



# The Company's development strategy

Nornickel pursues a moderate growth strategy. The Company is committed to continuously improving its performance and maximising the liquidity of all current and future products.

Structure of the Company's investment programme for 2025–2026, USD bn



The Company's development strategy is focused on:

Growth in ore mining and processing volumes



Production and infrastructure upgrades



Sustainable development and ecology



The Company upholds its commitment to sustainability principles, implementing:

Environmental and Climate Change Strategy



Socially Sustainable Development Strategy



1 Total capital investments planned for 2026 amount to RUB 240 billion, or USD 2.6 billion at a forecast average exchange rate of RUB 94 to the US dollar.



# Growth in ore mining and processing volumes

## Norilsk site

### Skalisty Mine

- The Company started developing a new mine level at the Glubokaya shaft of Skalisty Mine.
- This is key to increasing the output of high-grade ores from the Oktyabrskoye deposit.

Increasing production to  
**2.2** MTPA OF ORE

### South Cluster

- The project is currently in its active phase, with all work proceeding to plan.
- Capital mine development is ongoing for the underground mine and related infrastructure facilities.
- In 2026, the Company intends to continue its range of site development activities and obtain certificates of compliance for certain infrastructure facilities.

### Mining production growth, mtpa of ore



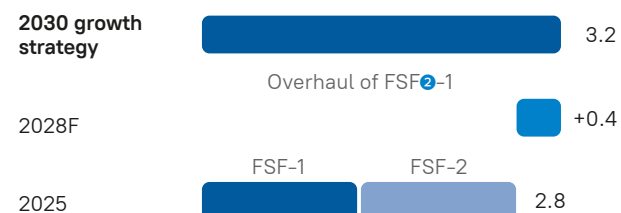
### Concentration, mtpa of ore



### Upgrades of metallurgical assets

#### Smelting capacity at NMP, 1

mtpa of concentrate



By **8** mtpa of ore

Talnakh Concentrator's capacity increase



## Kola site

### Severnny Mine

Maintaining production at

**7** MTPA OF ORE  
until 2048 through the development of reserves down to a depth of 730 metres

## Infrastructure

- Increased throughput capacity of the Dudinka port and the Company's own terminal in Murmansk
- Renovation of generation capacities
- Comprehensive reduction of energy losses

## Trans-Baikal Division

### Mining and processing plant

One of the mining industry's largest greenfield projects, built in record time.

The mining and processing plant processes ores from the Bystrinskoye deposit into copper, iron ore, and gold concentrates.

### Production volumes for 2025

Ore processing **11** MLN T  
Cu in concentrate **70** KT

### 2026 forecast

Cu in concentrate **69–73** KT

### Production volumes for the Group 1

	2025	2026F
Ni	<b>198</b> KT	<b>193–203</b> KT
Cu	<b>355</b> KT	<b>336–356<sup>2</sup></b> KT
Pd	<b>2,725</b> KOZ	<b>2,415–2,465</b> KOZ
Pt	<b>667</b> KOZ	<b>616–636</b> KOZ

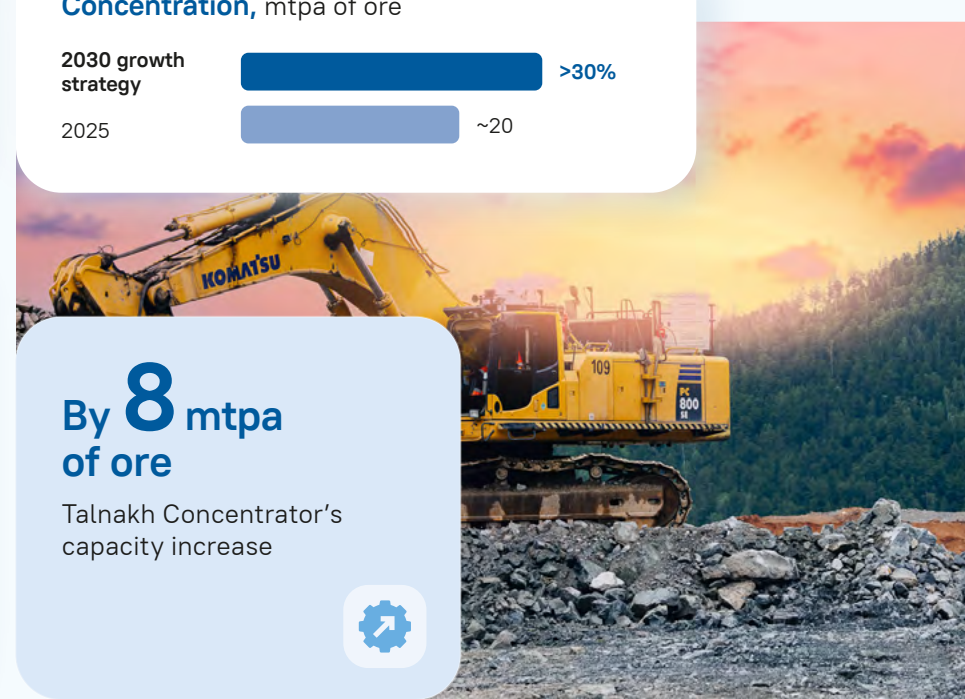
Maintaining leading positions in metals production:

