



EN+

Summary of Consolidated
Report 2025

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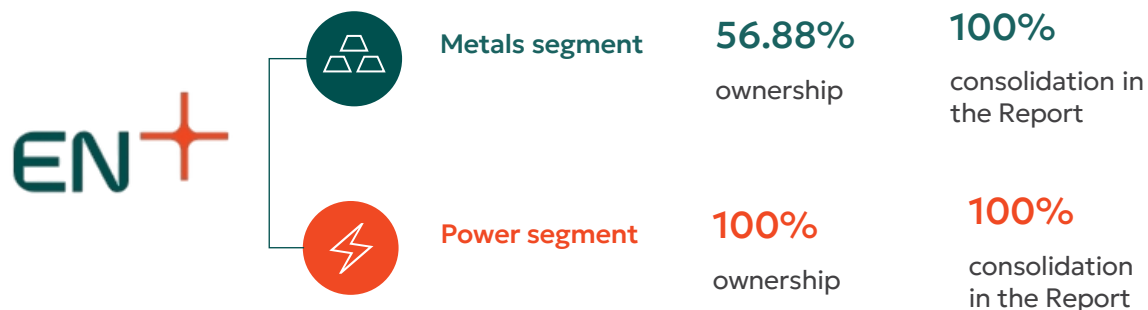
Consolidated Report EN+

EN+ presents the Consolidated Report — an annual document containing information on the Company’s key results .

To publish Report, EN+ confirms its intention to be transparent for the Company’s stakeholders, while also delivering more comprehensive and reliable information about the Company.

The Report was preliminarily approved by the Company’s Board of Directors on 28 April 2026.

Reporting boundaries 2025



The report is compiled in accordance with international and Russian standards and reporting recommendations

International Russian

International standards and reporting recommendations include: GRI, SASB, IFRS, INTERNATIONAL ALUMINIUM, SUSTAINABLE DEVELOPMENT GOALS, TNFD, United Nations Global Compact.

Russian standards and reporting recommendations include: Bank of Russia, MOEX, Ministry of Economic Development of the Russian Federation, NP MARKET COUNCIL, ESG Alliance.

Sequence and comparability

Disclosure of data over a three-year trend with the purpose of assessing comparability



Reliability

Audit opinion of independent practitioner’s specialists of Company B1 on the financial and non-financial information

02

Strategic Report

ENT+

En+ — Global Leader

En+ is a **global leader** in aluminium production (through its subsidiary UC RUSAL) and renewable energy with a well-established presence across five continents and a strong operational hub in Siberia

No 1

aluminium producer excluding China

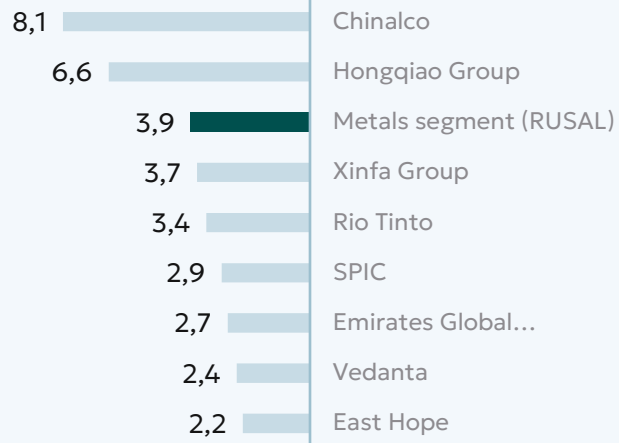
No 1

independent hydropower producer globally

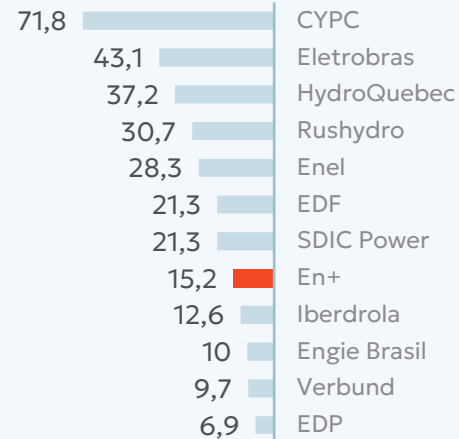
>95 th.

