



En+

Summary of Consolidated report 2024

May 2025

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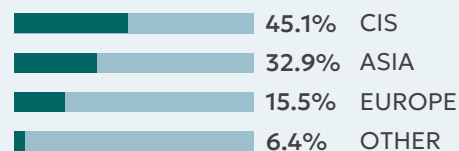
About the Company

EN⁺

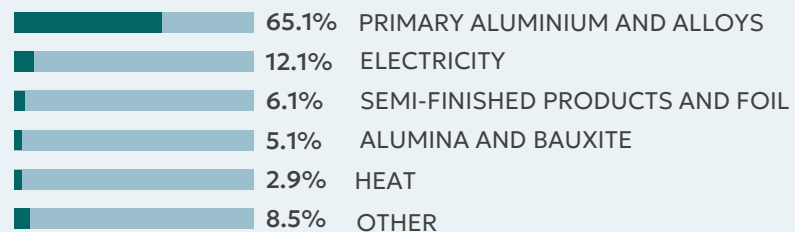
EN+ REVIEW

USD **14 649** mn¹

REVENUE BY REGION



REVENUE BY PRODUCT



N° 1

producer of low-carbon aluminium globally (outside of China)

5.5%

of the world's aluminium production

73.7 TWh

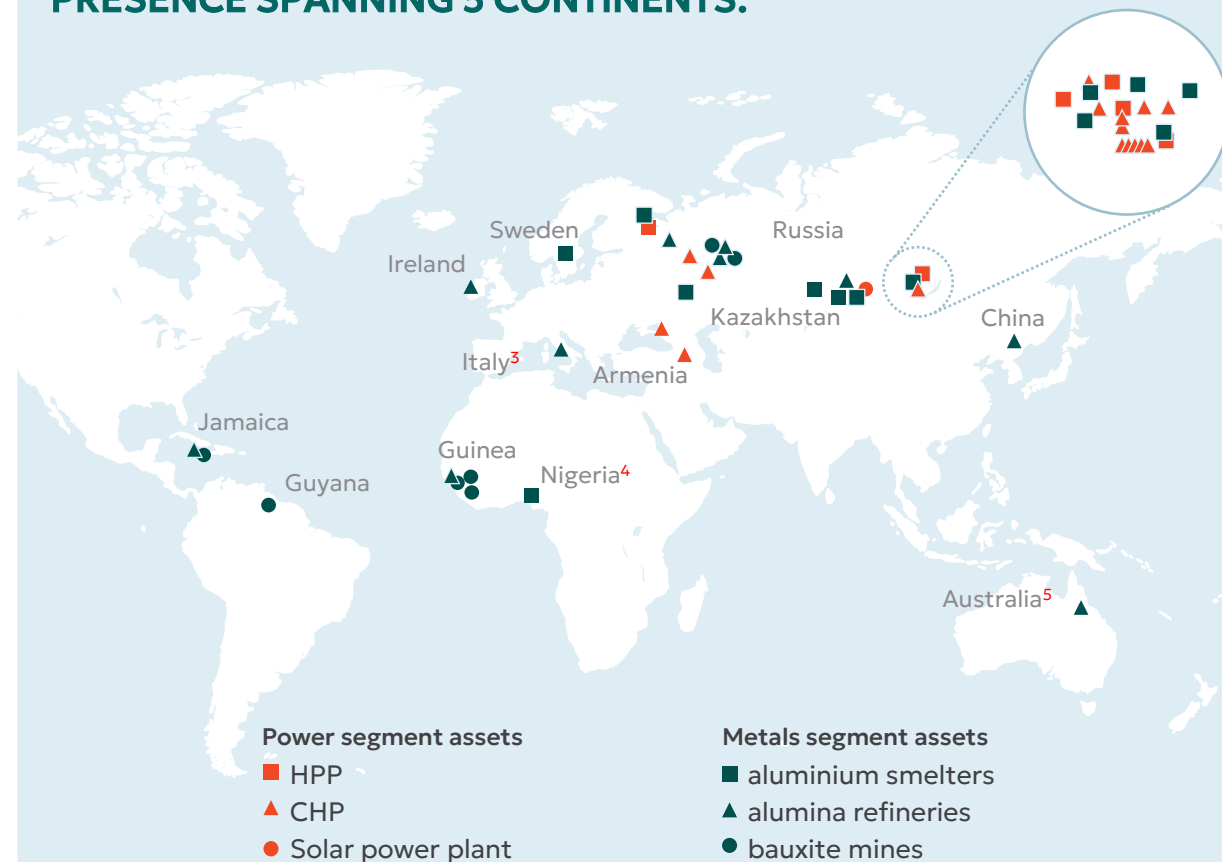
low-carbon hydropower production

19.5 GW

total installed electrical capacity²

En+ Group is the world's largest producer of low-carbon aluminium and renewable energy. The Group's main assets are located in Siberia, a region of global importance, which is the Group's area of special responsibility

PRESENCE SPANNING 5 CONTINENTS:



¹ From external customers.

² Including Onda HPP with the installed capacity of 0.08 GW (located in the European part of Russia, leased to RUSAL).