Palladium **NO. 1**

High-grade nickel **NO. 3**

Platinum **NO. 4**

Copper **NO. 14**



1 Nadezhda Metallurgical Plant.  
2 FSF – flash smelting furnace.

1 From own Russian feed.  
2 Excluding the Trans-Baikal Division.



# Production upgrades

## Talnakh Concentrator, the third start-up facility

Project goal: increase throughput (to accommodate the growing Talnakh ore volumes) by

**8 mtpa**



### Project status

- In 2025, key design stages were completed, equipment suppliers were selected through procurement procedures, and materials and equipment were delivered.
- In 2026, detailed design documentation is scheduled for completion, together with updated engineering surveys and the start of construction and installation works to strengthen load-bearing structures.

### Projected timeline

Commissioning of the third start-up facility is scheduled for 2030.



## Flash smelting furnace at Nadezhda Metallurgical Plant (NMP)

Project goal: upgrade FSF-1 and replace the waste heat recovery boiler at NMP, ensuring stable, uninterrupted operation of the plant's first process line



### Project status

In 2025, documentation for custom-designed equipment and the design and cost-estimate documentation were prepared, followed by an internal review. In addition, long-lead equipment is being procured under supply contracts.

Plans for 2026 include procurement of materials and equipment and the preparatory works.

## Kola site projects

### Cobalt-3000

In 2025, the refurbishment of the 3 ktpa cobalt shop was completed. This 99.9%-purity cobalt production facility is the only one in Russia to manufacture top-grade electrolytic cobalt.



### Refining of precious metals

A production facility for high-purity platinum and palladium powders is under construction.

### Gas cleaning system

In 2025, a new state-of-the-art gas cleaning system in the refining shop's dust collection section was commissioned. The project is expected to cut SO<sub>2</sub> emissions by almost 1 ktpa.

**3 ktpa**

shop capacity for 99.9%-purity cobalt production



by **~1 ktpa**

expected SO<sub>2</sub> emission reduction



## The Trans-Baikal Division's MPP

Project goal: increase production at MPP by 2030 to

**16 mln t of ore**



Major investment projects are under way:

- Commissioning of high-pressure grinding rolls
- Implementing initiatives to expand the concentrator's throughput capacity
- Constructing a gold mill

One of the largest projects in Russia's mining industry with the life of mine

**>20 years**



**50.01%**

owned by Nornickel



# Infrastructure upgrades

## Fuel and energy projects

Project goal: renovate generation facilities and energy grid infrastructure to ensure the reliable supply of all types of energy to consumers in the Norilsk Industrial District.

### Gas and condensate

In 2025, drilling at the well pad of the Pelyatkinskoye gas condensate field was completed, and the wells are now being connected to gas gathering and treatment system infrastructure for onward transport to consumers. Construction is under way on a pipeline system for gas gathering from well pad No. 4 and for transporting hydrate inhibitor from the comprehensive gas treatment unit to the pad's wells. Completion is scheduled for August 2026.

Pre-commissioning operations were completed at the booster compressor station of the Severo-Soleninskoye gas condensate field, with commissioning in December 2025.

Retrofit of the second string of the Messoyakha-Norilsk gas trunkline on the left bank of the Yenisei River is ongoing.



### Combined heat and power plants

In 2025, pre-commissioning was completed for the unit revamp project at CHPP-2, with commissioning scheduled for 2026.

The tank farm revamp programme continues, with six new tanks constructed since its start across three CHP plants.

Retrofit of the earthen dam at the Kureyskaya HPP is underway. The project is scheduled for completion by the end of 2026.

### Tank farms

The Company continues to implement its comprehensive tank farm retrofit programme, including the construction of new storage tanks and infrastructure, as well as the rollout of an integrated automation system.