Employees

Leading global aluminum producers, million tonnes

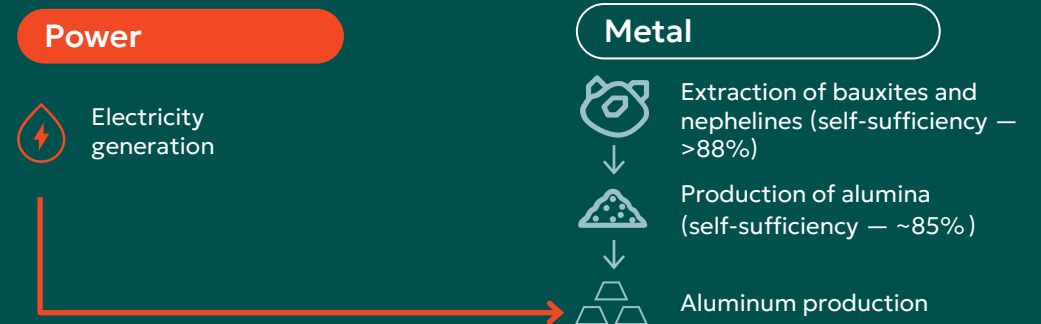


Leading global energy companies by installed hydropower capacity, GW



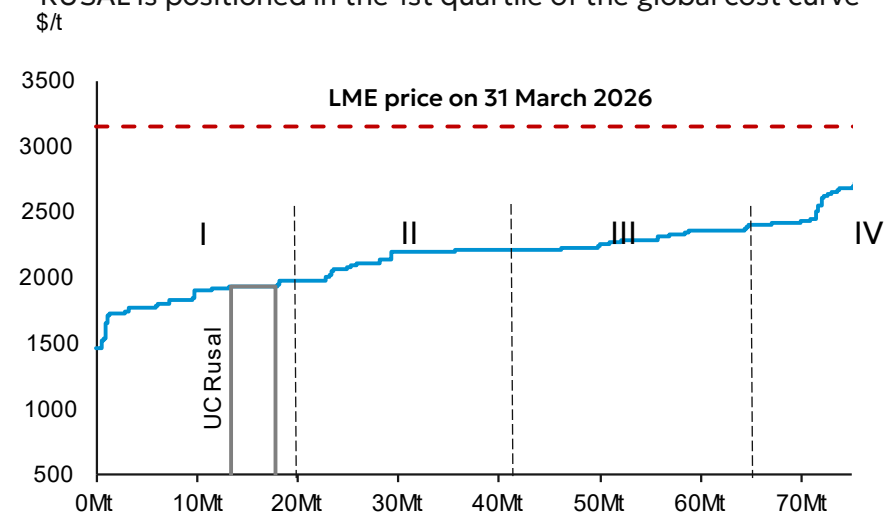
Vertically integrated business model

The vertically integrated business model covers all key stages of the value chain. The high degree of integration of the segments, their geographical proximity and self-sufficiency with the necessary resources create unique competitive advantages for the Company.



...which minimizes liquid costs¹

RUSAL is positioned in the 1st quartile of the global cost curve

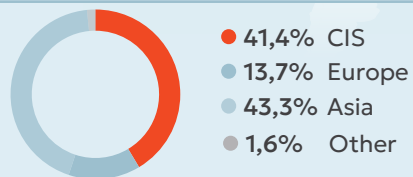


1. Weighted average costs of global primary aluminum production according to CRU estimated for March 2026

En+ Group presents on five continents with operations center in Siberia



Distribution of revenue by geography¹



Global assets

11 aluminium smelters²

- Total capacity: 4.2 mtpa
- Production level in 2025: 3.9 mt

11 alumina refineries⁶

- Total capacity: 10.8 mtpa⁷
- Production level in 2025: 6.9 mt

7 bauxite mines

- Total capacity: 25.8 mtpa
- Production level in 2025: 18.5 mt

5 hydro power plants⁸

- Installed power capacity: 15.2 GW⁸
- Production level in 2025: 65.3 TWh

15 combined heat and power plants

- Installed power capacity: 4.3 GW
- Production level in 2025: 16.7 TWh






Abakan solar power plant

- Installed power capacity: 5.2 MW
- Production level in 2025: 5.8 GWh

¹From external customers. ²Excluding Boguchany Aluminium Smelter (BoAZ), a joint 50:50 project of RUSAL and RusHydro. 11 aluminium smelters in operation (Alcon in Nigeria is mothballed). ³Eurallumina in Italy is mothballed. ⁴Alcon in Nigeria is mothballed. ⁵Since April 2022, the Australian government has imposed a ban on the export of alumina and bauxite to Russia. ⁶ 8 alumina refineries owned by the Company (Eurallumina in Italy is mothballed). The Company also owns a 20% participation share in QAL, located in Australia, a 30% stake in the Wenfeng alumina refinery located in China, and a 26% stake in Pioneer Aluminium Industries Limited ⁷Rusal attributable capacity. ⁸Including Onda HPP with the installed capacity of 0.08 GW (located in the European part of Russia, leased to RUSAL).

Strategy

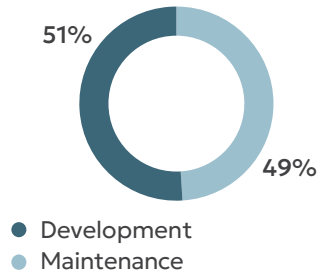
The Group's strategy is to become the world's largest vertically integrated producer of low-carbon aluminium using renewable energy.

Priority 1. Maximising efficiency 	Priority 2. Increasing capacity 	Priority 3. Ensuring a stable financial position 	Priority 4. Driving innovation 	Priority 5. Commitment to sustainability 
<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Vertical integration to secure the supply of raw materials <input checked="" type="checkbox"/> Production cost savings <input checked="" type="checkbox"/> Higher profitability 	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Aluminium capacity expansions <input checked="" type="checkbox"/> Ramp-up of renewable generation capacity <input checked="" type="checkbox"/> Increase in heat generation capacity <input checked="" type="checkbox"/> Development of coal deposits <input checked="" type="checkbox"/> Provision of system support services 	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Liquidity and sustainable financial position 	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Advancing and scaling aluminium and alloy production technologies <input checked="" type="checkbox"/> Driving innovation in energy 	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Achieving carbon neutrality <input checked="" type="checkbox"/> Mitigating environmental impact <input checked="" type="checkbox"/> Human capital development <input checked="" type="checkbox"/> Positive contribution to the development of our regions of responsibility <input checked="" type="checkbox"/> Providing a safe work environment

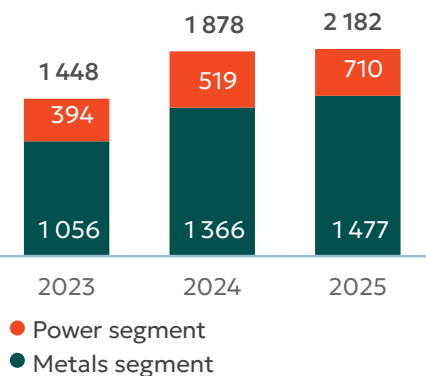
Investment programme and modernisation projects

Key directions include modernisation and expansion of existing capacities, as well as improving the reliability of infrastructure.