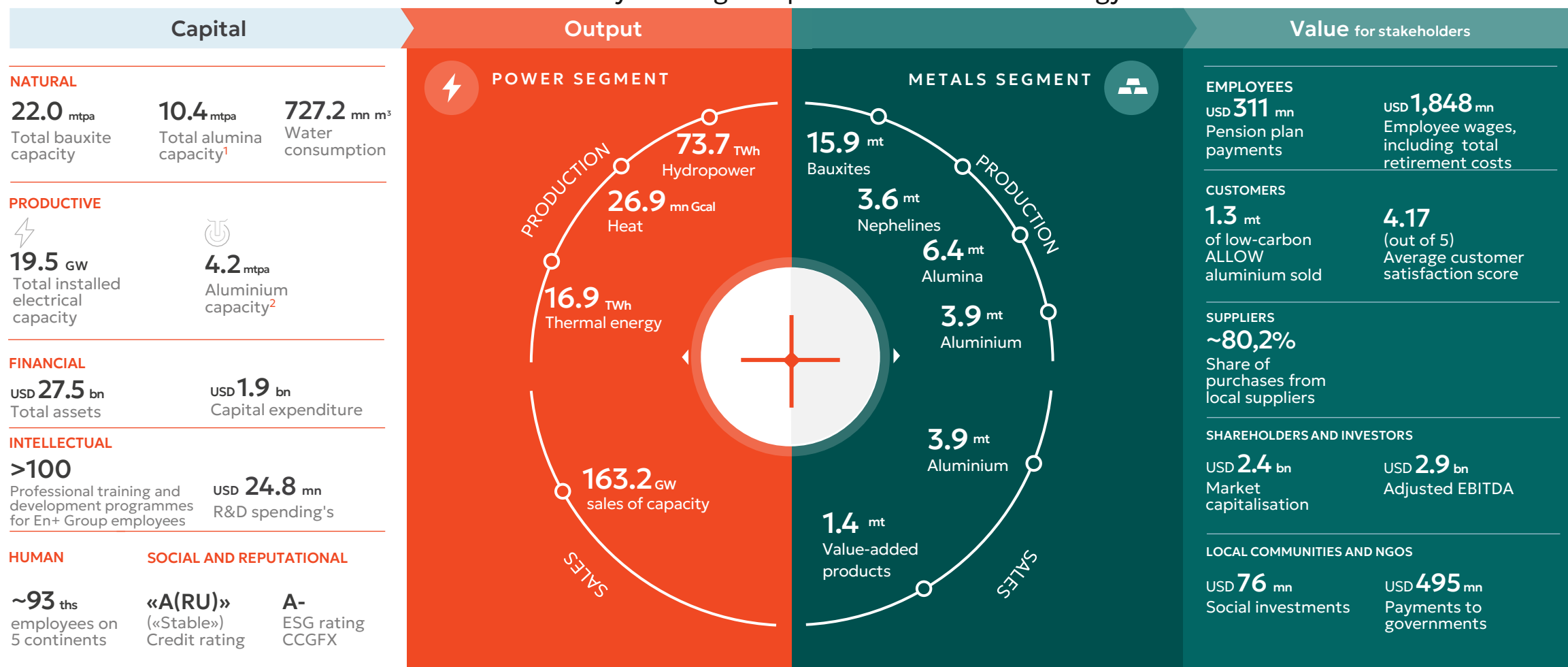
³ Eurallumina in Italy is mothballed.

⁴ ALSCON in Nigeria is mothballed.

⁵ Since April 2022, the Australian government has banned alumina and bauxite exports to Russia.

BUSINESS MODEL

The Group's strategy is focused on leading the Company to become the world's foremost vertically integrated producer of high-value-added products made from low-carbon aluminium by utilising self-produced renewable energy and raw materials



Strategy

1 MAXIMISING EFFICIENCY

2 INCREASING CAPACITY

3 DRIVING INNOVATION

4 ENSURING A STABLE FINANCIAL POSITION

5 COMMITTING TO SUSTAINABILITY

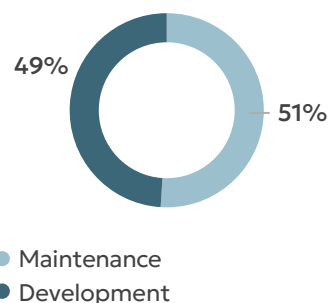
¹ RUSAL attributable capacity.

² Excluding Boguchany Aluminium Smelter (BoAZ), a joint 50/50 project of RUSAL and strategic partner. Ten aluminium smelters in operation (ALSCON in Nigeria is mothballed).

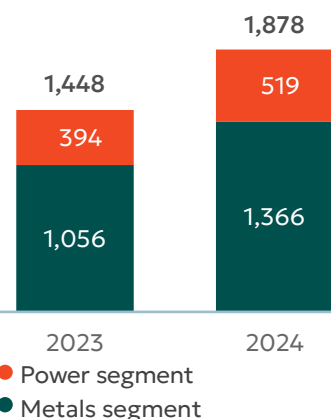
Key development projects

En+ implements investment projects and modernises equipment for maximum efficiency and capacity expansion

2024 capital expenditure¹ structure



Capital expenditure dynamics, USD mn



Power segment

State programme KOM NGO to cover the energy deficit in Siberia

690 MW

Additional capacity of CHPs within the KOM NGO programme

Potential projects of new HPPs

2.2 GW

Total installed capacity of new HPP's projects

Wind power project in Amur region

1 GW

Potential capacity of the wind farm

New Energy' – HPPs modernisation programme

- Modernise the Angara and Yenisei cascade HPPs
- Ramp up generation from the same volume of water passing through HPP turbines
- Improve safety and reliability of the equipment
- Reduce the Company's environmental footprint

>2.4 TWh

Additional HPP generation from 2026

CHP development project

- State programme KOMMOD: CHP modernisation to enhance their reliability and safety and to improve local environmental conditions in the Irkutsk Region
- Subject to effective mechanisms for the return of invested funds

Modernising

33.6%

of total CHP capacity

Coal projects

- Development of a resource base to ensure Company's generation and export sales

+5.0 mt

Annual export coal production

>4.0 mt

Annual coal production to ensure CHP's generation

Metals segment

Modernisation to pre-baked anode technology

- Modernisation of Krasnoyarsk and Bratsk aluminium smelters

1,070 ktpa

Capacities subject to modernisation

Goals:

- Increases the efficiency of the production process
- Reduces the impact on the environment and climate

Production enterprise expansions

Goals:

- Improve raw-material security
- Increase production capacity
- Cut primary aluminium production costs
- Increase the share of value-added products



Taishet aluminium smelter (TAZ)

428.5 ktpa

Capacity of the 1st stage, launched in 2021, reaching full capacity: beginning of 2025.



Taishet Anode Factory (TAF)

~195 ktpa

Capacity of the 1st stage, launched in 2020.

~400 ktpa

Launch of 2nd stage capacity is expected in 2025.



Leningrad Alumina Refinery (LGZ)

2.4 mtpa

Planned capacity of the 1st stage, launch is expected by the end of 2028.

2.4 mtpa

Planned capacity of the 2nd stage, launch is expected by the end of 2032.

Development of new types of products

- Ligatures
- Fire retardants
- Expansion of the foil line, the production of which uses aluminum of the ALLOW INTERTA brand
- Development of new alloys

Investments in the infrastructure development in the regions of operation

¹ Capital expenditure represent cash flow related to investing activities – acquisition of property, plant and equipment and acquisition of intangible assets. Group's results are shown after intersegmental elimination.