## Logistics Infrastructure Development Programme

Project goal: increase the throughput capacity of the Dudinka port and the Company's own terminal in Murmansk by 50%



### Programme rationale

- Increased semi-product shipments following completion of the copper chain reconfiguration programme.
- Adjusted pace of fixed asset replacement in the Norilsk Industrial District, reflecting the optimisation of the investment programme.
- Expansion of Northern Sea Route (NSR) operations and increased freight volumes

for major investment projects of other companies using the NSR in the Russian Arctic.

### Major projects

- Upgrading sea and river berths
- Acquisition of additional cranes and equipment, establishment of storage areas

# Sustainable development and ecology

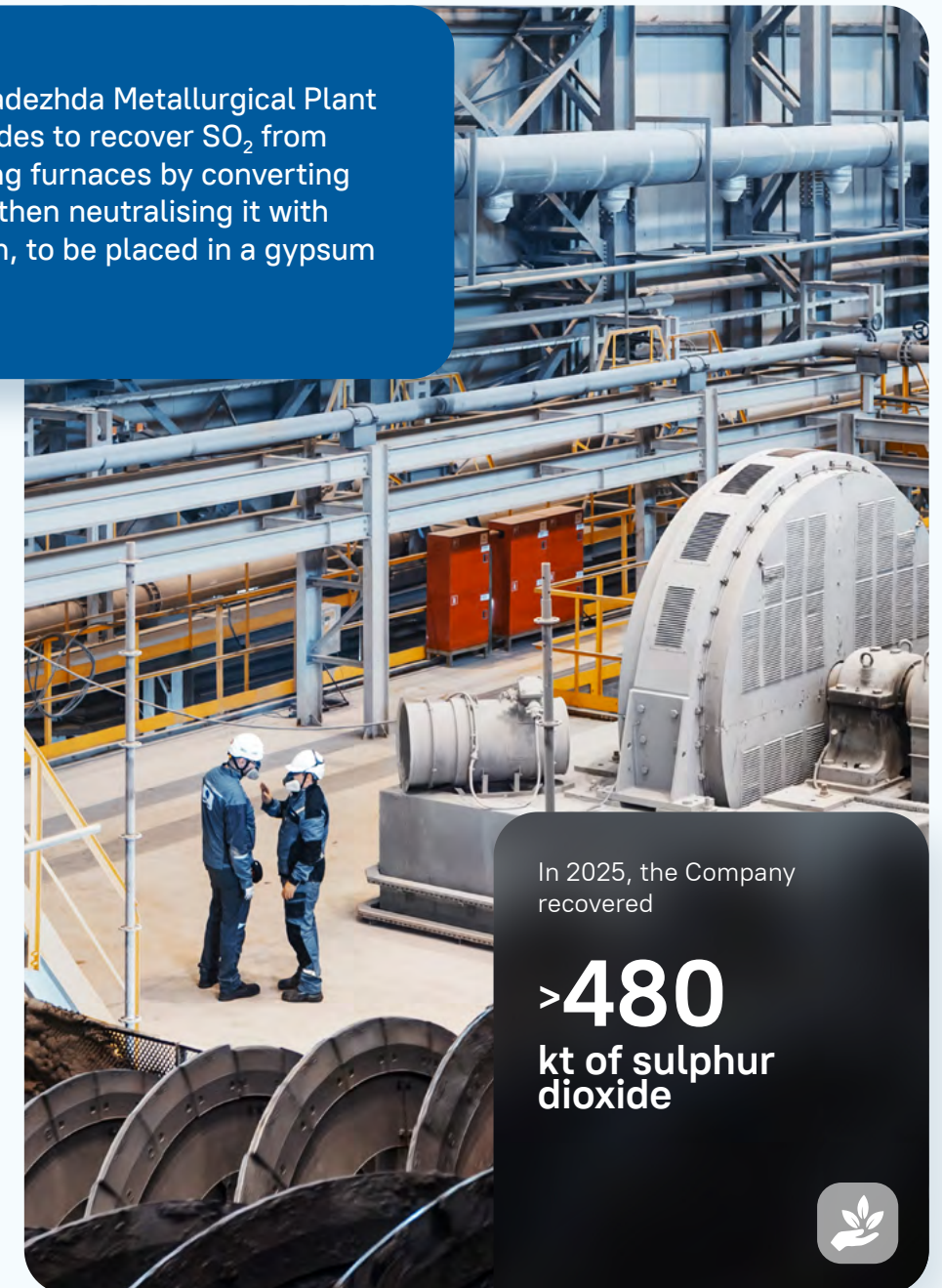
## Sulphur Project at Nadezhda Metallurgical Plant

The Sulphur Project 2.0 at Nadezhda Metallurgical Plant includes technological upgrades to recover SO<sub>2</sub> from off-gases of the flash smelting furnaces by converting them into sulphuric acid and then neutralising it with limestone to produce gypsum, to be placed in a gypsum storage facility.