Structure of capital expenditures in 2025¹



Capital expenditures, mn USD



Investments in the development of infrastructure in the regions of presence

Power segment

- New Energy HPP modernisation programme**
2.2 bn kWh Additional hydropower generation in 2025
2.5 mt CO₂e Avoided GHG emissions from coal-fired generation in 2025
- Development of hydropower**
2.2 GW Potential installed capacity of new HPP projects
- Small HPP projects**
 En+ is constructing a small-scale Segozerskaya HPP in Karelia through the capacity allocation contracts (CACs) mechanism
- CHP modernisation under the KOMMOD programme²**
5 out of 13 projects selected by En+ for the KOMMOD programme were completed
- CHP modernisation under the CCA NGF programme³**
690 MW increase in installed capacity of CHP-11 due to CCA NGF projects
1 050 MW prospective capacity of Zabaikalskaya TPP
- Development of the Zashulan coal deposit**
 The construction of a power substation and a **110 kV** overhead transmission line was completed

Metals segment

- Conversion of aluminium smelters to Eco-Soderberg technology**
 In 2025, the IrkAZ was modernized **34** electrolyzer, at NKAz – **38**, at VGAZ – **32**, at BRAZ – **132**
 ~ **90%** of electrolyzers were converted to Eco-Soderberg technology
- Conversion of aluminium smelters to the pre-baked anode technology**
 A necessary set of documents and technologies has been developed within the modernisation of the Krasnoyarsk and Bratsk aluminium plants
- Taishet Anode Factory (TAF)**
2 anode baking furnaces were commissioned by the end of 2025
2 coke calciners were commissioned by the end of 2025

¹ Capital expenditures represent cash flows related to investment activities — the results for the Group are presented after consolidation adjustments.

² Competitive selection of modernized capacities

³ Competitive selection of capacities of new generating facilities

Key financial indicators

	USD million (except %)	2025	2024	CHANGE	
Financial	Revenue	17,703	14,649	20.8%	↑
	Adjusted EBITDA ¹	2,700	2,927	(7.8%)	↓
	Adjusted EBITDA margin	15.3	20.0	(4.7 п.п.)	↓
	Capital expenditure ²	2,182	1,878	16.2%	↑
	Cash and cash equivalents	2,114	1,881	12.3%	↑
	Net debt ³	11,109	8,881	25.1%	↑
Operating	Total electricity production, TWh	82.0	90.7	(9.6%)	↓
	Heat production, mn Gcal	25.9	26.3	(1.5%)	↓
	Aluminium production, kt	3,918	3,992	(1.9%)	↓
	Alumina production, kt	6,858	6,430	6.7%	↑
	Bauxite production, kt	18,453	15,885	16.2%	↑

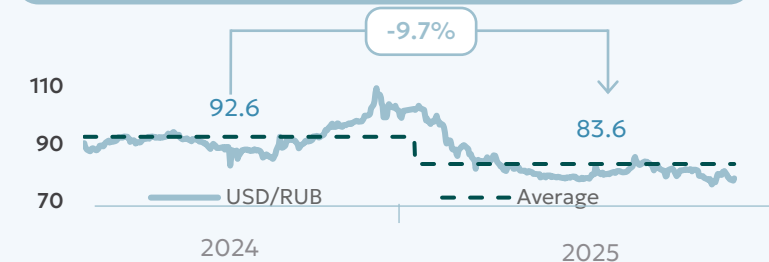
Macro

EN+

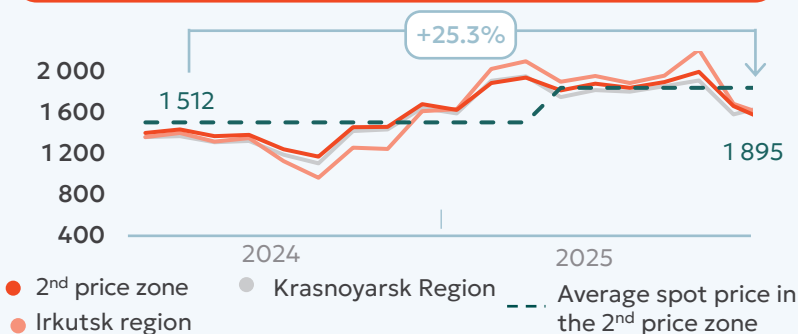
USD/RUB exchange rate on the reporting date

101.68 -23.1% 78.23
31 December 2024 31 December 2025

The US dollar exchange rate, RUB



Electricity spot prices⁴, RUB/MWh



Aluminium price per tonne (LME), USD/t



¹Adjusted EBITDA for any period represents the results from operating activities adjusted for amortisation and depreciation, impairment charges and loss on disposal of property, plant and equipment for the relevant period. ² After consolidation adjustments. ³ Net debt is the sum of loans and borrowings and bonds outstanding less total cash and cash equivalents. ⁴ Market prices are calculated as an average of the prices reported in the Monthly Day Ahead Prices Overview by NP Market Council Association. ⁵ Market prices are stated as at year ending 31 December 2025 average

03

Sustainable Development Management

EN+

Sustainable Development Management

En+ implements advanced international and national management system standards and provides a comprehensive approach to sustainable development management. The principles of sustainable development are integrated into business processes Companies at all levels of management.