02

About the Report

EN⁺

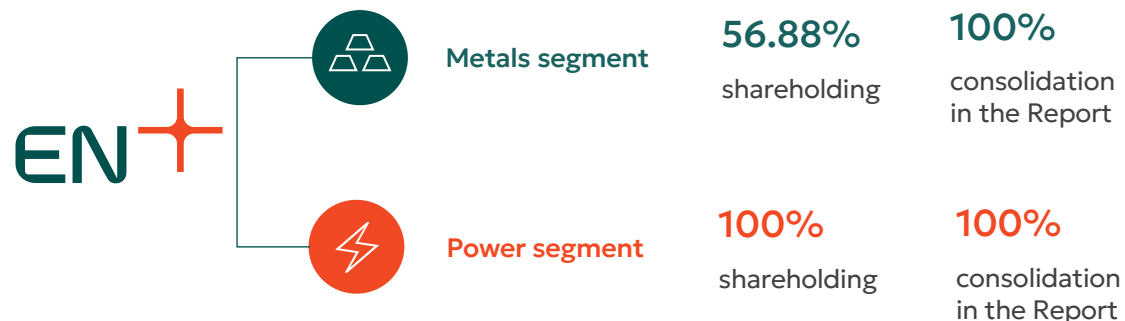


About the Report

En+ Group presents its Consolidated Report, an annual document for a wide range of stakeholders that reflects the Company's key financial metrics and sustainability performance results

- ✓ Independent practitioners auditor's report B1
- ✓ Metrics are provided for the last three years (2022-2024)

Boundaries of the 2024 Report



The Report is aligned with the following requirements and recommendations:

- Bank of Russia's recommendations for public joint stock companies to disclose non-financial information related to their activities
- Bank of Russia's recommendations on ESG rating methodology
- Guidelines provided by Russia's Ministry of Economic Development for preparing sustainability reports
- A Guide for Issuers: How to Comply with Best Sustainability Practices released by the Moscow Exchange
- Voluntary ESG standard for the energy sector devised by the non-profit partnership Market Council
- Global Reporting Initiative (GRI) Standard
- Standards of the Sustainability Accounting Standards Board (SASB), including standards for the Metals & Mining and the Electric Utilities & Power Generators industries
- Federal Law No. 39-FZ On the Securities Market, dated 22 April 1996
- Regulations of the Bank of Russia No. 714-P On Information Disclosure by Issuers of Issue-Grade Securities, dated 27 March 2020
- The Corporate Governance Code recommended for use by joint stock companies by the Bank of Russia's Letter No. 06-52/2463 dated 10 April 2014 (the "Russian Corporate Governance Code")
- Streamlined Energy and Carbon Reporting (SECR)
- IFRS sustainability disclosure standards
- The Aluminium Carbon Footprint Technical Support Document
- Other requirements and recommendations in the field of sustainable development

03

Sustainability Management

Sustainability management

● Power segment

● Metals segment

Sustainability management at En+ Group contributes to inclusive economic growth, more equitable social development, environmental sustainability, and ecosystem safety

E

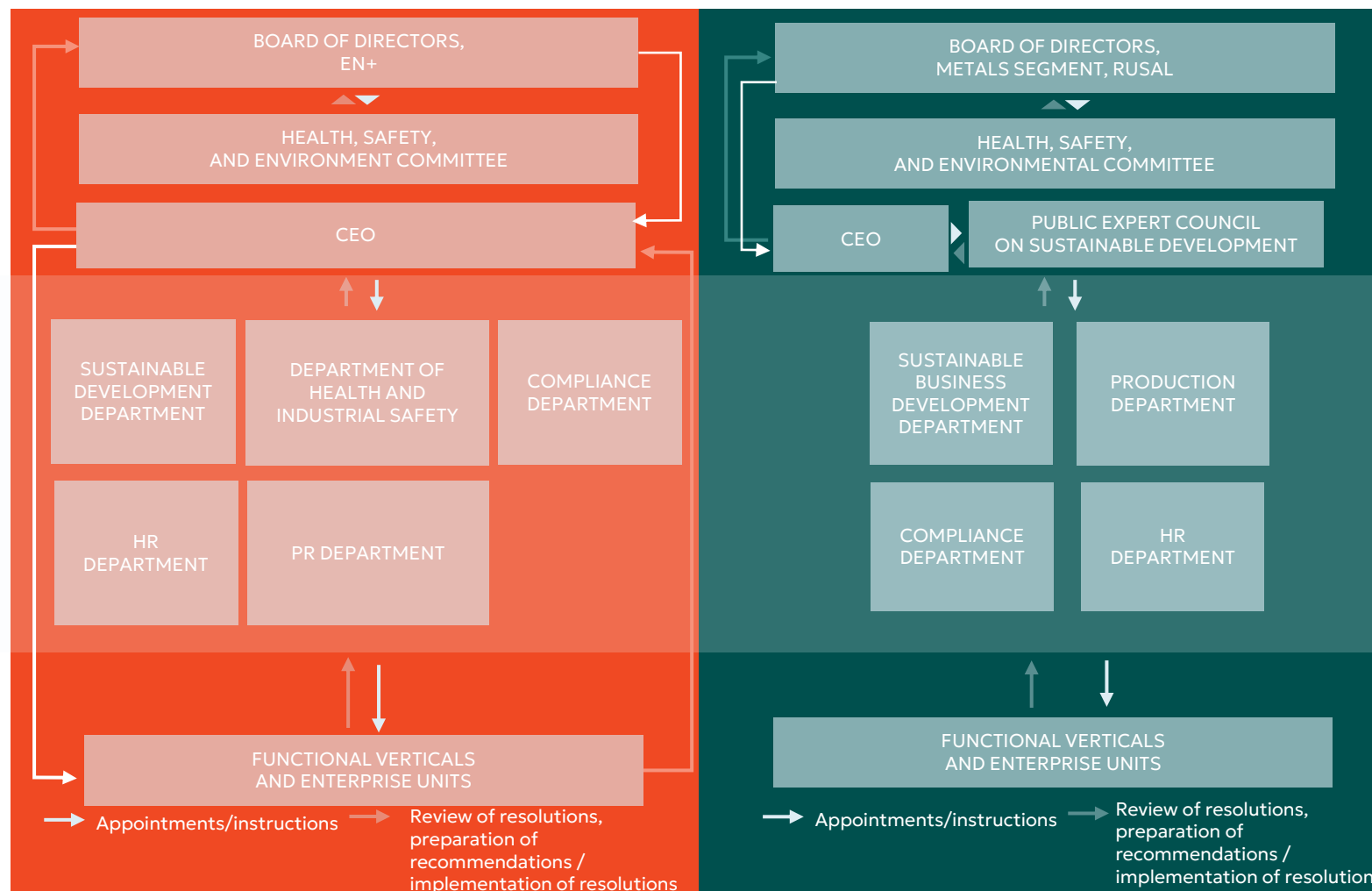
- Environmental Policy
- Biodiversity Policy

S

- Policy on Human Rights
- Health, Occupational, Industrial, and Fire Safety Policy
- Stakeholder Engagement Policy
- Diversity and Equal Opportunities Policy

G

- Corporate Code of Ethics
- Board of directors Diversity Policy
- Anti-bribery and Corruption Policy
- Quality Policy
- Supplier Standards



