Climate change governance at the end of 2024

TCFD Ga, TCFD Gb, IFRS S2 6a, 6b

Nornickel's organisational structure enables a systematic approach to managing climate change. Responsibility is allocated vertically, starting at the top with the Company's key governance bodies: the Board of Directors and the Management Board of MMC Norilsk Nickel

A dedicated Sustainable Development and Climate Change Committee operates at the level of the Board of Directors. In April 2024, the Committee reviewed a framework for assessing climate-related risks and opportunities, and in December, it discussed progress on its rollout.

The implementation of climate risk management measures and procedures is the responsibility of the Company's Management Board and its Risk Management Committee. Key risks, including those related to climate change, are reviewed by the Committee on a quarterly basis.



Board of	Directors			Management Board	
	\downarrow			\downarrow	
Sustainable Development and Climate Change Committee of the Board of Directors			Risk Management Comm	Risk Management Committee of the Management Board	
 Approval of the Climate Change Policy Approval of the climate strategy and risi Oversight over the operation of the clim 			 Implementation of climate Alignment of the Company to the Board of Directors re 	's climate risk appetite metrics and submissi	
First Vice President – Chief Financial Officer	Vice President – Head of Energy Division	Vice President for Ecology and Industrial Safety	Senior Vice President – Head of Strategy and Business Development	Vice President – Vi Head of Internal fo Control and Risk ar Management Pr	
 Quantification of upstream Scope 3 GHG emissions Calculation of the internal carbon price Calculation of the actual and projected product carbon footprint Assessment of the impact of climate- related risks on consolidated IFRS financial statement metrics 	 Implementation of energy efficiency initiatives Modernisation of energy infrastructure facilities Implementation of renewable energy development projects 	 Monitoring and coordination of the implementation of the Company's sustainability policy Development of the Environmental and Climate Change Strategy and an action plan to implement it Quantification of Scope 1 and 2 GHG emissions Implementation of decarbonisation projects Assessment of climate-related risks Provision of methodological support to risk owners in incorporating climate risk factors into risk management Development of corporate procedural documents and tools for carbon regulation 	 Integration Integration of the climate strategy into the Company's development strategy Calculation of strategic model scenarios and assessment of the long-term impact of climate scenarios 	 Ensuring a uniform approach within the risk management system Preparation of key risk management reports Development of the risk appetite statement 	



ission of recommendations