Board of directors

- strategic sustainability management
- consideration of issues and identification of the most significant areas related to the environmental impact, social policy, and corporate governance of the Company
- approval of the Company's Report on sustainable development

HSE (Health, Safety and Environment) Committee

- takes part in the development of HSE policies
- prepares recommendations to the Board on formulating HSE strategies, policies, and task setting
- controls the Company's compliance with the international HSE standards and applicable laws
- oversees the Group's HSE performance

CEO

- overall sustainability management

Sustainable development directorate

- performs initial assessment of sustainability issues
- prepares draft decisions and measures to minimise environmental and climate risks
- initiates of projects in the field of biodiversity conservation
- collaboration with sustainability oriented stakeholders sustainability data analysis

WHY SUSTAINABILITY IS IMPORTANT FOR EN+

1 GENERATING LONG-TERM VALUE

En+ develops sustainable solutions and uses advanced best available technologies to create long-term value.

2 SUPPORTING OUR BUSINESS MODEL

En+ strives to use the principles of sustainable development in all areas of its activity.

3 PART OF OUR CULTURE

In operations, En+ adheres to globally accepted moral and ethical standards, ensures transparency of activities, respects human rights and supports environmental initiatives.

4 MITIGATING OUR RISKS

As part of strategic planning and risk management, En+ separately identifies ESG risks, the management of which takes into account the Company's economic, environmental and social impacts.

5 MEETING INTERESTS AND EXPECTATIONS OF STAKEHOLDERS

The sustainable development of En+ is based on compliance with the principles of fair business conduct and responsible behaviour towards all stakeholders.

Overview of Sustainable Development Progress

E Climate and Environment

We invest in environmental protection:

25.7 billion RUB investments in environmental protection
310.7 mn USD¹

Produce low-carbon products:

2.2 t of CO₂e per tonne of aluminium
carbon footprint of ALLOW brand aluminium

30% share of ALLOW brand aluminium in total aluminium sales

We reuse resources:

52.3% of all waste were reused and recycled

64.7% share of reused and recycled water supply

S People

Investing in people:

11.8 billion RUB expenses for social programmes and benefits
141.0 mn USD¹

13.7 billion RUB social investments in regions of responsibility
164.5 mn USD¹

We monitor safety:

0.79 Lost time frequency rate per 1 million working hours

We are developing a culture of diversity:

29.3% women in Company

1.1% share of disable people²

We are working on retaining professionals:

15.1% staff turnover

76.3% employee satisfaction

G Management

We ensure an independent and diverse Board of directors:

67% share of independent directors as of 31.12.2025

33% women in the Board of directors as of 31.12.2025

Support local suppliers:

86.3% share of purchases from local suppliers

12% share of purchases from small and medium enterprises

Investing in innovation:

2.9 bn RUB R&D expenses
34.6 mn USD¹

We are developing digital technologies:

846 mn RUB expenditures on projects for the development and implementation of Russian IT solutions, including solutions related to data storage and processing, aimed at import substitution

¹ Calculated based on the average exchange rate for 2025 83.62 Russian ruble per 1 USD

² Employees with disabilities

Contribution to national goals development of the Russian Federation

National development goals — one of the key benchmarks of En+ when defining strategic priorities and implementation of measures in the field of sustainable development.

<p>Climate change </p> <ul style="list-style-type: none"> Sustainability and a dynamic economy Technical leadership 	<p>Conservation and protection of ecosystem </p> <ul style="list-style-type: none"> Environmental well-being Technological leadership 	<p>Circular economy and waste management </p>	<p>Development of the human potential </p> <ul style="list-style-type: none"> Preservation of the population, strengthening health and well-being, support for families Realisation of each person’s potential, development of their talents, fostering patriotic and socially responsible citizenship 	<p>Sustainable urban environment </p> <ul style="list-style-type: none"> Ecological landscaping Comfortable and safe living environment 	<p>Cooperation and partnership </p> <ul style="list-style-type: none"> Digital transformation of state administration, the economy and the social sphere
<p>En+ projects</p> <ul style="list-style-type: none"> Adaptation of HPPs to climate change 	<p>En+ projects</p> <ul style="list-style-type: none"> Modernisation of production within the federal project “Clean Air” 	<p>En+ projects</p> <ul style="list-style-type: none"> Transition of aluminium smelters to the inert anode technology Development of high-tech alloys Development of an ultraenergy efficient electrolyzers design 	<p>En+ projects</p> <ul style="list-style-type: none"> Activities supporting families and parenthood Programme for preserving employees’ health Scholarship programme for students Corporate and public volunteer programme “Help is Easy” 	<p>En+ projects</p> <ul style="list-style-type: none"> Grant competition “Cities with a Plus Sign” Construction of martial arts centres Construction of public facilities 	<p>En+ projects</p> <ul style="list-style-type: none"> Implementation of an automated predictive diagnostic system at HPPs Import substitution of automation systems at aluminium and alumina plants Application of artificial intelligence (AI) at aluminium plants
<p>Investments in “New Energy” modernisation programme until 2026</p> <p>21 billion RUB</p>	<p>Environmental protection expenditures</p> <p>27.5 billion RUB</p>		<ul style="list-style-type: none"> Expenses to promote the health of employees and local community members <p>5,056.7 million RUB</p> <ul style="list-style-type: none"> Expenditures on programmes supporting families and parenthood <p>328.2 million RUB</p>	<p>Expenses related to improvement and comprehensive development of cities and other settlements</p> <p>787.8 million RUB</p>	<p>Expenditures on development and implementation Russian solutions in the IT sector</p> <p>846 million RUB</p>

Promotion Of Low-carbon Aluminium

The increase in demand for low-carbon products and development of carbon taxation encourage Company to promote low-carbon aluminium and its products.