E

- Biodiversity Policy

S

- Communication Policy
- Health, Occupational, Industrial, and Fire Safety Policy
- Policy on Human Rights

G

- Internal Audit Policy
- Corporate Code of Ethics

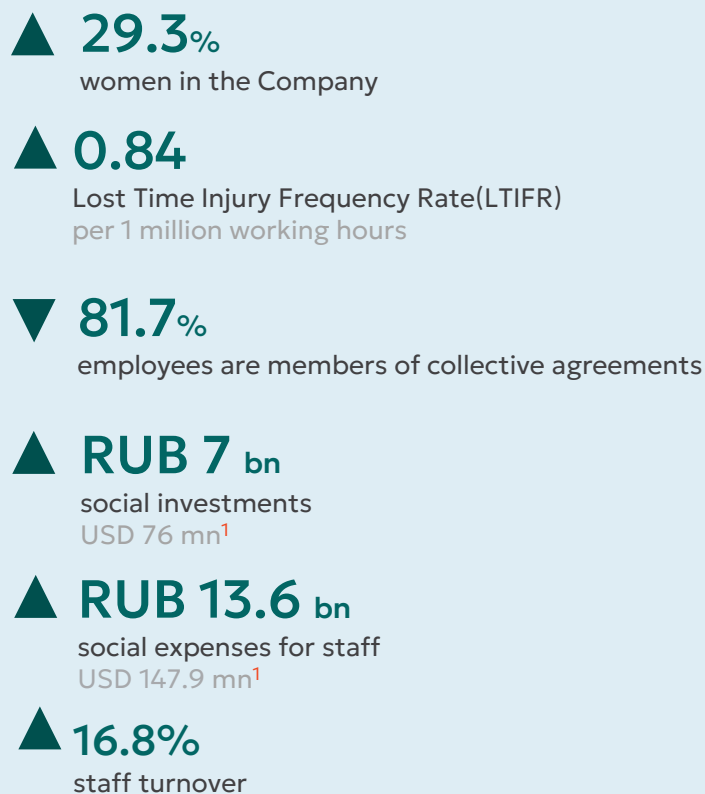
Review of progress in sustainable development

En+ has demonstrated excellent results in the field of sustainable development for many years

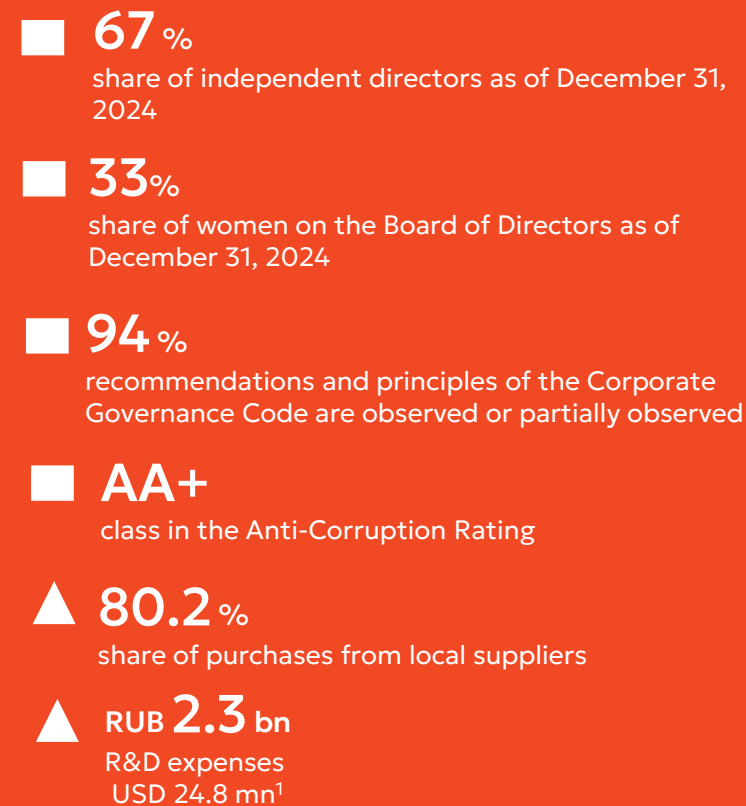
E Climate and environment



S Society












G Governance



¹ Calculated based on the average exchange rate of 92.57 Russian roubles per 1 US dollar in 2024.

Contribution to national and global Sustainable Development Goals

The UN SDGs and the national development goals of the Russian Federation are one of the key guidelines for En+ in determining strategic priorities and forming an action plan in the field of sustainable development

En+ Group's sustainability priorities	Climate action	Conservation and protection of ecosystems	Circular economy and waste management	Development of human capital	Sustainable urban environment	Collaboration and partnerships
UN Sustainable Development Goals	 	 		 		
National development goals of the Russian Federation	<ul style="list-style-type: none"> Sustainable and dynamic economy Technological leadership 	<ul style="list-style-type: none"> Environmental well-being Technological leadership 	<ul style="list-style-type: none"> Environmental well-being Technological leadership 	<ul style="list-style-type: none"> Preservation of the population, promotion of health and well-being of people, support for families Realisation of the potential of each individual, talent development, and fostering a patriotic and socially responsible personality Sustainable and dynamic economy Digital transformation of the public administration, economic and social sectors 	<ul style="list-style-type: none"> Environmental well-being Comfortable and safe environment for living 	<ul style="list-style-type: none"> Digital transformation of the public administration, economic and social sectors
Indicators of contribution to the national goals	<p>RUB 19 bn invested in New Energy modernisation programme</p> <p>>RUB 600 bn total expected investments in new HPPs and WPP</p>	<p>83 number of events organised by the Company to clean up river banks and water bodies</p> <p>RUB 171.3 mn social investments in environmental and animal protection in 2024 (0.01% of revenue)</p>	<p>RUB 19.6 bn total environmental protection costs in 2024 (1.4% of revenue)</p> <p>62.4% share of waste was recycled</p>	<p>RUB 13.7 bn employee welfare costs in 2024 (1% of revenue)</p> <p>RUB 28.8 bn total retirement costs in 2024(1.9% of revenue)</p>	<p>RUB 776.8 mn social investments in social infrastructure and urban environment in 2024 (0.06% of revenue)</p> <p>RUB 283.8 mn ratio of the Company's social investments in healthcare in 2024 (0.02 of revenue)</p>	<p>RUB 2.3 bn R&D costs in 2024 (0.2% of revenue)</p> <p>RUB 1.5 bn social investments in development of NPOs and local communities in 2024(0.11% of revenue)</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

