/t

Kola site

7.0 MLN T
of ore

Ni	Cu	PGMs
0.52%	0.21%	0.08 g/t

Trans-Baikal Division

13.6 MLN T
of ore

Cu
0.63%

Energy Division

2,650 MCM
of natural gas

102 KT
of gas condensate

Group's metals production

Ni 205 KT	Cu 433 KT	Pd 2,762 KOZ	Pt 667 KOZ
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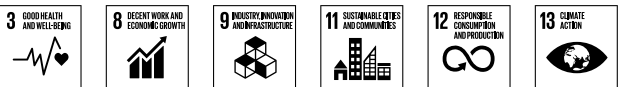
1,500
Stay-in-business

CAPEX
breakdown,
USD MLN

595
Commercial

343
Sulphur
Project

Contribution
to the UN
SDGs



Financial highlights

USD 12.5 BN
Revenue

USD 5.2 BN
EBITDA

USD 1.8 BN
Net income

41%
EBITDA margin

1.7x
Net debt/12M EBITDA

Environment and climate

7.5 MLN T
GHG emissions from
operations
(Scope 1 + 2)

6.7 MLN T
GHG emissions (Scope 3)

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

54%
Share of renewables

81%
Share of reused and
recycled water

Value

Shareholders

RUB 131 BN
(USD 1.5 bn)
Total dividends paid in 2024

Employees

RUB 16.5 BN
(USD 178 mln)
Spending on social programmes
for employees

>USD 2.2 THOUSAND
Average monthly pay

RUB 1.4 BN
(USD 16 mln)
Spending on pension plans

Suppliers and contractors

98%
Share of Russian companies in
supplies to Nornickel

2.96 POINTS
Customer satisfaction

Local communities

RUB 249 BN / **USD 2.7** BN
Tax and other payments to
budgets

RUB 12 BN
(USD 126 MLN)
Social expenses



A 20%–30% increase
in ore output by 2030



Reduced environmental footprint
across regions of operation



Deeper integration into emerging value chains and
diversification of production capacities