SECTOR-AVERAGE INDICATORS

Aluminium currently produced by the sector

10.7 t CO₂e/ t Al
2025, Scope 1 and 2¹

EN+ TODAY

ALLOW

Aluminium product brand

<2.2 t CO₂e/ t Al
Scope 1 and 2

- ✓ Low-carbon footprint
- ✓ Independent verification



Production of aluminum cans with the involvement of secondary aluminum in the amount of more than 55% and the addition of ALLOW INERTA aluminium

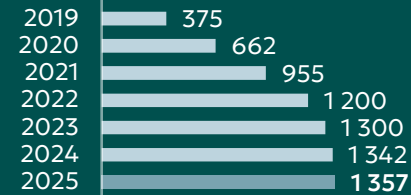


Regular production of PEFA (Primary Cast Alloy Equivalent) for aluminum wheel manufacturers with secondary metal levels up to 40%

35%

Share of ALLOW in RUSAL's 2025 sales

ALLOW sales, thousand tonnes



EN+ FUTURE

ALLOW INERTA

Aluminium product brand

0.01 t CO₂e/ t Al
Scope 1 and 2

- ✓ World's lowest carbon footprint
- ✓ Independent verification

>5 thousands tonnes
aluminium produced using inert anode technology since launch

¹ According to the data for 2025 by International Aluminium Institute

Efforts of En+ have been recognized by rating agencies and national awards

ESG ratings



AA

A very high level of compliance with the interests of the Expert rating agency in the field of sustainable development



AA

The highest assessment of climate sustainability according to the Carbonlab agency



A-

Assessment of the Chinese rating agency CCXGF¹

ESG awards



Leader

ECG rating of Russian business



Platinum

Forbes' rating of the best Russian employers



Awardee

National award "Leaders of Responsible Business"

Recognition of the 2024 Consolidated Report

2 place

Awarded in the Best Sustainability Report of a Company at the 28th Moscow Exchange Annual Report Contest 2025



Certificate of Public Assurance of the Corporate Non-Financial Report

ESG rankings and indexes



Rating agency "Expert"

One of the leaders in ESG-ranking of Russian companies and banks



National credit ratings

High level ESG-index of Russian business



Indices "Leader of responsible business" and "Openness and responsibility"

Highest rating "A"

¹Chinese rating agency China Chengxin Green Finance Technology.

04

Climate and Environment

ENT+

Climate Change and Energy Management

2.2 t CO₂e per tonne of aluminium

intensity of GHG emissions
(Scope 1 and 2) of ALLOW, low carbon aluminium brand

> 5000

aluminium produced using inert anode technology since launch

9.4 mn GJ

saved as a result of energy efficiency measures

En+ implements projects to reduce and prevent greenhouse gas emissions throughout all stages of the product life cycle.

Measures to reduce greenhouse gas emissions

Bauxite production

- Implementation of measures to improve energy efficiency

Aluminium production

- Transition to pre-baked and inert anode technologies
- Installation of energy-efficient electrolyzers

Use of secondary aluminium

- Recycling of aluminium scrap

Power generation at the CHPs

- Implementation of measures to improve energy efficiency

Power generation at HPPs

- Implementation of the “New Energy” programme
- Construction of new HPPs

Transport

- Development of infrastructure for electric vehicles in the regions of operation
- Renewal of the corporate vehicle fleet, acquisition of electric vehicles

Natural climate projects

- Implementation of a project for aerial forest fire prevention and suppression
- Development of a video-surveillance network in the Priangarya forests of to enable early detection of forest fires

Environmental protection

En+ takes measures to minimise the impact of its production activities on the environment. In 2025, the Company invested in these targets of 27.5 million rubles.

	Air protection	Water resources	Waste management	Land restoration
Key impacts	Emissions of pollutants from aluminium smelters of the Metals segment and CHPs of the Power segment	Water withdrawal and discharge, including in natural water bodies, during production processes	Generation and disposal of waste from coal combustion at CHPs of the Power segment, processing of bauxite and nepheline ores by the Metals segment	Land disturbance as a result of coal mining processes by the Power Segment and bauxite mining by the Metals segment
Core measures to minimise impacts	<ul style="list-style-type: none"> • Use of gas-cleaning equipment • Modernisation of aluminium plants • Modernisation of gas-cleaning facilities at coal CHPs • Transition to the use of eco-friendly oil pitch • Installation of electrofilters at CHPs 	<ul style="list-style-type: none"> • Inspections of the operating generator equipment • Installation and modernisation of treatment facilities • Installation and modernisation of a closed water-circulation system 	<ul style="list-style-type: none"> • Separate collection of secondary material resources • Increasing the share of waste processing and utilization • Implementation of waste (including slag and ash) for additional profit • Ensuring safe waste disposal • Use of technologies preventing the formation of acidic waste 	<ul style="list-style-type: none"> • Land reclamation • Ensuring safe operation of facilities
Result for 2025	2.6 thousand tonnes reduction of ash emissions from solid fuel block during CHP modernisation	64.7 % share of circulating and reusable water	52.3 % share of reused and recycled waste	147.9 ha area of reclaimed land