11.2 t CO₂e/ t Al¹
Carbon footprint, 2023, Scope 1 and 2

EN+ TODAY

ALLOW

Aluminium product brand

<2.3 t CO₂e/ t Al
Carbon footprint, Scope 1 and 2

- ✓ Low-carbon footprint
- ✓ Independent verification



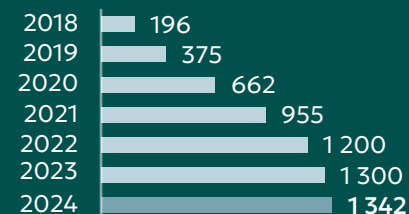
Production of foil involving aluminium produced with inert anode technology



Development of a product line with recycled aluminium

35%
Share of ALLOW in RUSAL's 2024 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

5 300 t
aluminium produced using inert anode technology since launch (910 t in 2024)

¹ According to the data for 2023 by International Aluminium Institute

Expert assessment of achievements in the field of sustainable development

En+'s efforts in the field of sustainable development do not go unnoticed, the Company receives recognition from rating agencies and national awards

ESG ratings

«A-»

ESG rating of the Chinese rating agency CCGFX¹

«ESG-A»

in accordance with the Bank of Russia scale, or ESG-II(b)
ESG rating of the rating agency "Expert"

ISS ESG's E&S Quality Disclosure² Score in 2024



ESG awards

Leader

ECG rating of Russian business

Platinum

Forbes' rating of the best Russian employers

Recognition of the 2023 Consolidated Report

1 place

Secured first place in the Visionary Leaders in Change Management awards in two categories:

- Best Sustainability Report Under Non-Financial Reporting Standards
- Best Economic Impact Disclosure

3 place

Awarded in the Best Annual Report of a Company with a RUB 200 bn+ Market Cap category at the 27th Moscow Exchange Annual Report Contest 2024.



Certificate of Public Assurance of the Corporate Non-Financial Report.

ESG rankings and indices



National Rating Agency

Leader in the ESG ranking of Russian industrial companies

Expert RA

One of the leaders in the ESG transparency ranking among Russian companies and banks.

National credit ratings

High level in the ESG Index of Russian Business

Accountability and Transparency Index

Top Rating «A»

¹ China rating agency China Chengxin Green Finance Technology

² Institutional Shareholder Services

04

Climate and environment

Climate change and energy management

2.3 t CO₂e/t Al

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

5.3 kt

of aluminium has been produced using inert anode technology since launch (910 tonnes in 2024)

8.5 mn Gj

saved as a result of energy efficiency measures

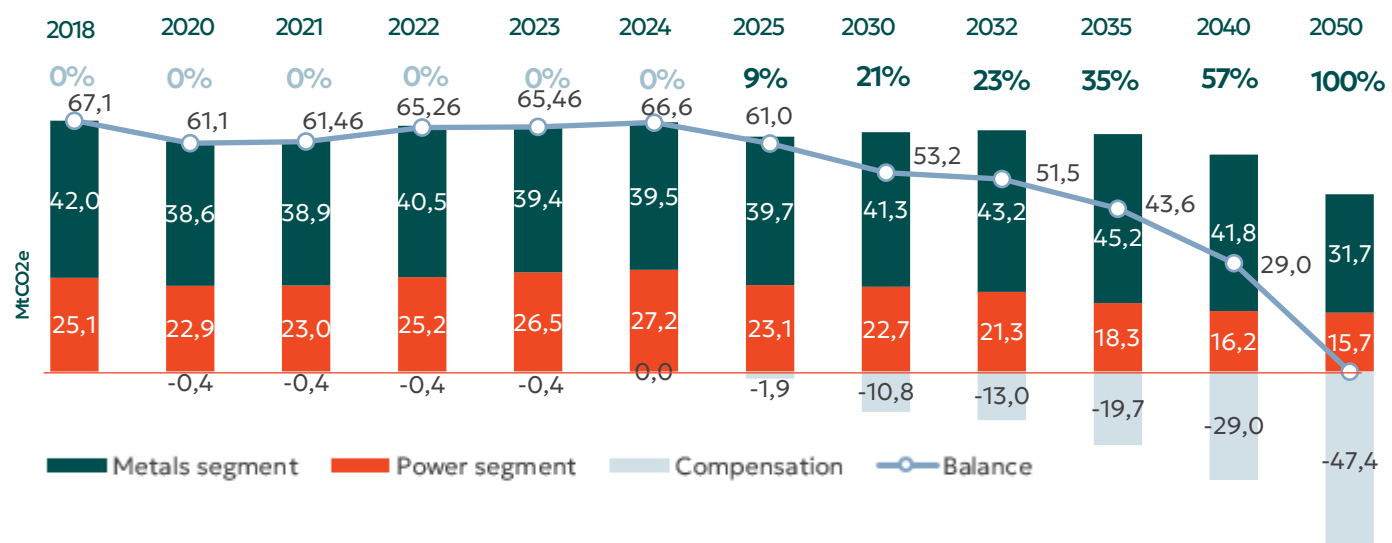
En+ takes measures to reduce and prevent GHG emissions, and implements neutralisation measures. Improving energy efficiency also helps reduce emissions

GOALS	STATUS	PROGRESS made in 2024
Reduce GHG emissions by 35% by 2035 compared with 2018	On track	Gross greenhouse gas emissions increased by 1% compared to 2023 due to a 3% year-on-year increase in generation at the Group's CHPs, as a result of a 9.2% increase in energy consumption in the Irkutsk energy system compared to the previous year
Achieve net zero GHG emissions balance by 2050	On track	
Reduce the average carbon intensity of electricity produced and consumed	On track	In the reporting period, the carbon intensity of electricity produced decreased by 4.3% in the Power segment
Increase the use of alternative energy sources by 2030	On track	The Company is working on HPP and WPP construction projects
Increase the efficiency of HPPs, increase the production of clean electricity	On track	Annual hydropower generation rose by 2.5 TWh, reducing annual emissions of 2.9 mt of CO ₂ e by partially substituting demand for electricity generated by CHPs

Climate strategy

En+ has developed a strategy that will help it consistently reduce greenhouse gas emissions throughout its operations

Decarbonisation Roadmap



- Jan 2021** En+ announced its mid-and long-term GHG reduction targets
- Sep 2021** En+ published Pathway to net zero report with detailed climate strategy and Pathway to net zero webinar with management participation
- Dec 2022** RUSAL approved climate goals
- Sep 2023** En+ revised mid-term goal from 2030 to 2035
- Nov 2024** En+ reports on progress towards achieving climate goals