Throughout 2025, Nornickel continued a range of construction and installation works, while equipment, process, and automation systems were being commissioned to ensure the stable operation of the first and second process lines for sulphur dioxide recovery and sulphuric acid neutralisation.

Construction and installation works were completed, and sulphuric acid production lines 1 and 2, together with sulphuric acid neutralisation lines 1 to 3, were brought into operation.

The third sulphuric acid production line and the fourth neutralisation line are scheduled to enter permanent operation in the first half of 2026.



In 2025, the Company recovered

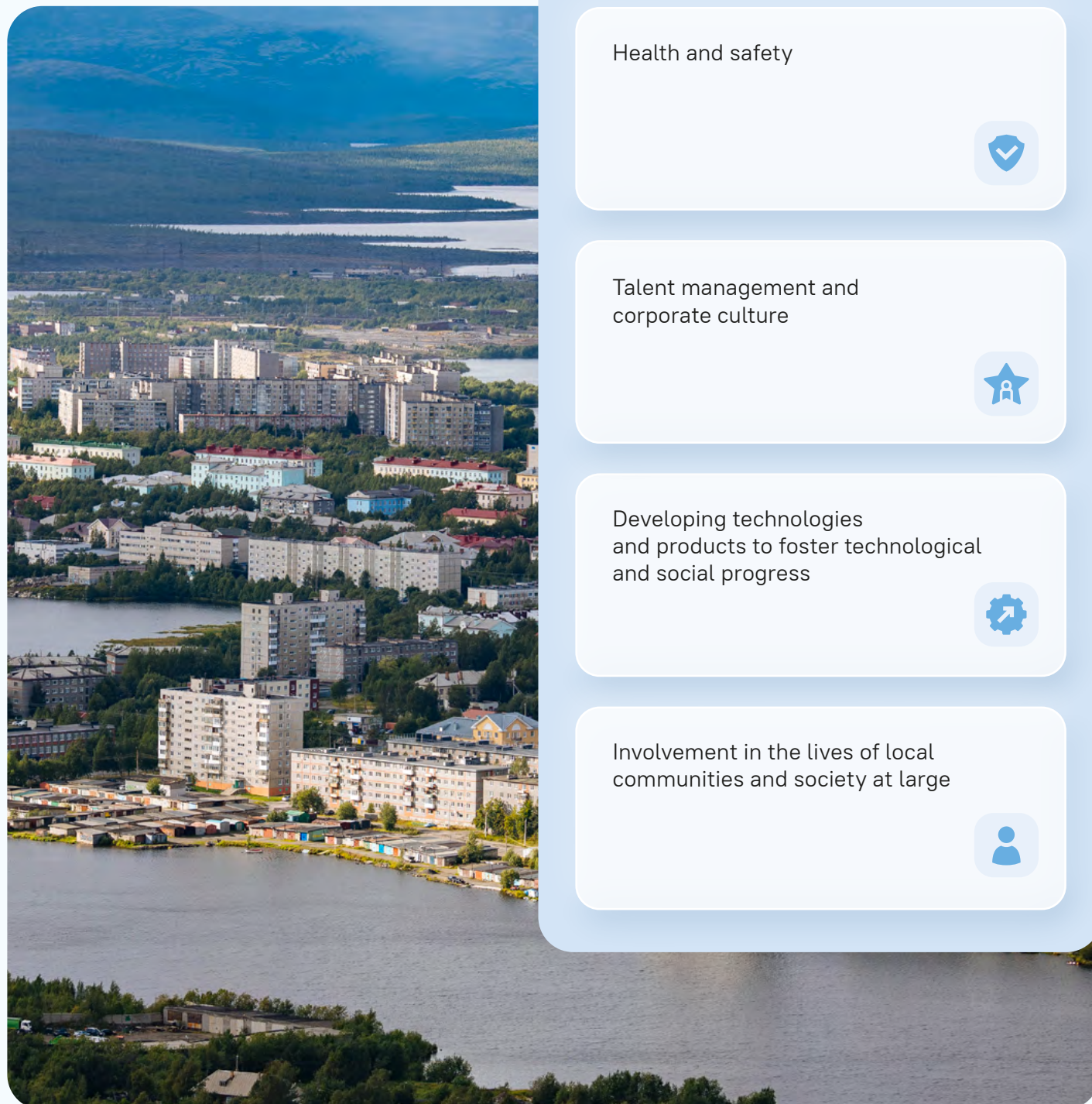
**>480**  
kt of sulphur dioxide





# Social performance

## Results of the Socially Sustainable Development Strategy



### Priorities

Health and safety



Talent management and corporate culture



Developing technologies and products to foster technological and social progress



Involvement in the lives of local communities and society at large



The Socially Sustainable Development Strategy supports Nornickel's strategic priorities