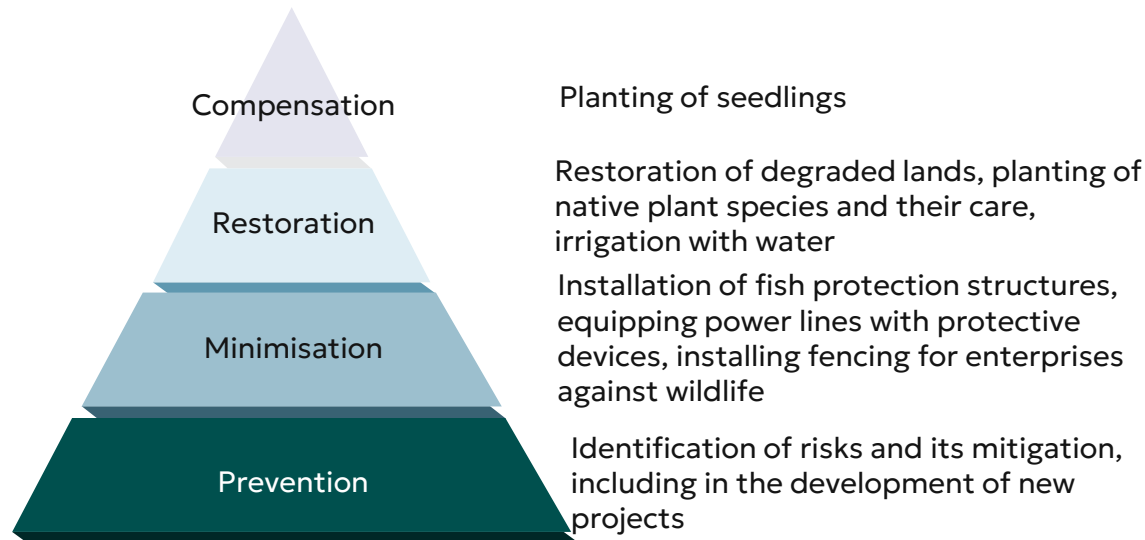
Preservation of biodiversity

The company recognizes its responsibility for preserving biodiversity and the ecosystems of its area of operation, including Lake Baikal and its shoreline. En+ is engaged in public education, develops measures for biodiversity conservation, and conducts ecological monitoring in the zone of influence of the Angara HPPs.

Study of the state and preservation of biodiversity in the regions of operation.

- ✓ Support protected areas
- ✓ Support of public fish protection inspectors
- ✓ Participation in ecological events: activities for students, professional forums and conferences
- ✓ Support for the Baikal monitoring expedition
- ✓ Installation of artificial spawning grounds
- ✓ Work of association “Baikal plastic free”

Applying a hierarchy of mitigation measures for biodiversity



Development and implementation of biodiversity conservation programmes

Objects	Progress		
	Development	Verification	Implementation of measures
Angara HPP cascade	■ ■ ■	■ ■ ■	■ ■ ■
Krasnoyarsk HPP	■ ■ ■	■ ■ ■	■ ■ ■
Coal division	■ ■ ■	■ ■ ■	■ ■ ■
CHP	■ ■ ■	■ ■ ■	■ ■ ■
Bauxite mining (Timan bauxite)	■ ■ ■	■ ■ ■	■ ■ ■
Aluminium plants (IrkAZ, UAZ)	■ ■ ■	■ ■ ■	■ ■ ■

05

People

ENT+



Employees

92 636

average headcount

76.3 %

employee satisfaction

11.8 billion RUB

Expenditures on social programmes and staff benefits

190.9 billion RUB

labour cost expenses

People are the driving force of any enterprise. The En+ HR management strategy is aimed at providing opportunities for professional development and social well-being of employees.

Social support programmes for employees and their families

- Preferential mortgage programme
- Resort treatment
- Parental support
- Coverage of food expenses
- Promotion of sports and a healthy lifestyle
- Maintaining health
- Support for retirees
- Support for mental health

Key employee training programmes

Resources for employee training

- Corporate portal UNIVER
- Corporate e-libraries “Alpina Digital” and “Action”

Career development and advancement programmes

- “My Career 2.0”
- “En+ Leaders”

Training topics by direction

- Programme “Formula of management”
- Finance School
- Law School
- Tourism Academy
- IOSH “Safety management”
- “Kommersant”
- “Technical Energy Supply Operations”

Professional development

- Professional training
- Preferential higher education

Occupational health and industrial safety

1.59 TRIR¹

0.84 in 2024

0.79 LTIFR²

-25.8% per 2024

169 employees occupational illnesses

Taking care of people's health, safety and well-being is an integral part of the Company's work towards zero injury rates.

Improving communication effectiveness with employees

- Behavioural safety audits
- Committees and working groups on industrial safety
- Training of managers on the programme “Commitment and Leadership in Occupational Safety”

Developing employees safety culture

- Coaching session on building a healthy safety culture
- Project “Life BEFORE and AFTER” to provide personal experience to employees who have suffered a workplace accident

Improving HSE training quality

- Training grounds and simulators for practical skills of safe work
- Video guide for safe work execution

Care for the physical and psychological well-being of employees

- Psychological relief rooms
- Individual counseling with a psychologist for operational staff
- Clinic renovation

¹Total Recordable Incident Rate per 1 million work hours.

²Lost Time Injury Frequency Rate per 1 million work hours .

Contribution to local communities

13.7 billion RUB
social investments

5 300
people are involved in volunteering

Caring for the well-being of the residents of the regions of responsibility is a strategic priority of En+. The Company participates in solving their socio-economic problems, and also comprehensively develops the territories of responsibility.