Key actions by production stage to achieve climate change targets

Mining

- Optimisation of raw materials supplying

Refining

- Energy efficiency measures
- Measures to capture CO₂

Smelting

- Eco-Soderberg technology
- Pre-baked anode technology
- Inert anode technology

Energy for electrolysis

- Increasing of RES share
- Energy efficiency measures
- Switching CHPs to gas

Transportation

- Conversion transport to electricity or biofuel

Other

- Scrap recycling
- Peatland watering
- Reforestation projects

Assessing climate risks and opportunities

Climate risks are taken into account in the Company's business strategy, as they may affect its operating activities and financial results

Significant physical and transition risks

- ✓ Reduction of total water inflow
- ✓ Flooding due to heavy rains
- ✓ Introduction of transboundary carbon regulation in the EU and mirror mechanisms in aluminum export countries
- ✓ Introduction of carbon regulation in the Russian Federation

Opportunities associated with transition risks

- ✓ Use of low-carbon technologies due to their development and reduction of their cost in the long term.
- ✓ Increase in sales of products with a low carbon footprint
- ✓ Access to new and developing markets
- ✓ Emergence of new economic instruments: certificates of renewable energy attributes, carbon units from the implementation of climate projects, ESG financing instruments

Consolidated financial assessment of the impact of climate risks on En+'s operations

Up to USD 50 mn per year	Up to USD 10 mn per year	USD 10.2 mn in 2024
Probable financial damage from the realisation of physical climate risks in the short term	Probable financial damage from the implementation of transitional climate risks	Probable financial damage from the implementation of transitional climate risks

Opportunities associated with physical risk

- ✓ Construction of low-carbon energy generating facilities
- ✓ Saving funds and fuel and energy resources due to the reduction of the heating season

Environmental protection

En+ takes measures to reduce the environmental impact of its production activities. In 2024, the Company invested RUB 19.6 billion in environmental protection

Air protection

The main sources of air emissions are aluminum factories in Metals segment and CHPs in Power segment.

Main events:

- Application of best available technologies
- Installation and upgrade of gas cleaning units
- R&D activities
- Fitting out fixed sources with automatic emission control and accounting systems
- Modernisation of aluminium smelters
- CHP modernisation

-6.8%
Reduction of emissions intensity per tonne of aluminium in the Metals segment

Waste management

Coal combustion at CHPs of Power segment, as well as processing of bauxite and nepheline ores by Metals segment leads to waste generation.

Main events:

- Inventory of generated and accumulated waste
- Comprehensive HS inspection
- Sludge reuse
- Long-term ash management program
- «Green Office» programme

62.4%
waste was reused or recycled

Water resources

The Company's production processes require a large amount of water resources.

Main events:

- Monitoring of the Company's impact on water resources
- Wastewater quality control
- Implementation of a closed water supply system
- Modernisation and construction of treatment facilities

64.3 %
share of reused and recycled water

Land rehabilitation

Bauxite and coal mining activity leads to land disturbance.

Main events:

- Land reclamation at enterprises and control over the condition of restored plots
- Regular reforestation Green Wave campaign

175 ha
lands reclaimed

Biodiversity conservation

The Company recognizes its responsibility for biodiversity conservation and reduction of impact on Lake Baikal. En+ is engaged in public education, develops biodiversity conservation measures, and performs environmental monitoring in the area of influence of Angara HPPs

GOALS	STATUS	PROGRESS MADE IN 2024
By 2024, develop biodiversity conservation programmes and action plans for pilot facilities (three operating facilities in each segment)	On track	Programs and action plans have been developed for the Angara HPPs and the enterprises of Bauxite Timan, UAZ and IrkAZ
By 2030, develop biodiversity conservation programmes and action plans for En+ Group’s facilities, with identified biodiversity risks	On track	Measures are being implemented to preserve species (artificial spawning grounds, fish protection, etc.)

Biodiversity Strategy Activities

Raising abandoned fishing nets	Eco-lessons in children's camps and schools
Scientific environmental monitoring of Lake Baikal	Public fisheries protection
Association "Baikal plastic free"	Creation of artificial spawning grounds

05

People

EN+

Employees

93,486

employees at the end of 2024

81.7%

of employees covered by collective bargaining agreements

29.3%

of the workforce represented by women

16.8%

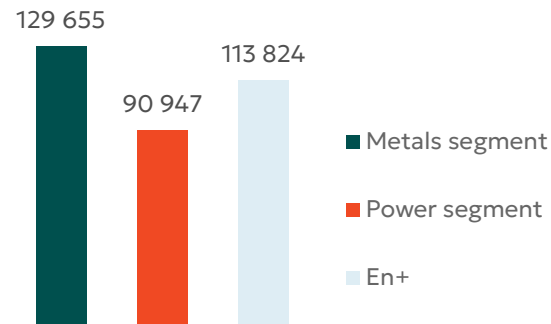
employee turnover

People are the Company's most important asset. Achieving En+ Group's strategic goals and objectives is impossible without human capital, which is why the Company makes every effort to support and develop its people

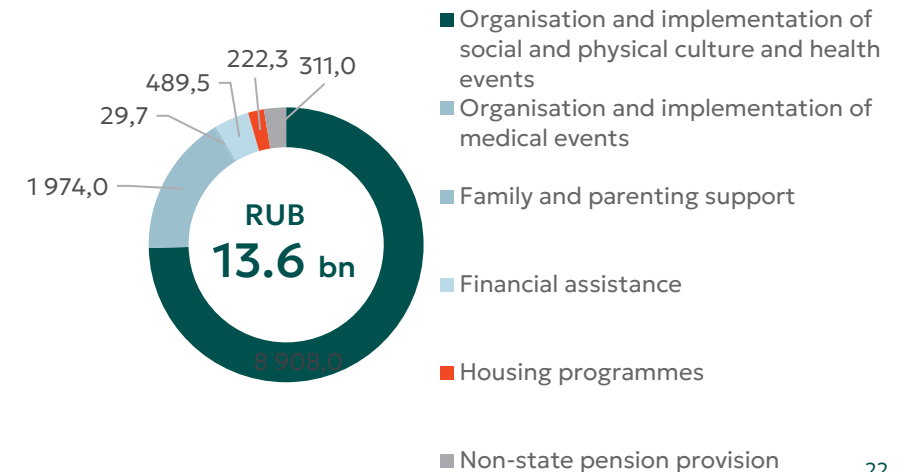
Social support to employees and their families

- Preferential mortgage programme
- Supplementary health insurance
- Health resort treatment
- Supporting employed parents
- Meal allowance
- Promotion of sports and healthy lifestyle
- Retiree support
- Dobroservice advisory support line

Average salary of employees in Russia, 2024, RUB



Expenses for social programmes and benefits, 2024



Occupational health and safety

1.18

Total recordable work-related injury rate (TRIR) per 1 million person-hours worked

0.84

Lost time injury frequency rate (LTIFR) per 1 million person-hours worked

-10%

decrease in occupational diseases (from 255 in 2023 to 228 in 2024)