### 2030+ goals

### KPIs

### 2025 highlights

- Achieving zero fatalities and reducing work-related injuries and occupational diseases
- Eliminating catastrophic accidents
- Consistently reducing safety risks to an acceptable level
- Aligning living and working conditions with employee expectations

- Zero work-related fatal injuries
- Eliminating catastrophic accidents

- Number of fatal injuries – **5**
- FIFR – **0.044**
- Number of occupational diseases – **86** (in 2024 – 139)
- **0** catastrophic accidents
- Workplace amenities improved for more than **5.7 thousand** employees

- Attracting young talent and experienced professionals, including to Russia's Far North
- Facilitating employee retention, professional growth, and development
- Improving the onboarding system to support new hires and increase engagement among seasoned employees

A Top-3 employer in Russia's metals and mining sector according to leading rankings

- **4.9** thousand young specialists (under 35) were permanently employed
- Nornickel at the top of prestigious employer rankings
- **12.4%** – employee turnover
- **64%** – employee engagement rate

- Building supply chain transparency on social metrics
- Developing technologies and products that benefit society at large

Supply chain transparency

- **100%** of mineral suppliers covered by due diligence
- **44%** – ESG assessment coverage of suppliers of goods, works, and services
- Five new high-tech materials for solar energy, batteries, glass fibre, and the food industry were developed and successfully passed laboratory testing

- Minimising the Company's impact on local communities
- Fostering sustainable social and economic development across the Company's footprint
- Supporting the interests of indigenous peoples of the North
- Contributing to the well-being of society nationally and internationally

- Raising the City Life Index<sup>1</sup>
- Adhering to the Policy of Engagement with Indigenous Small-Numbered Peoples
- Contributing to the well-being of society nationally and internationally

- Urban Environment Quality Index (maximum score: 360):  
– Norilsk – **243**, Monchegorsk – **239**, Zapolyarny – **244**
- Funding allocated by the Company to charitable projects supporting engagement with indigenous peoples came at about **RUB 118 million**



For more details on Nornickel's Socially Sustainable Development Strategy targets and measures to achieve them, please see the [Company's Sustainability Report](#)

<sup>1</sup> Russian City Life Index. VEB.RF.



# Environmental programme

## Results of the Environmental and Climate Change Strategy



### Priorities

Number of emergencies



Air



Water



Tailings storage facilities and waste



Land



Biodiversity



Stock exchange requirements



Reducing environmental impact remains one of the Company's strategic priorities.

### 2035 goals

### KPIs

### 2025 highlights

Number of interregional and federal emergencies affecting the environment in the regions of operation

Zero emergencies affecting the environment in the regions of operation

In the reporting year, there were no emergencies in the regions of operations

- Reduction of SO<sub>2</sub> emissions from a 2020 baseline, ktpa
- SO<sub>2</sub> emission reduction, %

- Reduction of SO<sub>2</sub> emissions to 198 ktpa
- 90% reduction

SO<sub>2</sub> emissions were **1,160 kt**, down **39%** from the 2020 baseline

- Construction (reconstruction) of treatment facilities at wastewater discharge sites, %
- Water reuse (closed-loop water system, reduction of water withdrawals), %

- 100% availability of treatment facilities at wastewater discharge sites
- At least 80% of recycled water

**37%** – construction of wastewater treatment facilities

**80%** – reused and recycled water

- Compliance of waste disposal facilities with Russian legal requirements, %

100% compliance with regulatory requirements for waste disposal facilities

**98%** compliance

- Land rehabilitation (reclamation, reforestation, clean-up, revegetation), ha

Rehabilitation of disturbed land – 4,064 ha

**1,644 ha** – total land rehabilitated since 2021 (on a cumulative basis)

- Achievement of no net loss of biodiversity as a result of the Company's operations (Δ Integrated Ecosystem Health Indicator)

≥0

**0**

- Compliance of the Group's business units with the sustainability requirements of stock exchanges

100% compliance

**100%**