Key areas and social projects in the regions of responsibility



Infrastructure and urban environment development

- Cities with a Plus Sign grant competition and RUSAL Sustainable Cities
- Reconstruction and construction of parks
- Women's happiness centres



Support for healthcare and healthy lifestyle

- Support for healthcare facilities
- Martial Arts Centers
- Go Skiing festival and championship



Education support

- Knowledge with a Plus Sign programme
- Energy school and energy classes
- Multilabs
- RoboSib robotics festival
- Corporate training and research centres
- Scholarship Programme
- Partnership under the Professional Training federal project



Cultural development

- Bird Cherry festival
- Baikal Jazz festival
- Dubynya family arts festival



Support for environmental projects

- River Day Marathon annual
- Project 360 environmental volunteer initiative
- Green Wave traditional environmental initiative



Volunteering

- Helping is Easy
- Education online project volunteer school

06

Governance

ENT+

En+ has proven its commitment to high standards of corporate responsibility

i Board of Directors is accountable to all stakeholders for strategic management

Independence of the majority of Board members

8/12 Independent non-executive directors within the Board of Directors

6/6 Chair of all committees of the Board of Directors – independent non-executive directors

Experience of getting out under sanctions

2018 • Inclusion of the Company in the sanctions list

2019 • Lifting of sanctions and removal of the Company from SDN list

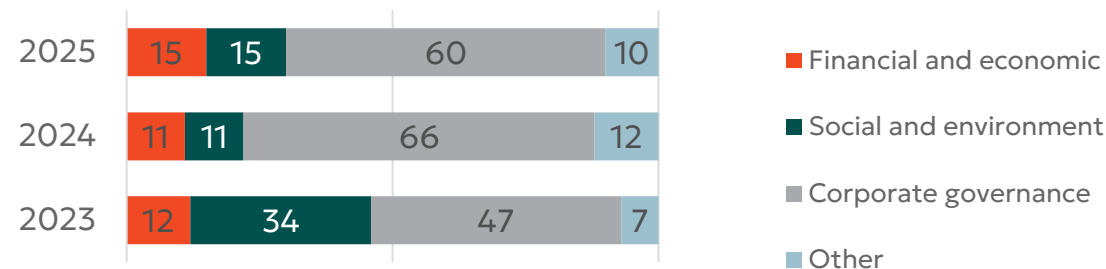


En+ ordinary shares are traded on the first quotation list of the Moscow Stock Exchange (ticker: ENGG)



Best practices of information disclosure in the field of sustainable development

Nature and number of issues discussed at the Board of Directors, %



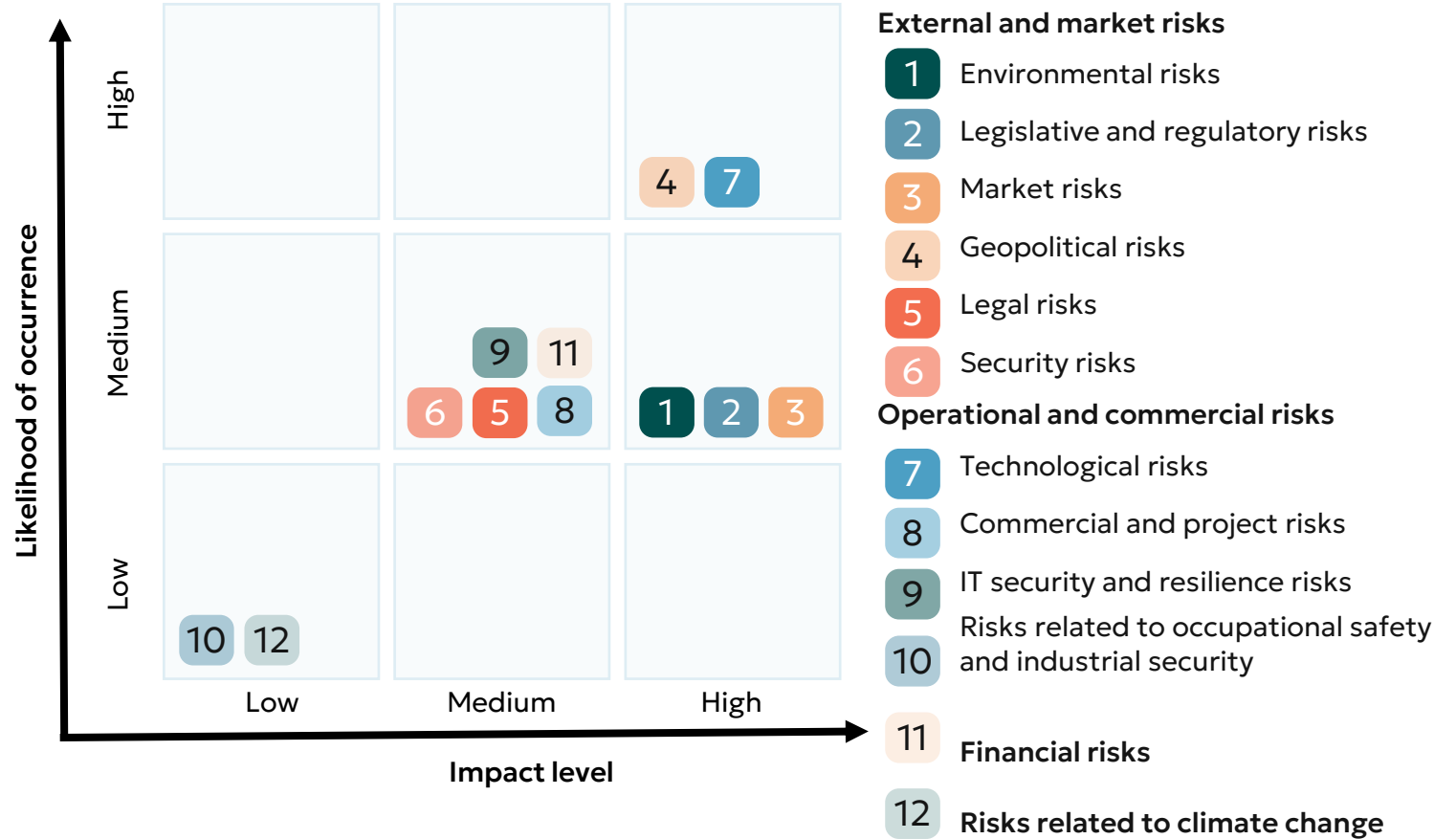
Internal control and risk management

Approved
Regulation
on risk management

Conducted
assessment of the
completeness and
effectiveness of measures
to eliminate/minimise the
adverse impact of risk on
En+ operations

The Company operates a risk management system, which ensures consistent and sustainable development of the Group's business.