RUB 7.7 bn

OHS costs at the Group

The Company prizes its people as its core asset and places paramount importance on the safety of its workforce. En+ Group is dedicated to achieving zero fatalities and injuries among its employees

GOALS	STATUS	PROGRESS MADE IN 2024
Decrease LTIFR by 10% and achieve zero fatalities	Not achieved	LTIFR of En+ Group was 0.84 (per 1 million working hours) One fatality occurred at the Power segment, and six fatalities occurred at the Metals segment
Develop OHS digitisation and automation projects	Achieved	The pilot operation of the En+ Life mobile application was completed. A project to improve the Inspections section of the 1C. OHS system was presented at the competition My Career 2024. The implementation of the project commenced in 2024
Increase the percentage of enterprises whose OHS management systems comply with ISO:45001	Achieved	All enterprises of the Power segment and 12 enterprises of the Metals segment are certified for compliance with ISO 45001:2018

Main events



Digital transformation



Health protection



Improvement of the contractor management process



Development of a safety culture



Training of employees and contractors



Measures to prevent accidents and incidents

Contribution to local communities

10

multilabs are financed by En+

186 tonnes

garbage on Lake Baikal was collected as part of the 360 project

40

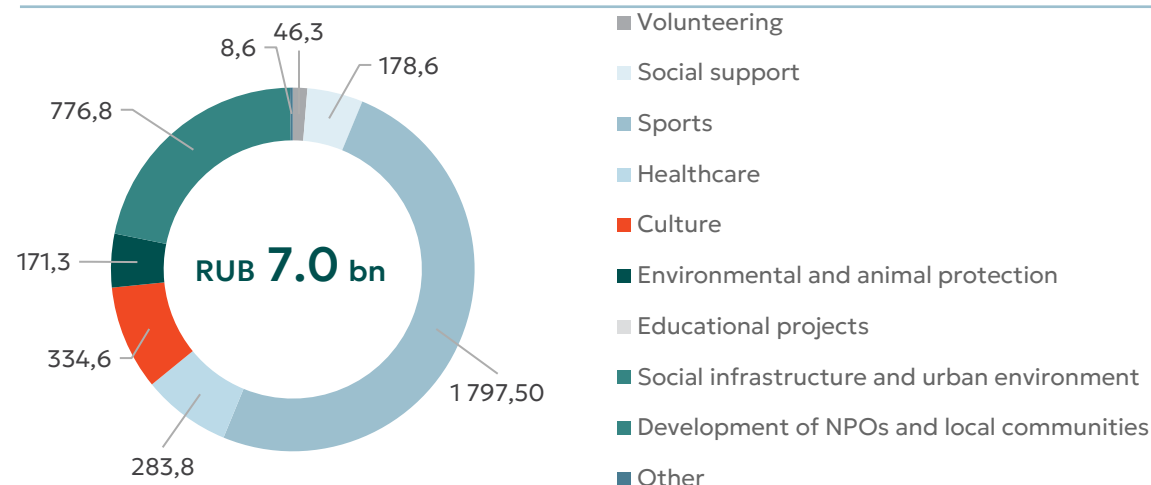
artesian wells were built and equipped in Guinea

More than 6,5 thousand people are involved in volunteering

En+ Group cares about the well-being of people living in the regions where it operates, contributing to addressing the social and economic challenges they may face

GOALS	STATUS	PROGRESS MADE IN 2024
Expand social initiatives and engagement with stakeholders	On track	A new Plus public space was opened
Develop innovative tools to engage local community members through workshops, task-based activities, games, etc.	On track	The Power segment implemented the first street art festival, which included master classes and a sketch competition
Commission several sports infrastructure facilities	On track	The Metas Segment continued the implementation of the project for the construction of Sokol martial arts centres, opening six new facilities
Expand the volunteer movement	On track	More than 10 projects and events were implemented within the framework of the volunteer programme “Helping is Easy” with the involvement of more than 7 thousand volunteers
Align 100% of community investments with the Sustainable Cities Responsibility Index methodology as part of the Metals segment’s transformational project	On track	In 2024, 100% of social investments will be carried out in accordance with the methodology. An assessment of changes in the quality of life in the areas of responsibility is planned for 2025

Social investments in 2024



06

Governance

EN+

Corporate governance

67%

share of independent directors

6 Board committees

all Board committees are chaired by independent non-executive directors

33%

women representation on the Board of Directors

100%

attendance at all meetings of all Board of directors

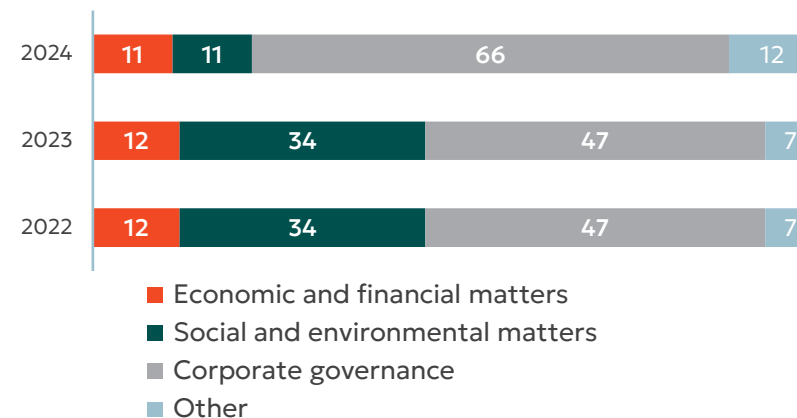
The Company is committed to high standards of corporate governance. The Group intends to further improve its performance in this area and to adhere to internationally recognised standards of corporate governance, transparency, disclosure, and accountability applicable to listed companies

GOAL	STATUS	PROGRESS made in 2024
To conduct self-evaluation and independent evaluation of the Board of Directors, its members, and committees in order to assess the Board's performance	On track	Independent evaluation of the Board's performance was conducted

Principles of corporate governance

- 1 Open and clear decision making
- 2 Transparency
- 3 Ongoing growth in the Company's value for the benefit of all stakeholders
- 4 Legal compliance, including clear and robust compliance with requirements for the Company to be and remain clear from OFAC's sanctions

Nature and number of critical issues brought escalated to the Board of Directors, %



Internal control and risk management

Established

a risk committee to coordinate the actions of the Company's structural divisions

Updated

the environmental risk assessment methodology

The Company maintains a **risk management system** which helps to reduce the likelihood of non-compliance with corporate governance standards and drives the steady and sustainable growth of the Group's business

GOAL	STATUS	PROGRESS made in 2024
Improve the risk management system	On track	The Risk Management Policy and Regulations on Risk Management have been updated

Key risks of the Company

High impact

- Environment risks
- Laws and regulations risks
- Market risks
- Geopolitical risks
- Maintenance risks

Medium impact

- Safety risks
- Laws and regulations risks
- Commercial and project risks
- IT security and resilience risks
- Financial risks

Low impact

- Health and safety risks
- Climate-related risks

Corporate ethics and compliance

404

employee reports received via the Signal Hotline

484

meetings of the Ethics Committee were held, 36 conflicts of interest were resolved

100%

of En+ Group's security staff were briefed on the Policy on Human Rights

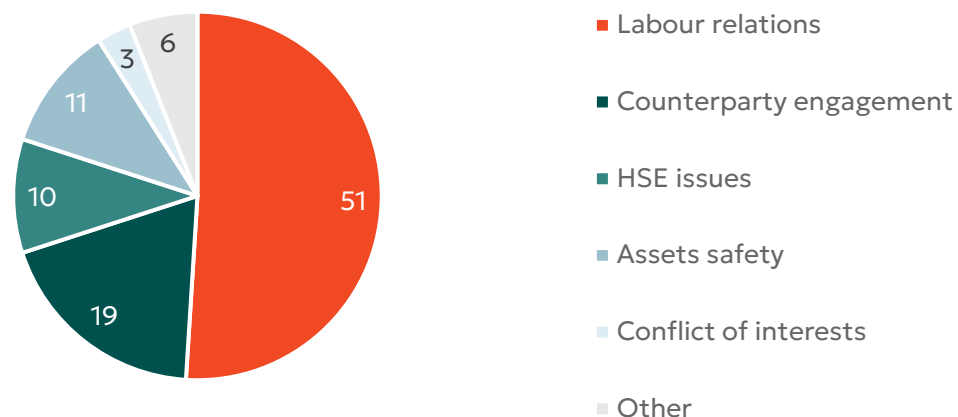
En+ Group fosters a cohesive corporate culture embraced by all employees and creating an environment of mutual respect, trust, and transparency

GOAL	STATUS	PROGRESS made in 2024
As part of an independent assessment, confirm the compliance of En+ Group as a member of the Anti-Corruption Charter of Russian Business with the requirements of ISO 37001:2016 on combating corruption	Achieved	Assessment yielded an AA+ class rating, indicating a robust level of anti-corruption

The Signal hotline

En+ Group operates the 24/7 Signal hotline for employees and other stakeholders.

Subjects of specific reports received via Signal, %



Supply chain management

80,2%

share of purchases from local suppliers

100%

of suppliers operate with no actual or potential negative social impact

A responsible approach to the selection of suppliers is the key to the sustainability of the En+ supply chain and the successful development of the Company in the long term

GOALS	STATUS	PROGRESS made in 2024
Streamlining supplier assessment and supplier claims processes in the Power segment through automation	On track	Consolidation of procurements with an extended planning horizon, facilitation of joint procurement among customers. Survey of contractors to improve procurement
Creating a sustainable and ethical supply chain for raw materials, finished products, goods, and services based on its own system of accreditation, assessment and verification of compliance with ESG criteria, covering 80% of suppliers by 2025 (100% by 2035)	On track	The Metals segment launched Supplier Online Account, an information and analytical system enabling suppliers to undergo voluntary ESG accreditation. In addition, for the purpose of a comprehensive assessment of counterparties in terms of ESG criteria and quality, the Metals segment held a contest for the best supplier for the first time and awarded three winners

Main events



Regular checks and audits of compliance with applicable requirements



Participation in professional exhibitions of manufacturers and developers



Supplier Rating



Voluntary ESG accreditation

Digital transformation

12 out of 18 units

of Bratsk HPPs work with the automatic predictive diagnostics system

at 26 process sections

of aluminium smelters and alumina refineries import substitution of automated process control systems is underway

En+ Group consistently enhances operating processes, ensuring effective management and timely oversight by implementing digital products, services, and solutions for business units and employees, alongside the automation of business processes

GOALS	STATUS	PROGRESS made in 2024
Create a digital project committee	On track	The committee became operational
Implement end-to-end automation projects as planned	On track	Measures were taken in accordance with the schedule
Launch the Digital Project Office project	Achieved	A system using modern project management technologies was implemented
Build a data platform and ensure the operation of automated data filling mechanisms	On track	Measures were taken in accordance with the schedule
Establish a consolidated digital ESG data loop within the Metals segment with subsequent integration of 100% of ESG metrics into a single information platform enabling big data-driven decision making on environmental, social, and corporate governance aspects	On track	Data automation for sustainability reports based on annual overviews was completed. Monthly data collection was implemented for certain environmental metrics. The first suppliers completed ESG accreditation in the Supplier's Personal Account



Department of Industrial Artificial Intelligence created to implement AI technologies in production



A unified strategy for digital transformation of the Power segment has been approved

Innovation management

bn **2.3** RUB
allocated to R&D projects

bn **11.9** RUB
total economic benefit from the implementation of the business system projects and suggestions

>12 000
employees signed in to the Breakthrough+Kaizen application since its launch

By continuously developing and sourcing new technologies, En+ Group maintains its leadership position in the global market while constantly improving its environmental, social, and economic performance

GOALS	STATUS	PROGRESS made in 2024
Broaden the scope of partnerships and engage new scientific collaborators in R&D projects	Achieved	Collaboration with more than 40 scientific and research organisations was established. A pool of 49 external experts was formed
Continue to explore new areas for the Company, including CO2 capture and storage (CCS), energy storage, and the development and production of cathode materials for batteries	On track	In 2024, the Company's scientific and technical activities focused on solar power and energy storage facilities
Create a system for setting scientific and technical tasks in the Power segment	Achieved	Priority areas of scientific and technical activities were determined, relevant business needs were identified, and a pool of projects was formed
Approve the Company's updated science and technology policy aligned with the emerging trends in strategic development	Achieved	The Energy Science and Technology Policy was approved
Improve the Breakthrough+Kaizen mobile application	Achieved	The functionality of the application was improved. The following functions were added: approval history, option of changing the implementer and notifying authors, search by number and keyword
Prepare and hold the Kaizen of the Year 2024 and Project of the Year 2024 competitions	Achieved	Both competitions were held, and the best projects were selected
Continue with the business system training programme for new employees with the aim of achieving 100% of trained workforce	Achieved	100% of employees were trained. A distance learning course for new employees was developed
Introduce a mandatory business system training programme at the operational site tailored for engineers and technical staff of various proficiency levels	Achieved	The programme was introduced, and 204 people were trained under the programme

QUESTIONS?

Investor Relations and ESG
Department



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