Key Company risks



In the reporting period, there were no realizations of risks with significant consequences for the Company.

Corporate Ethics and Compliance

499

committees on ethics were held

512

reviewed cases involving conflicts of interest

100%

of security service staff have been familiarized with the Human Rights Policy

En+ develops a unified corporate culture shared by all employees and creates an atmosphere of mutual respect, trust and openness. The Company also has a strict zero tolerance policy for any form of corruption, according to which En+ expects all employees and contractors to adhere to this approach.

Key initiatives for 2025

- A new edition of the Anti-Corruption Policy and the Conflict of Interest Policy has been approved
- A detailed assessment of corruption risks has been developed
- Comprehensive information and training of employees on ethical standards and anti-corruption approaches have been carried out
- Independent experts have been engaged for a repeat assessment of the anti-corruption programme
- Comprehensive information and training of employees on ethical standards and anti-corruption approaches have been carried out
- Committee reports: reports of the Committee on compliance concerning the work performed and plans for further development of the compliance system have been reviewed by the Board of Directors

Hotline “Signal”

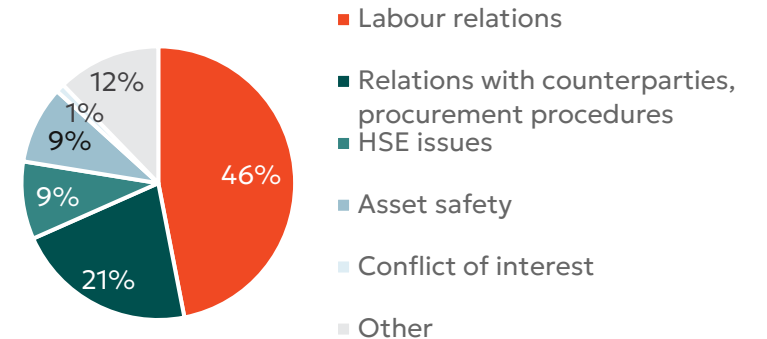
En+ operates a 24-hour anonymous hot line for employees and other interested parties.



361

requests per year

Categories of calls to the Signal line in 2025, %



Supply chain management

+6.1 pp. to 2024

86.3 %

for purchases from local suppliers

100%

suppliers do not have a significant actual and potential negative social impact

Responsible approach to supplier selection — is the key to the resilience of the En+ supply chain and the successful long-term development of the Company.

Power segment



Metals segment



Focus in 2025

Work on import substitution of key goods and materials, as well as ensuring stable supplies from abroad

Implementation of measures to reduce the sustainable supply chain within the 2035 Sustainable Development Strategy

Supplier verification tools

- Qualification assessment according to IATF 16949 and GOST R 58139
- Internal analysis of potential partners
- Compliance of supplier certification with international standards
- Audits
- Rating assessment
- Application of sanctions in case of non-compliance with requirements
- Criteria for sustainable development
- Supplier and contractor audits, technical audits
- Reference lists
- Participation in professional exhibitions of manufacturers and developers
- Assessment of compliance with requirements No. 223-FZ
- Assessment of business ethics and reputation of suppliers and contractors
- HSE audits
- Verification of compliance with waste utilization requirements

Digital transformation

A unified digital transformation strategy has been approved for Power segment

85

digital transformation projects have been completed

En+ continuously improves production processes and ensures their effective management through the implementation of digital products and services by the Group, as well as through the automation of business processes.

Key directions of the digital and AI transformation strategy

Mass training of staff for working with business analytics tools and data

Use of drones to address hydro structure maintenance tasks

Automation of routine processes and robotisation of production processes

Creation of a joint digital multi-service company under the “En+ Telecom” brand

Development of AI-based intelligent assistants for automating business processes

Digital skills training

To develop staff competence in digital technologies, En+ regularly organises training in this area.

Mandatory courses for employees

- Neuro-efficiency. Accelerating work processes with GPT En+
- Fundamentals of Information security and digital ethics
- Big data

Innovation Management

+21% by 2024

2.9 billion RUB

investment in R&D projects

1.4 billion RUB

overall economic effect from the implementation of projects and business system proposals

359 projects

of business system implemented

Continuous development and the search for new technologies enables En+ to remain a leading company in the international market

Portfolio of priority innovative projects of the Power segment



Initiatives in the field of artificial intelligence for the power sector

Projects in the field of petrochemistry, aimed at producing high-margin chemical products

Improving the efficiency of hydropower

Development of new energy and functional materials and technologies for processing industrial waste

Portfolio of priority innovative projects of the Metals segment



Additive technologies

New alloys

Eco-friendly pitch

Ultra energy efficient designs of electrolyzer

Gas cleaning technologies

Inert anode technology

Revolutionary technology for the electrolytic recycling of aluminium scrap

In 2025, the Metals segment of En+ developed a technology for the electrochemical recycling of scrap metal by electrolyzing low-grade scrap into high-efficiency metal. The universal design of the resulting electrolyzer provides electrolytic cleaning of scrap at low cost and high energy efficiency.

The new technology is coupled with advanced practices for transitioning to a circular economy and for minimizing climate impact.

Any questions?

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Save
contact



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the website En +